

# Quartermaster

PROFESSIONAL BULLETIN  
SPRING 1993  
LOGISTICS WARRIORS

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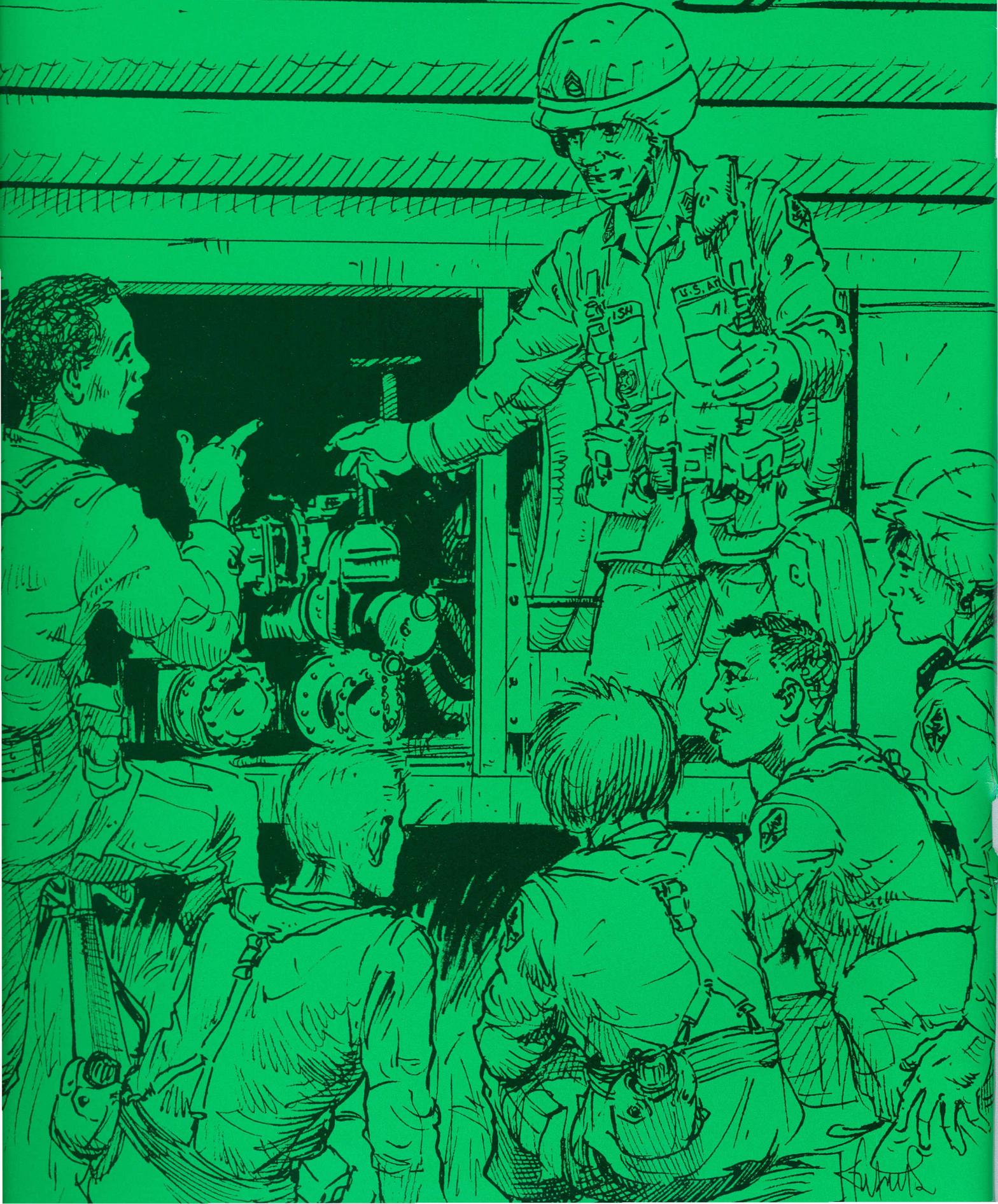


## Quartermaster Training

**FLAMMABLE**

**NO SMOKING WITHIN 50 FT**

*The Logistics Warrior FTX,  
see page 17.*



# Quartermaster

PROFESSIONAL BULLETIN



**The Quartermaster General**  
Brigadier General John J. Cusick

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**COVER:** LTC Keith K. Fukumitsu, Quartermaster, depicted Quartermaster soldiers in various training scenarios in an original line drawing. LTC Fukumitsu was formerly assigned as Chief of the Course Development Division, Directorate of Training and Doctrine, U.S. Army Quartermaster Center and School, Fort Lee, Virginia.

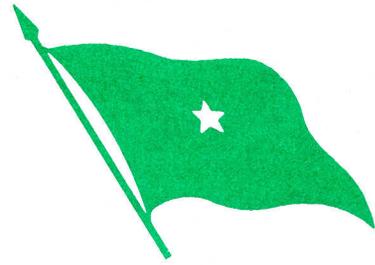
**PHOTOGRAPH LAYOUTS:** Photographs of Quartermaster soldiers in training were provided by the staff of the 262d Quartermaster Battalion, 23d Quartermaster Brigade, Fort Lee, Virginia; LTC Tommy H. Roberson, Commanding.

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# From The Quartermaster General



*Brigadier General John J. Cusick*

## *Logistics Warriors: Focused on Training*

Our training goal must be to train and maintain technically proficient and tactically competent - tough - Logistics Warriors. Train our Warriors! Train them hard and they will follow you successfully into battle. Fail and you have failed our soldiers and our nation! The leader who understands the importance of quality training will be the leader whose unit succeeds in peace or war. While we will be faced with resource challenges over the next couple of years, the opportunities for innovative, dynamic, quality training will be limited only by our personal lack of vision. Focus on success. We Quartermasters have a great heritage of mission accomplishment all the way from 1775. The ball is in our court. We Quartermasters must continuously improve the level of combat readiness of our Army via quality training.

Not surprisingly, this edition of the *Quartermaster Professional Bulletin* focuses on the important subject of training. Training our Logistics Warriors has taken on a multifunctional approach. This edition highlights some of the best. From the training of young Officer Basic Course lieutenants in **OBC TAC Officers: Training Tomorrow's Leaders to Battle Drills in the FSB TOC** and **Training With Industry at WAL-MART and Super Valu**, these articles show how soldiers and leaders in all echelons of the Army are training to win! Also featured in this edition is an article titled **Logistics Warrior FTX**. The author discusses the great training here at Fort Lee with our multi-echelon field exercise. This exercise is leading the way into tomorrow's training program and benefits all soldiers who participate. Our editors have also designed photographic layouts titled **Logistics Warriors: Focused on Training** and this edition's centerfold **Training in the 23d Quartermaster Brigade**. Training here at the "Home of our Corps" has never been better, and these fine young soldiers are reaping the rewards of training to win!

The importance of our Class IX redesign program is emphasized once again with two articles: **Reducing Repair Parts Inventories** and **The Corps Parts Store Concept**. As always, Reserve Component information is also highlighted as a permanent part of our bulletin. The rest of this edition provides interesting information on a wide variety of topics to include the great happenings at **Natick: Quartermaster Research and Development** and some sound ideas on **Sustainment Training for Automated Logistics Systems**.

I've only one update for this edition:

**Quartermaster General Officers Conference** - We had a productive and educational meeting at this year's conference 24-26 March 1993. Senior leadership discussed training, battle labs, our pending functional area assessment and professional development. Each General Officer updated his organization's mission and how it relates to the Quartermaster Corps mission. I got lots of good guidance from the Board of Governors. We also inducted 56 new Distinguished Members of the Regiment; retired a great soldier, MG Thomas B. Arwood, after 32-plus years of service to our nation; and conducted a change of honor ceremony for our Honorary Colonel of the Regiment (HCOR). LTG(R) Kenneth E. Lewi is our new HCOR, succeeding MG(R) Joseph E. Pieklik who served with distinction for four years.



*Brigadier General John J. Cusick, the U.S. Army Quartermaster General, has held a wide variety of command and staff positions before his current assignment. Other key assignments include duty as Commander, Defense Personnel Support Center, Philadelphia, Pennsylvania; Commander, First Corps Support Command, XVIII Airborne Corps, Fort Bragg, North Carolina; Commander, Division Support Command, 82d Airborne Division, Fort Bragg, North Carolina; and Commander, 407th Supply and Service Battalion, 82d Airborne Division.*

# Power Down Training



*Command Sergeant Major Milton B. Hazzard*

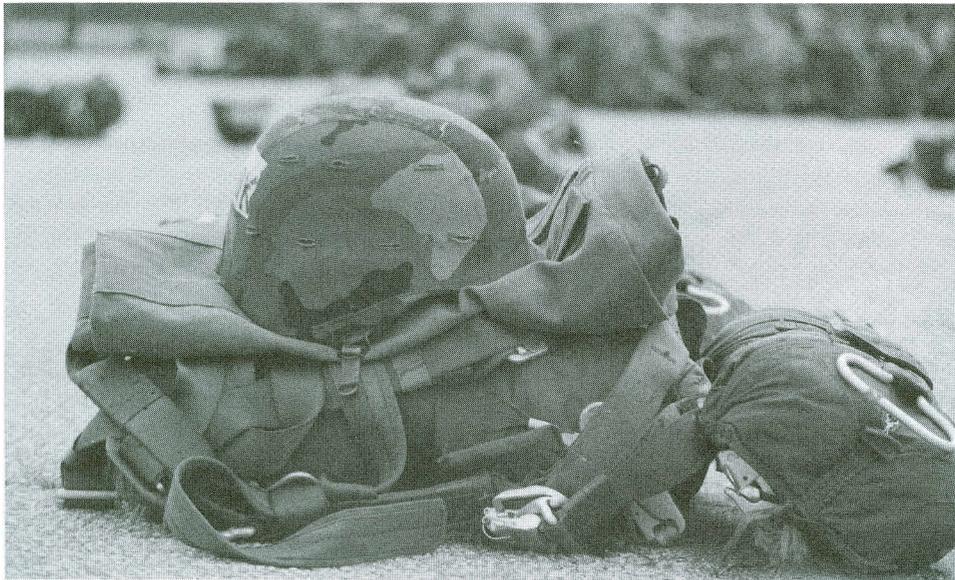
A smaller force-projection Army requires larger efforts to ensure that our training programs are focused on known or anticipated challenges. This requires continuous monitoring of training programs to make certain that the right subjects are being taught at the right time.

In reviewing the numerous accomplishments of Logistics Warriors, it is obvious that most of the training programs used in the past contributed heavily to mission success. As a result of how we were trained, many old soldiers preferred the micro-management approach to training strategy development. There were strong inclinations to concentrate on developing or following a training program influenced prin-

dence in the potential value of any training being conducted. Perhaps of greatest importance is that all training programs must be well planned. The appropriate training aids must be on hand, and there must be clearly understood and attainable standards.

As a result of current national policies, there has been a dramatic increase of tasking the military to perform nontraditional missions. In the past, most missions in this category would be concerned with civil unrest. Today, it is not unusual to find all types of military units involved in humanitarian missions resulting from some disaster caused by nature.

Preparations for the execution of our traditional tactical/technical missions remain the priority. How-



**Packed and Ready to Win, Command Sergeant Major!**

cipally by the opinions of senior leaders. Recommendations from the individuals being trained were rarely given much consideration.

However, change is something that cannot be avoided. To be in step with current doctrine, training planning and execution should be influenced by all levels of leadership.

The most important level is the platoon. Also, it is critical that all members of a target audience know the training objective. It is helpful if they have confi-

ever, preparation for increased nontraditional missions should now be included in training strategy development. Logistics Warriors have faced special training challenges for over two centuries. We will lean forward and face these increased missions with determination.



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

# From Our Readers

## Dear Editor:

We commend CPT Russel A. Patishnock on his article "Combat Service Support Synchronization Matrix" in your Winter 1992 *Quartermaster Professional Bulletin*. Obviously, the author understands the importance of synchronization and integration of resources on the battlefield. During JRTC-91-2, the 225th Forward Support Battalion (FSB), 25th Infantry Division (Light) was faced with this dilemma. We would like to submit the following as an alternative to CPT Patishnock's proposed matrix.

Victory on today's battlefield will belong to the commander who best concentrates maximum, relative combat power at the decisive point. Synchronization, one of the four AirLand Battle tenants outlined in FM 100-5 (Operations), concentrates combat power at the place and time most advantageous to the U.S. Army and its allies. Synchronization is most often considered in terms of maneuver and fires. However, the effective coordination of logistical support is also key to victory. Combat forces arriving at a decisive place and time will have little effect if lacking the fuel to maneuver and the ammunition to mass fires.

Effective synchronization requires planners to combine a large number of tasks into a single plan that remains executable, even in the fog of battle. This is never an easy task. In fact, battalion staffs can quickly become so immersed in the synchronization process that they lose visibility of other equally important functions.

The Army's answer to the synchronization challenge is a matrix based on the Battlefield Operating Systems (BOS). This matrix gives a visual guideline for staff planners to synchronize the assets to support a given operation during a specified time. Over the past few years, this matrix has gained wide acceptance as an effective tool. Unfortunately, attempts to apply the BOS matrix to combat service support (CSS) and health service support (HSS) operations have met with less than desirable results.

### CSS and HSS Matrix

Commanders of support battalions must have extremely scarce CSS and HSS assets available at the

right time and in the right quantities to assure success. This often requires the support battalion staff to plan for the simultaneous execution of multiple CSS/HSS missions from widely dispersed locations. The BOS matrix simply does not offer the diversity required to plan and execute at this level of detail.

During Joint Readiness Training Center 91-2, the 225th Forward Support Battalion (FSB), 25th Infantry Division (Light) faced this dilemma. The solution was to develop the CSS synchronization matrix. Combining the BOS matrix with more detailed CSS/HSS sections gives the new matrix the level of logistical detail required by the support battalion commander.

Specifically, the CSS matrix divides FSB missions into seven distinct operational areas, while providing a separate section for the concept of operating the FSB and each of its supported units. The operational areas include the direct support supply, medical and maintenance missions performed by the line companies; air missions; ground transportation missions; brigade support area (BSA) displacement and tactical survival. The operational areas and the major subtasks of each are annotated along the "X" axis of the matrix. The operational time line is annotated along the "Y" axis as consecutive days divided into four-hour increments.

During the planning phase, the synchronization matrix provides an excellent tool for identifying all support requirements for each combat operation. The FSB S3 (Operations and Training Officer) identifies each supported unit's concept of operation as far into the future as possible (normally 72 hours). Based on the concepts of operation, the FSB support operations officer and the supported brigade's S4 (Logistics Officer) identify all support requirements for each mission and annotate the synchronization matrix accordingly. During this same period the FSB S3 determines displacement and survival requirements and adds these to the synchronization matrix.

### Choke Points

After the matrix is annotated with all projected requirements, the FSB staff can quickly determine where shortfalls or choke points may impede execution of one or more operations. This analysis pro-

vides a sound basis for requesting augmentation from the main support battalion (MSB) or from corps. If augmentation is unavailable, the matrix allows the FSB commander to quickly and efficiently develop alternatives for the task force commander.

During the execution phase, the FSB staff uses the synchronization matrix as a CSS/HSS blueprint providing the what, when, where and how much for each operation. By following this blueprint, the FSB staff ensures effective synchronization of the wide-ranging logistics operations required to support a combat mission. On the surface this concept may seem rigid, but the matrix actually improves the FSB's flexibility. For any given time period, the support operations officer can easily identify when and where resources are allocated. This provides the FSB commander with the information to shift resources to support changing missions and priorities.

Use of the matrix also serves to validate the fundamental sustainment imperatives. By ensuring the timely anticipation of future requirements, the matrix provides the basis for integrating the CSS

concept of support into the tactical plan. This, in turn, ensures continuity of support and responsiveness to the task force commander's requirements. Finally, by projecting requirements well into the future, the matrix allows the logistics planner to seek augmentation where required and to use improvisation when augmentation is not available.

The CSS synchronization matrix is an invaluable tool for all logisticians. The end result for the 225th FSB is CSS/HSS that serves as a significant combat multiplier and makes the 2d Brigade Task Force, 25th Infantry Division (Light), a highly potent combat force.



**MAJ Kenneth W. Carroll**  
Executive Officer, 225th Forward Support Battalion, 25th Infantry Division (Light), Schofield Barracks, Hawaii

**LT Frederick V. Godfrey**  
Currently attending the Quartermaster Officer Advanced Course at Fort Lee, Virginia

## BOS MATRIX

Time	-14 hr	-12 hr	-10 hr	-8 hr	-6 hr	-4 hr	-2 hr	H-5 hr	H hour	+6 hr	+10 hr	+12 hr	+14 hr	+22 hr
Enemy Action			threat monitors movements	continue def prep				counter btry	lights from 1st belt psn	defend in 2d belt RAG dir fire			res moves to atk/block main atk	
Decision Points										(1) launch deep atk				(2) conf atk
Deep													avn bde atk res vic EA A	
M A N E U V E R	Security	recon routes secure fwd areas			sqdn moves 3d on rts 3 & 4	(refuel)		cav sqdn moves		prep to screen rt flank			screen rt flank	
Close		bdes move rts 1 & 2, (refuel) 3 & 4				lead bdes move to LD/LC		cross LD/LC		secure Obj LARRY bde penetrate 2d belt pass res			atk Obj PAUL	secure Obj PAUL
Reserve				bde moves 2d on rts (refuel) 3 & 4		bde moves				continue atk to Obj PAUL				continue atk or def
Rear		avn bde Level III response							risk in rear area avn bde prep deep atk					
Air defense	wpsn HOLD		wpsn TIGHT	protect rts & refuel areas		Protect move to LD/LC	protect lead bde	wpsn FREE						spt def
Fire support		move to fwd fire psn			coord w/support arty		fire prep	provide DS/GS spt		atk RAG Fire SCAD				spt atk on Obj PAUL
IEW				latest threat LOC			find RAG & threat res	confirm loc threat res		confirm move of threat res				loc threat beyond Obj PAUL
Engineer				maint rts			spt to lead bde mob on axis			maint on MSR				prep def or atk
* Sustainment		Refuel & maint units move		refuel & fix in atk pos		refuel & maint units to MSB				resupply bde on Obj LARRY				resupply Obj PAUL
C2		coord cross LD/LC main AA Rose		TAC CP with lead bde				main plans conf atk		main prep to move				main CP moves

\* The CSS Synchronization Matrix on the following page details the Sustainment battle operations system in this BOS Matrix.

# CSS SYNCHRONIZATION MATRIX

OPERATION	D... M... DATE.....						D... M... DATE.....						D... M... DATE.....						D... M... DATE.....					
	0400	0600	1200	1800	0000	0400	0400	0600	1200	1800	0000	0400	0400	0600	1200	1800	0000	0400	0400	0600	1200	1800	0000	0400
CONCEPT OF OPN																								
4-88 INFANTRY BATTALION																								
1-81 INFANTRY BATTALION																								
1-14 INFANTRY BATTALION																								
8-11 FA BATTALION																								
OTHER UNIT																								
SBA DISPLACEMENT AAOB/FWD																								
MAIN																								
REAR																								
TAGT SURVIVAL PASSIVE DEFENSE																								
HARDENING GL III, V, OS																								
TBC/HFM																								
TRE/ETP																								
TACTICAL SURVIVAL ACTIVE DEFENSE																								
PATROLS/AMBUSH																								
LP/OP, SMOKE																								
GROUND TRANSPORTATION																								
8 TON TRUCK																								
SEP / LOWBOY																								
FORKLIFT																								
OTHER																								
AIR TRANSPORTATION																								
UH60 / UH1																								
OH 47																								
AIR MISSION																								
ODS																								
BLING LOAD																								
AIR LANE																								
AAOB / DAGO																								
OX / LZ / PZ																								
SUSTAINMENT																								
GL I / HSO																								
GL II / IV																								
GL III																								
GL V																								
GL VII																								

OL VIII  
 CLASS IX / X  
 MAINTENANCE  
 CONTACT TEAM  
 RECOVERY OPNS  
 AUTO  
 ARTY  
 ENG  
 SA / NSL  
 ELM / FS  
 MEDICAL OPN  
 AMB FWD  
 TRT TM FWD  
 BRND EAG  
 AIR EAG  
 ROTARY / FIX WING  
 TREATMENT  
 PT HOLD  
 RTD

# Battle Drills in the FSB TOC

*LT Frederick V. Godfrey*

The forward support battalion (FSB) S3 is responsible for communications, security and control of all units within the brigade support area (BSA). For the smooth operation of the battalion tactical operations center (TOC), the S3 and support operations should develop a series of battle drills for every operation or crisis within the BSA. Every battle drill goes into a battle book kept in the battalion TOC at all times. The TOC battle captain is the senior staff officer or noncommissioned officer (NCO) on duty in the battalion TOC during the mission or crisis.

As the deputy support operations officer for the 225th FSB, 25th Infantry Division (Light), I experienced firsthand the effectiveness of battle drills and how quickly a battalion TOC can become confusing without battle drills. Just having battle drills as standing operating procedure (SOP) is not enough. Battle drills are most effective if rehearsed continuously during field exercises, command post exercises and in garrison. Battalion battle drills included in company, platoon and squad operations make effective use of battalion assets. In fact, companies should establish battle drills of their own for each battalion battle drill that involves them. A properly executed battle drill can mean the difference between life and death on the battlefield.

Battle drills organize the TOC in a crisis so that even the most inexperienced staff officer and NCO can react effectively and quickly. Response to a crisis is much quicker with the battle drills using the three tenets of AirLand Battle doctrine: agility, initiative and synchronization. Battle drills give agility to react to several different operations at the same time, initiative to react early enough to be effective, and syn-

chronization to ensure the support operation integrates with the maneuver forces tactical plan.

The ideal of battle drills is not new. Battle drills are very similar to the instructions in a charge of quarters (CQ) book. For example, the CQ has a checklist to execute if there is a bomb threat. The battle drill is also an effective way to take positive action in a crisis until leadership arrives. This action can lessen an unwanted response to a crisis by an inexperienced officer or NCO. In other words, it is harder to make a mistake when you have a checklist to follow.

## **Building Battle Drills**

Building battle drills from scratch is a time-consuming process at first, but they only need updating once established. Each staff officer is responsible for building the battle drills that affect each section. Staff officers also need to make sure those battle drills get integrated down to the company level. Once established, the staff officer is responsible for rehearsing the battle drills with the staffs. Each battle drill is broken down into four parts: the particular crisis or operation, the action taken, who takes the action, and any notes or coordinating instructions. The following staff sections contain a selective list of possible battle drills for a staff to compile.

The battalion S2 officer or NCO is responsible for building battle drills related to intelligence, counterintelligence, electronic warfare (EW) operations, communications and enemy prisoner of war (EPW) evacuation. The S2 is a key player in the implementation of battle drills once activated in the TOC. The S2 updates the situation maps, monitors and relays communications and keeps the logbook of TOC activi-

ties during the crisis or operation.

The battalion's S3 is responsible for building the battle drills related to enemy contact; incoming and outgoing indirect fire; convoy operations in or out of the BSA; nuclear, biological and chemical (NBC) operations; air support; and BSA security. The S3 is also responsible for compiling the battle drills, training the staff in using battle drills, integrating them with company operations and maintaining the battle drills. The S3 is the officer in charge of the TOC and is the battle captain when on duty.

The support operations section is responsible for all supply-related battle drills including emergency resupply to a combat unit, normal resupply by convoy (Logistical Packages), casualty evacuation, mass casualty evacuation, request for vehicle recovery support, containerized delivery system (CDS) recoveries, airland resupply recovery, emergency resupply to the BSA, request for contact team support, request for air medical evacuation, request for ground medical evacuation, deploying medical treatment teams forward, air medical evacuation from the BSA to the rear, and mortuary affairs. The support operations officer and staff conduct all coordination between the companies involved and the receiving or issuing unit.

The battle book is simply the book which contains all TOC battle drills. The key to the battle book is simplicity; a battle drill not easily referenced is ineffective. A battle book well indexed with tabs, quickly accessible and easily understood is almost as important as the battle drill. The battle book should remain close to the battle captain and in the battalion TOC at all times. It is one of the most important documents in the TOC.

## Battle Captain

The battle captain is the senior staff officer/NCO in the TOC. If the battalion S3 is on duty in the TOC, the S3 will serve as the battle captain. The battle captain is responsible for organizing and executing all activated battle drills within the TOC. The battle captain needs to maintain overall visibility and flexibility of TOC operations once a battle drill is activated. Therefore, the battle captain cannot become physically involved in the operation, but must remain objective and ready to make decisions. The key here is

play the biggest part in this synchronization process.

The brigade S4 is responsible for coordination between the maneuver battalion support platoon leader and the FSB support operations shop. The brigade must understand the FSB's battle drills, and the FSB staff must understand the maneuver brigade's battle drills to avoid confusion when either command implements a battle drill. For example, an emergency resupply request comes into the FSB TOC so the FSB implements its emergency resupply battle drill. Then the

centrate on more than one operation at a time. All levels of command from platoon operations to division operations can develop battle drills. The key is that each battle drill must talk to the battle drills both above it and below it. For example, company battle drills have to talk to both platoon and battalion battle drills. A battalion battle drill is useless if implemented and the company cannot understand it enough to execute it.

Most important, every command is different, and each command has to develop battle drills

BATTLE DRILL #55 — EMERGENCY RESUPPLY TO COMBAT UNIT					
WHO	ACTION	NOTES	WHO	ACTION	NOTES
1. RTO/SPO:	Receive request for resupply from customer over BDE A/L net.	Fill out supply request form.	6. S3:	Give copy of information to BDE S4, SPO, and post original to master MSN board.	
2. RTO:	Announce "Attention in the TOC. We have a request for emergency resupply."		7. S3:	Coordinate with unit chosen as the PZ security element.	Use BN net, BDE command net or MSE.
3. SPO:	Disseminate copies of request.	Copies to: BDE S4, Company with type of supplies needed, and post a copy to the master MSN board by the radios.	8. S3:	Give security element NLT to have PZ secured.	Use BN net, BDE command net or MSE.
4. SPO	Contact company by voice and notify of resupply mission.	BN net or MSE.	9. S3:	Establish COMMO with the PZ security element.	Use BN net.
5. S3:	Contact BDE S3 (air) to request emergency aircraft for supply.	Copy following: Time aircraft will be on station, grid of PZ, bird call sign, other pertinent information.	10. SPO:	Contact company with supplies and notify of mission.	Give time/LOC. Other information.
			11. SPO:	Contact requesting unit and disseminate resupply information.	Grid of LZ, time bird is on station, and when MSN complete.
			12. S3/SPO:	Monitor resupply mission.	
<b>LEGEND:</b> BN - Battalion A/L - Administrative/Log COMMO - Communications BDE - Brigade LOC - Logistics operation center LZ - Landing zone MSE - Multiple subscriber equipment MSN - Mission NLT - No later than PZ - Pick up zone RTO - Radio/telephone operator S3 - Battalion operations S4 - Battalion supply SPO - Support operations officer TOC - Tactical operations center					

for the battle captain to remain responsive to any change in the crisis or operation. The battle captain must read and understand every battle drill to implement the appropriate battle drill for the appropriate situation.

The majority of the FSB battle drills relate to either combat operations or combat service support operations. Therefore, it is important that FSB battle drills synchronize with the maneuver force operation. To achieve synchronization, the maneuver force must understand what take takes place when an FSB battle drill is activated. The brigade S4, with the FSB support operations officer and FSB S3,

brigade S4 contacts the maneuver battalion S4 who implements the battalion's battle drill to receive the supplies. This operation could quickly become confusing if both the maneuver force battle drills and the FSB battle drills do not synchronize. To avoid this confusion, both the maneuver forces and the FSB battle drills must complement each other.

The battle drill is a systematic approach to TOC operations. It increases the speed and accuracy of combat and combat service support operations. TOC battle drills provide a commonsense approach to TOC operations and allow the battalion staff the flexibility to con-

that enhance its own operational capabilities. The bottom line is to pre-plan for the known operations so that soldiers have the time for the unknown operations.



*LT Frederick V. Godfrey has a bachelor of science degree in geography from Montana State University. He is also a graduate of Quartermaster Officer Basic and Advanced Courses, Motor Officer Course, Air Lift Planners and Air Assault School. His previous assignments include Company Executive Officer, Platoon Leader, and Deputy Support Operations Officer in the 25th Infantry Division (Light), Hawaii. Currently, he is attending the Petroleum and Water Officer Course.*

# 262d Quartermaster Battalion: Yesterday and Today

Robert P. Davis

The French Croix de Guerre with Palm; the Meritorious Unit Citation; Campaign Streamers for Normandy, Northern France, and the Rhineland; and 10 Campaign Streamers for 3 years of combat duty in the Republic of Vietnam. . . . so reads the legacy of the 262d Quartermaster Battalion through World War II and the Vietnam War.

The 262d Quartermaster Battalion was originally organized at Camp Pickett, VA, on 28 Jul 42 as Headquarters and Headquarters Detachment, 262d Quartermaster Battalion (Service) (Colored), with Companies A, B, C, and D activated at the following locations: A Company, Camp Pickett, 28 Jul 42; B and C Companies, Camp Shelby, MS, 10 Apr 42; and D Company, Camp Gruber, OK, 28 Jul 42. After

completing training and reorganizing to the new Quartermaster Battalion (less the specialized service designation), the battalion was shipped to the European Theater of Operations (ETO) and arrived in England in August 1943. During the next 10 months, the battalion trained and assisted in preparations for the invasion of Normandy. The unit participated in the disastrous pre-invasion exercise Tiger, which suffered a surprise attack by the Germans in April 1944. However, the 262d did not sustain any casualties.

## Normandy Invasion

For *Operation Overlord*, the invasion of Normandy, the 262d was assigned to the 1st Engineer Special Brigade. As their name implied,

engineer special brigades were special composite units specifically designed for immediate logistical operations over the beachhead. Once the combat troops cleared the beach sites, the units got supplies from port to shore and then on to supply dumps. The 1st Engineer Special Brigade was assigned to the Utah Beach area and included five Quartermaster battalions with combinations of service companies, railhead companies, gasoline supply and truck companies, and graves registration companies. During the several days of the invasion of Normandy, there was a continuous stream of combat and combat support units arriving from England. The 262d Quartermaster Battalion arrived on D+2. The battalion mission, as defined by table of



The 262d Quartermaster Battalion Headquarters arrives at Cam Ranh Bay, Vietnam, in 1967.

organization and equipment (TOE) of 1 Jun 43, was to operate a labor pool for general headquarters, armies, corps, and divisions by assisting Quartermaster supply, depot, salvage, gasoline, railhead, subsistence, and graves registration companies. In the European Theater of Operations, the service companies provided military personnel for general labor and supervised civilian and prisoner-of-war labor. Experience proved these service companies could handle from 800 to 1,000 short tons of supplies per 10-hour day.

After the Third Army broke through the German lines and the Allies began their advance across France, the 262d Quartermaster Battalion was placed under the 63d Quartermaster Base Depot and Headquarters 536th Quartermaster Group. These units were located outside the Utah Beach area and remained there until the end of the war when they moved into the Rhineland. The 262d was one of many all-Black units that comprised over one-third of the Quartermaster Corps of World War II. The battalion's motto at that time was "By Industry and Perseverance."

### **Vietnam War**

On 28 May 46, the 262d Quartermaster Battalion was deactivated with honors and returned to the United States. The Korean War did not require massive reactivations of Quartermaster units, so the 262d remained inactive until the major build-ups of the Vietnam War.

The 262d Quartermaster Battalion was reactivated at Fort Lee, VA, on 4 Jan 67, as a Petroleum Battalion because of the increased logistics requirements for the Vietnam War. From January through May 1967, the battalion underwent technical on-the-job training, basic unit training, and operational readiness training to prepare for deployment. The battalion left Fort Lee on 15 May 67. The main body left the United States aboard the USS Barrett on 16 May 67, arriving at



**262d soldiers march to victory in the 23d Quartermaster Brigade drill competition.**

Cam Ranh Bay, Vietnam, on 5 June.

The 262d Quartermaster Battalion (Petroleum) was initially assigned to the Cam Ranh Bay Depot (Provisional). By 1970 the battalion was assigned to the 54th General Support Group, Cam Ranh Bay Support Command. The battalion had organizational and operational command and control of the 524th Quartermaster Company (Pipeline Operations), the 525th Quartermaster Company (Pipeline Distribution), the 19th Quartermaster Detachment (Petroleum), the 22d Quartermaster Detachment (Petroleum), the 237th Quartermaster Detachment (Petroleum), and the 253d and 255th Quartermaster Detachments (Petroleum). Later, the battalion assumed command and control of the 59th Field Service Company.

The support mission of the 262d Quartermaster Battalion was primarily the receipt, storage, and distribution of bulk petroleum throughout the Cam Ranh Bay Support Command Area. Ocean-going tankers brought the petroleum to the bay area. Storage was initially by 10,000-gallon collapsible tanks and some 3,000- and 10,000-barrel, bolted steel storage tanks. By the end of 1967, 50,000-barrel storage tanks were under construction.

Distribution was initially by tank trucks and later by pipeline. Though the battalion was primarily a wholesale distribution unit, the Army had limited retail distribution in the Cam Ranh Bay area. The battalion also was responsible for bulk petroleum supply points in the Ban Me Thuet and Dalat areas, located 50 to 60 miles inland from the coast. With the petroleum supply mission, the 262d had petroleum quality surveillance responsibility for the entire support command area with its organic petroleum laboratories. Until formation of the Da Nang Support Command, the 262d Quartermaster Battalion provided petroleum task force detachments (both supply and quality surveillance) to various points throughout the I Corps area.

### **Counteroffensive**

Members of the 262d Quartermaster Battalion demonstrated a high professional competency and an unlimited capacity for work under the adverse conditions of combat, unique to Vietnam. The soldiers of the battalion contributed immeasurably to sustaining American combat operations against the opposing Communist forces during the 1967-1968 counteroffensive, by trans-

porting more than 22 million gallons of fuel and efficiently operating a number of forward supply points. For these and other activities, the battalion was awarded a Meritorious Unit Citation. The battalion was inactivated in Vietnam on 13 Aug 70. The battalion's motto at this time was "Life Line to Victory."

### Peacetime Service

In recognition of its service in Vietnam, the battalion's motto remains "Life Line to Victory." The battalion's current mission is training soldiers in seven specialties (petroleum supply, petroleum laboratory testing, water supply, mortuary activities, fabric repair, laundry and shower, and aerial delivery). U, V, and H Companies are home to 77F, 77L, 77W, and 57E

soldiers. C Company is home to the 43E and 43M military occupational specialties.

In addition to its pure training mission, the battalion is also home of L Company, which is the U.S. Army Quartermaster Center and School's reception company for all advanced individual training soldiers, and home of R Company, which is the school's reclassification company. The R Company mission involves providing command, control and administrative support to soldiers reclassifying into any of the 13 Quartermaster specialties and for soldiers attending functional course training at Fort Lee.

Today, with three instructional departments (Petroleum and Water, Airborne and Field Services and the Mortuary Activities Center), cadre and students, the 262d Quar-

termaster Battalion operates with approximately 1,600 personnel under its control. Providing the best training for Logistics Warriors is the constant focus of the "Life Line to Victory Battalion" as they continue to provide our Corps with winners for the Army of tomorrow.



*First Sergeant (Retired) Robert P. Davis is assigned to the 262d Quartermaster Battalion where he has been the battalion mail officer for 10 years. He attended The Citadel and the University of Maryland and is a graduate of Virginia State University. His 26 years of military service included tours in Hawaii, Germany, Vietnam, and Korea. A member of several local historical societies, he is currently writing a book on the role of Petersburg, Virginia, in the American Revolution.*

Soldiers in the 262d Quartermaster Battalion receive guidance from a drill sergeant on the Leadership Reaction Course.



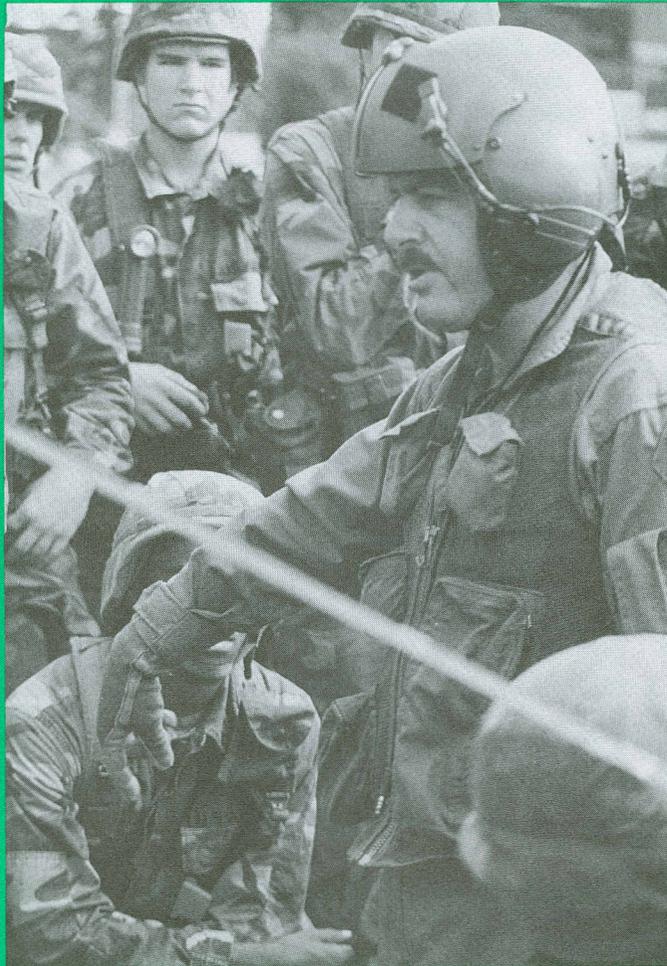
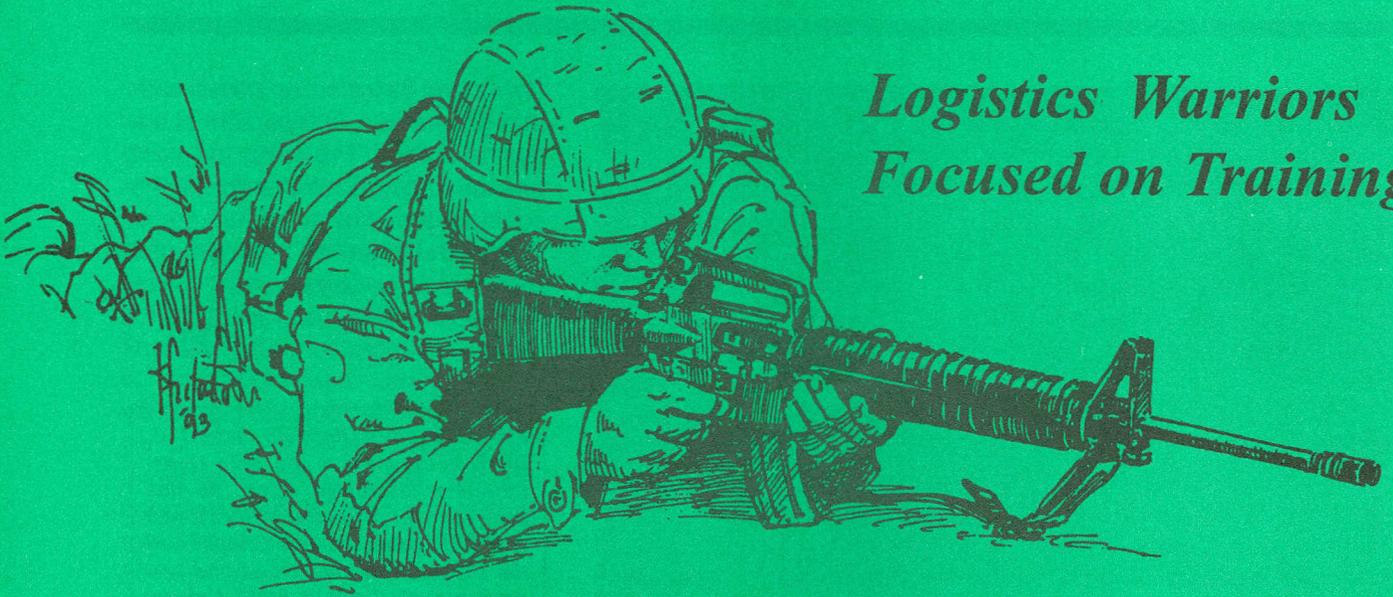
## Quartermaster Military Occupational Specialties (MOSs)

43E (Parachute Rigger)	94B (Food Service Specialist)	92A (Automated Logistical Specialist)*
43M (Fabric Repair Specialist)	57E (Laundry and Shower Specialist)	92Y (Unit Supply Specialist)**
77F (Petroleum Supply Specialist)	57F (Mortuary Affairs Specialist)	92Z (Senior Noncommissioned Logician)
77L (Petroleum Laboratory Specialist)	77W (Water Treatment Specialist)	

\* The 92A MOS will become effective 1 May 93 with the consolidation of these four supply MOSs: 76C (Equipment Records and Parts Specialist), 76P (Material Control and Accounting Specialist), 76V (Material Storage and Handling Specialist), and 76X (Subsistence Supply Specialist).

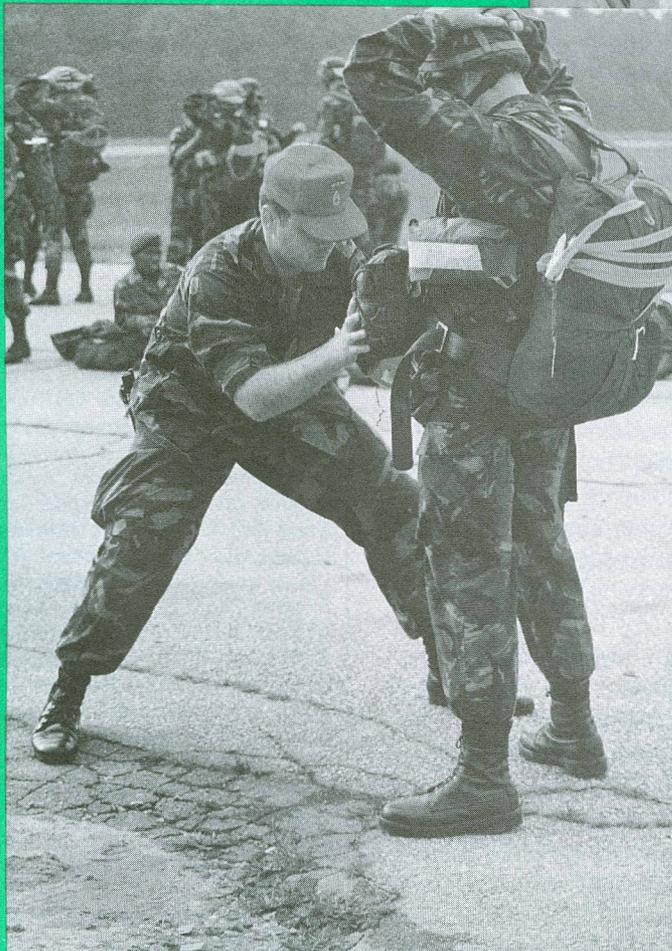
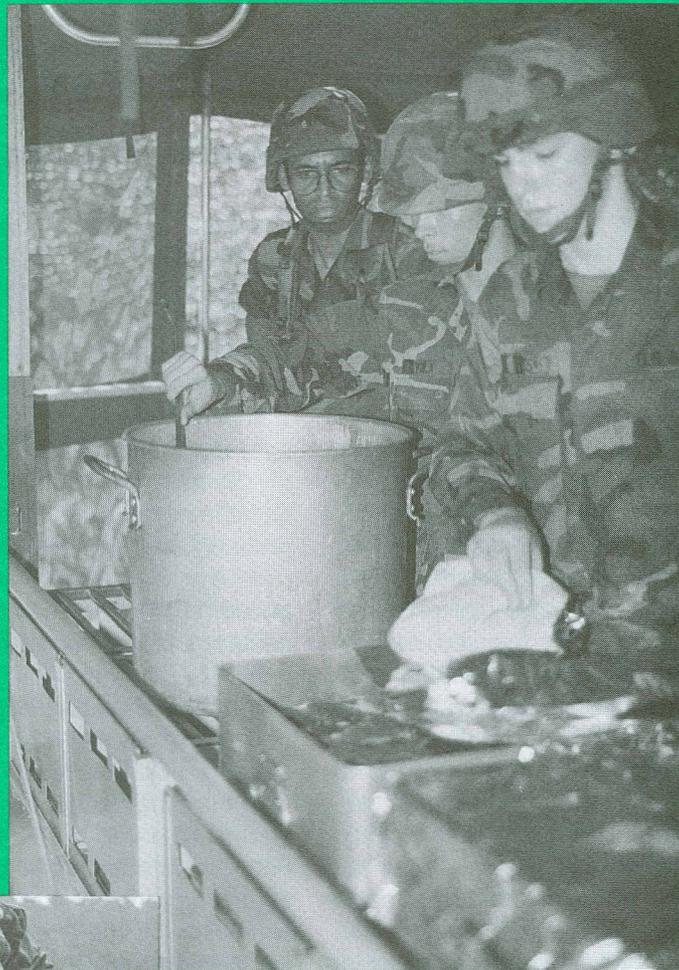
\*\* The 92Y MOS formerly was the 76Y (Unit Supply Specialist) MOS.

*Logistics Warriors  
Focused on Training*



A crew member instructs 77Fs on correct hand and arm signals and procedure during sling-load training.

Three 94B soldiers make final preparations for a meal during the Logistics Warrior Exercise.



A 43E soldier receives a final check from a 'Red Hat' instructor at Fort Lee before making a jump.

# OBC TAC Officers: Training Tomorrow's Leaders

CPT Maximo Z. Luna

*"Who will be my TAC officer? Is my TAC officer going to be tough on me, or the type of person who is laid back? Is my TAC officer the type of person who likes physical training and will run us to death?"*

These are some of the questions lieutenants ask themselves when they first arrive at Fort Lee for the Quartermaster Officer Basic Course (QMOBC). The Training, Assessment and Counseling (TAC) officer is responsible for developing our future Quartermaster leaders. The TAC officer's objective is to train leaders who are battle focused, technically and tactically proficient, and mentally and physically prepared to lead soldiers on tomorrow's battlefield. In addition, TAC officers focus on training Quartermaster lieutenants to function as platoon leaders capable of performing entry-level technical tasks in petroleum, water, subsistence, supply management and field services. The TAC officer controls and coordinates all administrative actions required of Quartermaster lieutenants to complete the 17-week curriculum which is conducted in five phases. The five phases are as follows:

**Core Phase.** During this phase, students are taught the basics of various subject areas to include communicative skills, company administration, unit training management, military law, command and staff tactics, defense, and nuclear, biological, chemical (NBC). The students are evaluated and assessed on their abilities to communicate, both in written projects and orally in briefings.

**Subsistence and Food Service Phase.** Dining facility management, Army Field Feeding operations and subsistence supply management are taught and demonstrated to the students by instructors from the U.S. Army Quartermaster Center and School's Army Center of Excellence, Subsistence (ACES).

**Supply and Services Phase.** Maintenance, combat service sup-

port, unit supply (automated data processing), the Direct Support Unit Standard Supply System (DS4), storage, the Standard Army Retail Supply System (SARSS), procurement and contingency contracting, airdrop resupply, laundry and shower, and mortuary activities are taught in this phase. Instructors emphasize being a platoon leader in a Quartermaster unit.

**POL and Water Phase.** General petroleum, oils and lubricants (POL) subjects, POL fixed facilities, and POL field handling equipment are taught at the POL training facility at Fort Lee. The students get practice on setting up various refueling systems and operating equipment.

**Leadership Phase.** Military Qualifications Standard I (MQS I) verification, leadership certification, land navigation, record Army Physical Fitness Test (APFT), attendance and punctuality, and the TAC officer subjective evaluation of leadership ability are all areas of evaluation during this critical phase of QMOBC. In this phase, vital to QMOBC success, students receive assessments of their abilities to lead soldiers.

During their course, the students will also participate in a variety of hands-on training events which will also assist them upon arriving in their next units. The Logistics Warrior Field Training Exercise (FTX) is a five-day exercise where students apply technical, tactical and common soldier skills during a tactical situation. Students are normally assigned as platoon leaders and staff officers during the multi-echelon FTX involving Advanced Noncommissioned Officer Course (ANCO), Basic Noncommissioned Officer Course (BNCO) and advanced individual training (AIT) students.

The Tactical Exercise Without Troops (TEWT) is a two-day field exercise which is normally planned and executed by the student officers with the constant supervision of the TAC officer. This training focuses on basic soldiering that will be used during the Logistics Warrior FTX.

Many students have the opportunity to volunteer to work as platoon leaders in actual units on Fort Lee through the Student Officer Affiliation Program (SOAP). Offering this work during off-duty hours and on weekends, this program provides the student leaders with the types of hands-on training that they will receive in their next units.

As you can see, QMOBC is full of exciting, demanding and challenging training. The TAC officer can make all this happen. Yet, do not assume that your recently graduated QMOBC lieutenants know it all - give them some room and they will mature in no time!



*CPT Maximo Z. Luna is a Distinguished Military Graduate with a bachelor of arts degree in mass communications from the University of Hawaii. He is also a graduate of the Quartermaster Officer Basic Course, Quartermaster Officer Advanced Course, Combined Arms and Services Staff School, Logistics Management Course and Airborne School. His previous assignments include Supply Platoon Leader, Company Executive Officer, and Battalion Maintenance Officer of 99th Forward Support Battalion, 9th Infantry Division (Motorized). Most recently, he served as Company Commander, W Company, 244th Quartermaster Battalion and Chief, Supply and Services Division of the Directorate of Evaluation and Standardization, Fort Lee, Virginia. He is currently the Training, Assessment and Counseling (TAC) Officer of the Quartermaster Officer Basic Course, Fort Lee, Virginia.*

# Six Weeks Down, 11 to Go: OBC From A Student's Viewpoint

LT Daniel F. Dominguez III

We are Army officers, and we are expected to be the junior leaders of the finest military force in the world in less than five months. Some lieutenants here at the U.S. Army Quartermaster Officer Basic Course (QMOBC) at Fort Lee, VA, just realized this. Maybe we realized it the first time we went to the post exchange and a group of advanced individual training (AIT) soldiers snapped to attention and rendered a salute. Maybe it happened when a senior noncommissioned officer (NCO) or a drill sergeant rendered a salute. Maybe we realized it a long time before we arrived at Fort Lee. Regardless of when we made that realization, as we head into our sixth week of the course, we all know why we are here. We are here to prepare to be the best junior officers we can be.

## Expectations

Expectations of officers before the QMOBC were varied. Just about everyone expected a great deal of classroom work. We all expected tough physical training (PT). A note in our welcome packet stated that we should report in our "best physical condition." That was enough to get everyone to dust off their running shoes and PT gear at least a month before arrival. The welcome packet also stated that we should bring the Military Qualifications Standard I (MQS I) book from our commissioning sources. So, some expected to be tested on the tasks we were to have learned at our various commissioning sources. Almost everyone expected their leadership ability to be tested while at QMOBC. One recurring theme kept appearing as I talked with a number of my classmates. Almost everyone expected to ar-

rive at a professional environment. They knew that they were coming to Fort Lee to learn, but they also knew that they were coming as Army officers.

## Professionals

Those expecting a professional environment have not been disappointed. The Training, Assessment and Counseling (TAC) officers treat everyone with respect and dignity. The instructors share a great deal of real-world experience with the QMOBC students. The days of being told exactly what to do in every situation are over.

There is a student chain of command in place in our class. On top are a commander and first sergeant who rotate weekly. Everything goes through the student chain of command before it reaches the TAC officer's desk. This places additional stress on the student chain of command but also teaches the student chain of command some valuable skills.

The QMOBC students come from a variety of sources. A small portion of students are foreign exchange student officers from allied nations. The rest come from the United States Military Academy at West Point, NY; state-sponsored National Guard Officer Candidate Schools; the Officer Candidate School at Fort Benning, GA; and the majority from university-sponsored Reserve Officers' Training Corps (ROTC) programs. Each program has merits, and almost everyone here is convinced that they come from the best commissioning source. All seem to feel that they were well prepared by their respective commissioning sources.

Some students are going to U.S. Army Reserve (USAR) units after they leave the QMOBC while

others are going to Army National Guard (ARNG) units. The rest are going on active duty immediately after graduation. Almost everyone going on active duty has requested a follow-on school, ranging from the Junior Maintenance Officer Course (JMOC) to Ranger School.

## Follow-On Schools

Officers going on active duty have the opportunity to attend follow-on schools at the federal government's expense. The USAR and ARNG students can go to follow-on schools if their receiving units or states pay for the courses. The high number of follow-on schools requested shows dedication and eagerness to learn. Everyone realizes that whether they are going on active or reserve duty, they can at any time be called up to do the job that they are being trained to do. As *Operation Desert Shield/Storm* taught us, everyone must be prepared to perform jobs proficiently at a moment's notice. That realization is apparent in the way we treat each other. There is not a division within the class. The active duty officers do not regard the USAR and ARNG officers as "week-end warriors."

During QMOBC, students are expected to arrive and remain in good physical condition. Every day starts with an early morning run. On Mondays, Wednesdays and Fridays, we conduct regular PT sessions which usually consist of push-ups, sit-ups and a run. On Tuesdays and Thursdays, we receive training on methods of physical fitness training. The Tuesday and Thursday sessions are taught by a Master of Fitness qualified NCO. Up to this point, the NCO has covered everything from developing individual fitness programs to de-

veloping fitness programs for soldiers who fail their PT tests.

Everyone gets to be a PT leader. All have a chance to improve their knowledge of proper PT techniques. By knowing the proper procedures for conducting PT assessment, we will better assess the physical readiness of our soldiers when we arrive at our units.

### **Class Work**

The class work has been diverse. We have learned everything from company operations to theater Army operations. We have not yet had very much depth into any of the subjects. However, the course is giving us a solid foundation on which we can build.

The pace of the course is designed to ensure that everyone can keep up. With different ability levels, some students grasp material faster than others.

Training began on week one. The entire first week was filled with briefings and administrative business. Even then, we had to prepare for MQS I testing that Saturday. The student staff was promptly tasked to ensure that the training was properly conducted. Within a few days of meeting each other, the staff had to write an operations order and properly coordinate for a successful day of training.

Week two ended on a positive note as everyone took part in a "Company Administration" exam. This week's training taught us that we need to learn how to use our manuals, because no one can memorize them all.

The highlight of week three was an exam on "The Army Maintenance Management System (TAMMS)." This was a challenging exam for most, as we realized there is a lot more that we do not know than we do know about being Quartermaster officers. This exam also emphasized the importance our senior NCOs will have in our development as officers.

Week four was a busy week that included instruction on fratri-

cide, platoon tactics and general military subjects. The highlight of this week was a battlefield visit conducted on Monday. The battlefield visit, combined with the training of the week, allowed us to see how strategies are formed at large and small unit levels. We learned about the mistakes of past commanders and why they were made.

Week five contained the most challenging exam that we have had to date. The exam covered combat service support (CSS) operations from the battalion level all the way to the theater Army level. We may all at one time be tasked to perform our mission in a forward support battalion (FSB), an ammunition transfer point (ATP), or at a division support command (DISCOM) supply and service company. The major lesson learned again this week was that we need to learn to use manuals. The students who learned how to look things up were the ones who were the most successful on the exam. We also learned where we will fit in the grand scheme of operations if ever deployed to support a war effort.

### **Class Standing**

Weeks one through six have been filled with classroom work. At this point in the course we have already taken eight exams, and people are anxious to figure out just where they stand academically. The grades for the first eight tests were released yesterday. Everyone in the class was also informed of class standing. It is a time for adjustment. Some have the pressure of being the top academic student and struggling to stay there. Others have the pressure of trying to bring themselves up from their present standing.

The best training we have had so far was the practical exercise on briefings. We were all given a company mission essential task list (METL) to prepare a briefing on collective tasks that we would train in relation to those METL tasks. This assignment required that we use

not only our briefing skills, but also our research and time management skills. This is the type of exercise that students will do when they arrive at their units.

As we finish our sixth week we look forward to further training and evaluation. In the next few weeks we can expect to receive training on dining facility management; Army Field Feeding operations; subsistence supply management; and petroleum, oil and lubricants (POL) and water. We will have a real-life test in the form of a field training exercise (FTX) called Logistics Warrior. In this five-day exercise, students will apply technical, tactical and common soldier skills during a tactical situation. This FTX will be the ultimate test before we are sent to our units. We hope to perform well during this FTX but the main goal will be to take back to our units as many "lessons learned" as possible. We all realize that a lesson learned in training is a mistake not made in combat.

### **The Future**

After 17 weeks of QMOBC, we are expected to report to our units and be the leaders. We will soon be assigned to our first platoons. Most of us, the lucky ones, will be assigned with capable NCOs who will teach us what we need to know immediately to perform our jobs.



*LT Daniel F. Dominguez III is a Distinguished Military Graduate of the University of New Mexico in Albuquerque, New Mexico. He has a bachelor's degree in marketing management. He has completed the Airborne Course at Fort Benning, Georgia, and the 71L (Administrative Assistant) advanced individual training at Fort Jackson, South Carolina. Before receiving his commission, LT Dominguez was an administrative assistant with the 469th Quartermaster Group Headquarters and Headquarters Company in Albuquerque, New Mexico. He is presently attending the Quartermaster Officer Basic Course at Fort Lee, Virginia.*

# Logistics Warrior FTX

*CPT Daniel G. Grassi*

*Train our warriors! Train them hard and they will follow you into battle. Fail and you have failed our soldiers and our nation!*

Great advice from our Quartermaster General, BG John J. Cusick. Here at the home of our Corps, there is a training event that is winning the fight in today's changing Army: the Logistics Warrior Field Training Exercise (FTX). Held every two weeks, this five-day FTX culminates advanced individual training (AIT), the Basic Non-commissioned Officer Course (BNCOC), the Advanced Noncommissioned Officer Course (ANCOC), and the Officer Basic Course (OBC) into a realistic tactical challenge among companies operating in a field environment. Designed as a multi-echelon training exercise, the Logistics Warrior FTX involves many different aspects of training and provides valuable lessons for both students and permanent party soldiers who participate.

The training event begins 10-14 days before the actual exercise when BNCOC, ANCOC and OBC students meet their commander. The company commanders, actual AIT commanders from the 23d Quartermaster Brigade, represent the three AIT battalions (244th, 262d and 266th) at Fort Lee, VA, who will have soldiers participating in the Logistics Warrior FTX. At this initial meeting of commanders and student leaders, the commander will lay out command philosophy and inform students of their assignments for the upcoming exercise. The BNCOC students will become squad leaders, and the ANCOC students will be platoon sergeants. Some of these NCOs will be assigned to work in the company tactical operations center (TOC) as communications, operations and planning NCOs. These positions,

while not leadership roles, play a vital part in the success of the company carrying out its mission. The OBC lieutenants will assume the duties of platoon leaders, company executive officers and operations officers, depending on the number of lieutenants in the FTX. I should mention here that the number of AIT students, who make up the majority of the company, will vary from FTX to FTX. Therefore the number of NCOs and officers will vary accordingly. Leading each FTX is an actual AIT battalion commander. This commander operates out of a battalion TOC and is supported by a staff of BNCOC, ANCOC and OBC students. These soldiers gain valuable experience working at the battalion level and get to view the entire exercise as it unfolds.

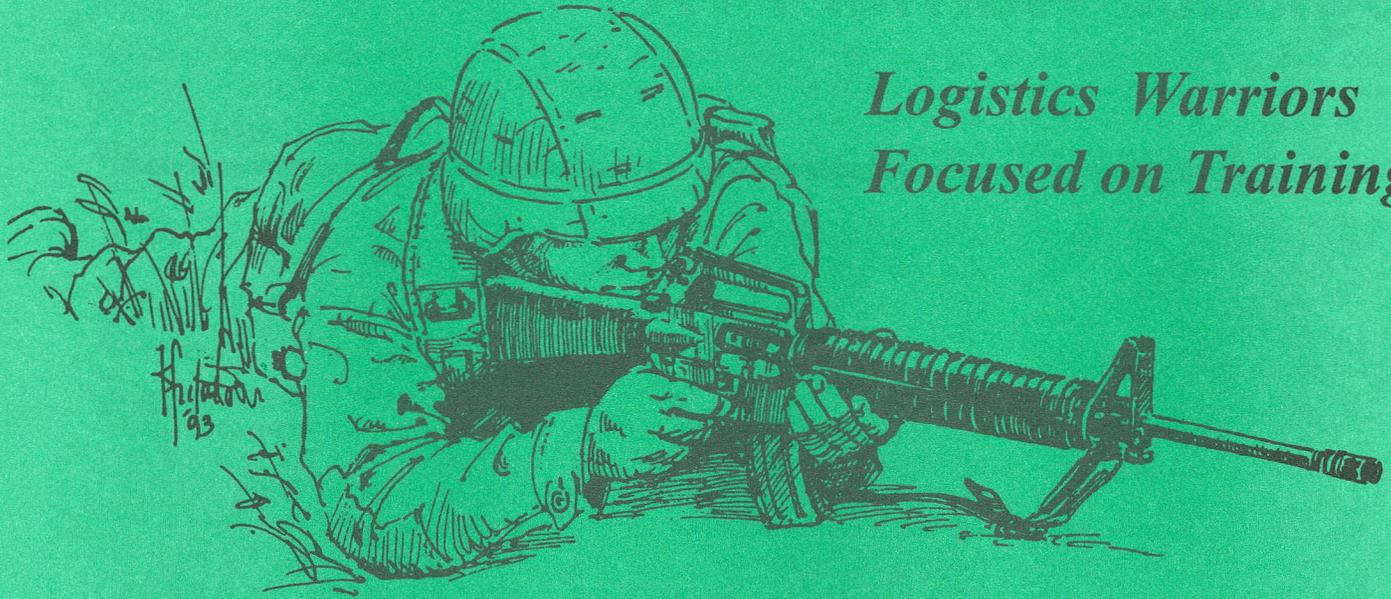
After this initial meeting, the real FTX planning begins. Permanent party NCOs from the Logistics Warrior cell finalize figures and military occupational specialties (MOSs) of AIT students participating and forward the information to the respective commanders. Company commanders will have AIT soldiers representing each company in their battalions, comprising all 13 Quartermaster MOSs. These AIT soldiers will perform their MOS during the FTX, as well as a variety of common soldier tasks to standard. To take these AIT soldiers, NCO and officer students and mesh them into a cohesive unit in the days before and during the FTX is a real challenge and a true test of the commander's abilities as a planner and organizer.

As is the case during everyday operations in an AIT company, the commander does not lead alone. The commander is supported by a number of highly skilled drill sergeants who assist in planning the FTX and providing guidance to the

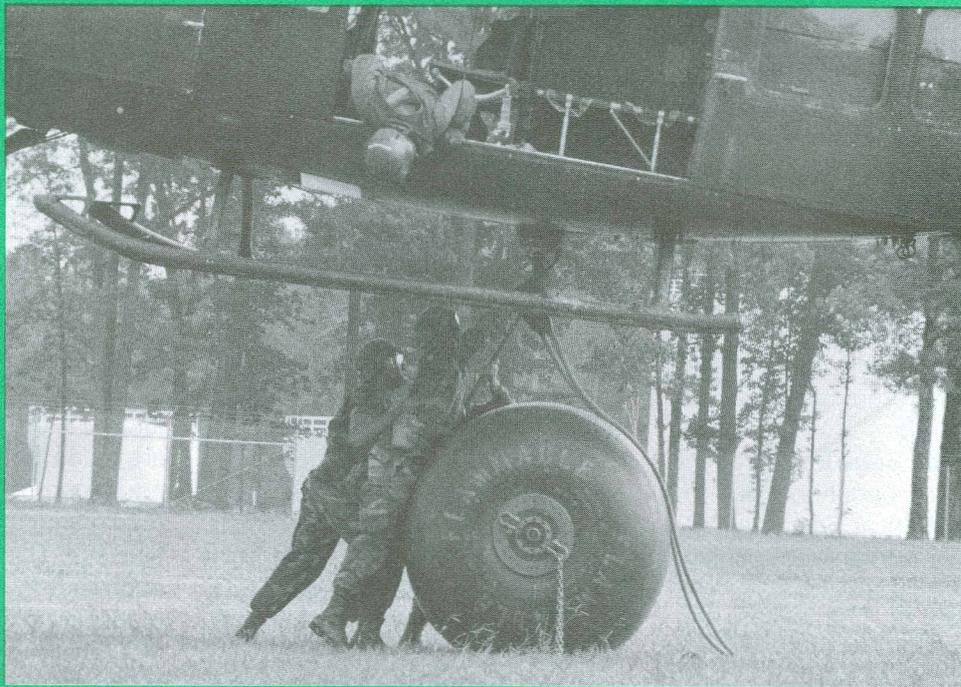
NCO student leaders. Many of the NCO students do not have much leadership experience, and the drill sergeants are a valuable tool for them to use.

One week before departure, a unique event will take place in each company's area. For now the AIT soldiers meet the NCOs and officers who will be their leaders in the field the next week. For most of these AIT soldiers, this is the first time they have had an NCO leading them who is not wearing a drill sergeant's hat. For them, as well as the NCOs, that fact alone will be a rewarding one and will help prepare all of them for their next assignment upon graduation from the U.S. Army Quartermaster Center and School. During this first meeting, the NCO squad leaders acquaint themselves with their soldiers, convey the commander's basic intent for the FTX and describe the training for the upcoming week prior to the FTX. That next week, after the soldiers are released from their MOS classes, training takes place each evening in the battalion areas on a variety of common soldier tasks, squad and company tactics, and FTX organization. Final plans are made for issuing weapons and equipment, site layout, and for the road march that takes the unit to its field site. This training time is vitally important to the success or failure of the unit in the field the next week.

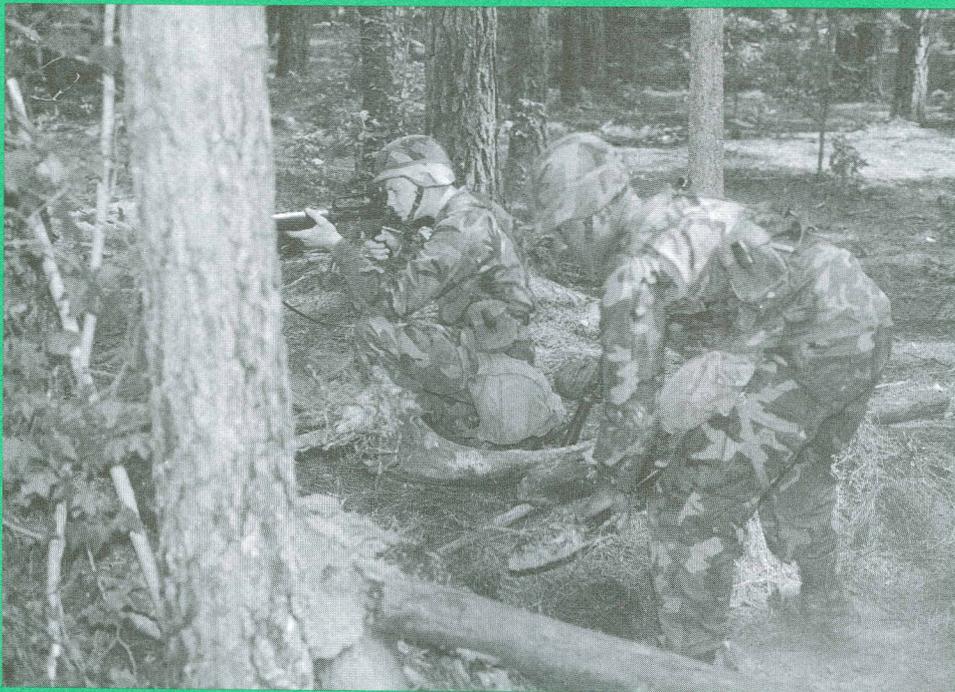
Finally it is Monday morning. D-Day for the Logistics Warrior FTX. The day begins at 0400 with wake-up, accountability formation and breakfast. Soldiers are camouflaged and ready to move out. By battalion, they travel to the 23d Brigade consolidated arms room where weapons are issued. An advanced party from each unit moves out first from the arms room, followed shortly by the main body of the



## *Logistics Warriors Focused on Training*



A crew member looks down as 77F soldiers make final adjustments on sling-load operations at Fort Lee, Virginia.



A soldier works on fighting position improvement while another soldier is on guard during the Logistics Warrior Exercise.



57Fs evaluate casualties during a search and recovery mission.

unit. Traveling approximately five to six miles by road march is a good training experience in itself because it prepares young soldiers for marches when they get to their units and also provides the NCOs with a real opportunity to control and move a large unit tactically. Upon arriving at the field site, accountability is taken again of personnel and equipment and the platoons break up to begin unit setup. Part of the company is tasked with everything involved in establishing a tactical unit perimeter, while the rest of the soldiers begin training on "missions" as they are generated from the battalion TOC. The missions come down to the companies in the form of fragmentary (frag) orders prescribing a training event to take place. These range from squad patrols to search and recovery missions to actual MOS-related training for the AIT soldiers. Our battalion was home to 77Fs, 77Ls, 43Es, 43Ms and 77Ws, to name a few. Therefore we would receive MOS missions such as Refuel on the Move (ROM); petroleum, oils and lubricants (POL) slingload; and establishment of airdrop rigging lines and fabric repair shops. The soldiers perform their actual MOS skills in the field under the direction of their usual U.S. Army Quartermaster Center and School instructors. It is common for a platoon to be split in several different locations, simultaneously training on different missions. Therefore, the squad leaders, platoon sergeants and operations NCOs must keep the communication lines open wide.

Throughout the exercise, nightly briefings are held at the battalion TOC with the commanders, staffs and the battalion commander. The missions for the day are reported as well as upcoming frag orders for the following day. During these briefings, the OBC lieutenants

have the "opportunity to excel" by briefing the battalion commander. This provides them with realistic training in giving short briefings in the field to a senior officer. This is often a difficult task for the lieutenants. However, most agree it is a very beneficial part of their training. Briefings completed, it is back to the company area to relay the information to the company leaders and begin preparations for the following day's missions.

At least once during the week, each company is attacked by opposing forces (OPFOR) and must respond accordingly. This is always a highlight of each FTX as each company proudly defends the perimeter established and maintained throughout the week. The OPFOR bring a variety of pyrotechnics and surprises for the company to defend against.

This OPFOR attack is a good test for the soldiers and leaders who have been training on small unit tactics for two weeks. After the OPFOR attack, squad and platoon meetings are held to discuss the night's event while placing particular emphasis on the realistic importance of defending the rear area for logisticians in the brigade support area. Defending the unit's perimeter all week while completing MOS missions helps soldiers and leaders at all levels and understand this important factor on today's battlefield.

Life in the field during the Logistics Warrior FTX is realistic and at times quite hard. AIT soldiers are introduced to such "field" issues as Stand-To, field hygiene and sanitation, tactical guard duty, and continuing missions in a variety of Fort Lee weather conditions.

At the 262d Battalion site, soldiers are required to negotiate a combat assault course, designed and built by the cadre of the 262d. Leading the motivated soldiers

through this challenging course is yet another good test for the NCO student leaders.

A highlight during the FTX, as in any field exercise, is the chow! Mobile kitchen trailers (MKTs) from the Army Center of Excellence, Subsistence (ACES) are staffed by 94B students to operate in each company area and provide the soldiers with quality, hot meals throughout the exercise. Each unit is required to support the MKTs, and the soldiers get a "taste" of "KP" in the field in addition to the great meals.

As the Army draws down and restructures itself for the future, leaders everywhere search for better ways of training soldiers with limited resources and time. The multi-echelon Logistics Warrior FTX at Fort Lee is one example of how this search has succeeded. Soldiers receive quality MOS training from the instructors and professional leadership from the NCO and officer students. The permanent party leaders gain valuable experience in planning, coordinating and executing multiple missions. The Logistics Warrior FTX provides hard training and prepares all soldiers to win.



**CPT Daniel G. Grassi is currently the Military Editor of the Quartermaster Professional Bulletin. He has a bachelor of arts degree in history from Appalachian State University, Boone, North Carolina. He is also a graduate of the Field Artillery Officer Basic Course, Quartermaster Officer Basic and Advanced Courses, Combined Arms and Services Staff School, Subsistence Officer's Course, Contracting Officers Representative Course and the Installation Logistics Management Course. His previous assignments include Fire Direction Officer, Battery Executive Officer, Assistant Brigade S4, Troop Issue Subsistence Officer, Retail Services Officer, Battalion S1 and Commander, Uniform Company, 262d Quartermaster Battalion, Fort Lee, Virginia.**

# Food Service Training

Rodney J. Mustanski

With the crowning as the "World Champion of the Armed Forces" at the 1992 World Culinary Olympics in Frankfurt, Germany, last October, U.S. Army personnel are without a doubt among the best-trained food service personnel in the world. The U.S. Army's food service training does not consist of one, set course. The training progresses from the apprentice level through the senior noncommissioned officer (NCO)/warrant officer (WO) level.

All food service training, beginning June 1993, will be at Fort Lee, VA. Previously, the 94B (Food Service Specialist) advanced individual training (AIT) course was taught at Fort Dix, NJ, Fort Jackson, SC, and Fort Lee. Under

Base Realignment, all food service AIT training will be consolidated and conducted at the newly expanded Food Service Specialist Training Facility at Fort Lee.

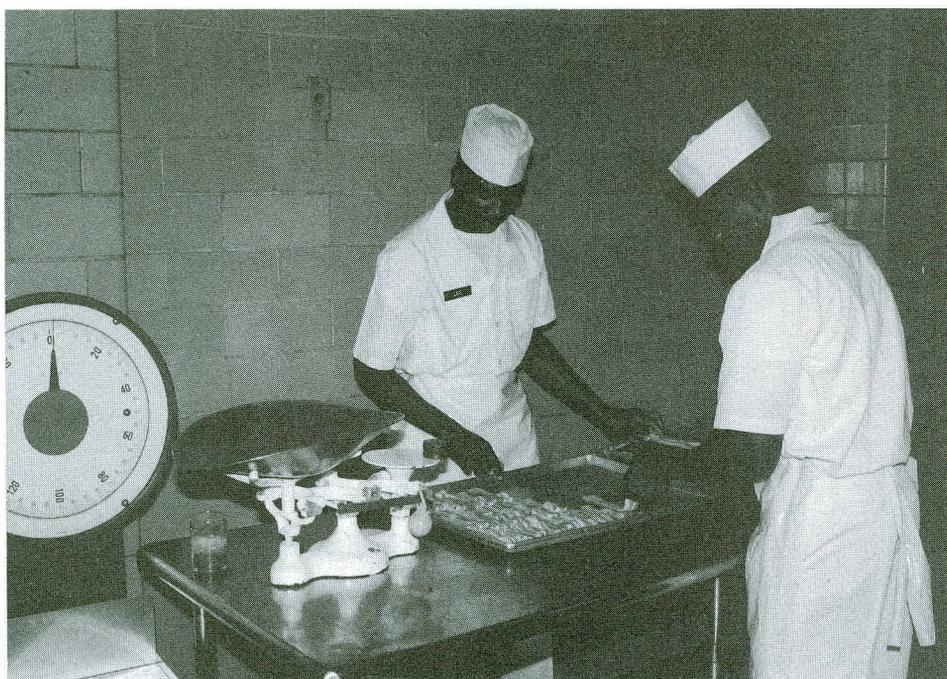
Food service training begins with the eight-week, four-day AIT course after basic training. This intense, hands-on course gives the Army an apprentice cook trained in basic dining facility and field cooking skills. Each AIT graduate leaves with knowledge and skills for the first assignment under appropriate supervision. As NCOs, they first re-

turn to the Basic Noncommissioned Officer Course (BNCOC) to train as first cooks, shift leaders and food service specialists. The Food Service Specialist BNCOC currently lasts 11 weeks and 1 day. Then, as staff sergeants and sergeants first class, they attend the Food Service Specialist Advanced Noncommissioned Officer Course (ANCOC) to learn dining facility administration

sonnel, proven very effective over time, was instrumental in the Army's claiming the title as "World Champion of the Armed Forces."

The reduced budget and the Army's right-sizing are making an impact in training. Since September 1990, there have been three studies to reduce the overall training costs for the Food Service Specialist's military occupational specialty (MOS).

The first was the Interservice Training Review Organization (ITRO) Study initiated by Project Vanguard in September 1990. Each military service reviewed food service training for possible consolidation at the entry level. The ITRO Study group found a 76 percent train-



Food Service Specialists prepare breakfast in a garrison dining facility at Fort Lee, Virginia.

ing commonality among the Army, Air Force, Navy and Marine schools. Only one model involving the Marine Corps and Army proved cost-effective, yielding an annual savings of \$586,000 per year. Under this model, all Army and Marine Corps food service training would have been at Fort Lee. The Marine Corps, with ITRO approval, decided not to combine its training with the Army until the ongoing Vocational Technical (VOTEC) Study of MOS 94B AIT was final.

The new Advanced Culinary Skills Training Course provides senior food service NCOs and WOs advanced techniques using train-the-trainer concepts. This three-week course gives intense, hands-on training in food preparation, production and service. In turn, the graduates return to their units and train their junior food service personnel. This progressive training strategy for food service per-

ing commonality among the Army, Air Force, Navy and Marine schools. Only one model involving the Marine Corps and Army proved cost-effective, yielding an annual savings of \$586,000 per year. Under this model, all Army and Marine Corps food service training would have been at Fort Lee. The Marine Corps, with ITRO approval, decided not to combine its training with the Army until the ongoing Vocational Technical (VOTEC) Study of MOS 94B AIT was final.

The MOS 94B AIT VOTEC

Study began in December 1991 and overlapped the ITRO Study. Under the VOTEC Study concept, the Army will recruit high school and junior college graduates who already have food service skills, thus reducing the Army's time to produce an AIT graduate. The current eight-week, four-day AIT course would be reduced to a four-week course. The four-week course would have two to three days of Army-unique terms/skills with small garrison application along with the current three-week field feeding cooking and equipment operations. A pilot will be conducted in 4th Quarter, FY 93 at Fort Lee to test graduates from both the four-week VOTEC course and the eight-week, four-day AIT course. About six months after graduates complete the pilot phase, they will be interviewed, along with their supervisors, and will be tested by both written and hands-on examinations. If approved, the VOTEC Program will go into effect during 3d or 4th Quarter, FY 94.

The last initiative involving Food Service Specialist training is the 94B ANCOC Distributive Training Pilot, introduced by the U.S. Army Training and Doctrine Command (TRADOC) during FY 88. Distributed training repackages current resident training as computer-based instruction (CBI), educational television (ETV), and paper-based instruction such as correspondence courses and exports it to soldiers in their units. In the case of the 94B ANCOC, the distributed training will be a prerequisite that a soldier must complete before ANCOC resident training at the U.S. Army Quartermaster Center and School. Under this pilot, the current 11-week, 3-day resident 94B ANCOC would be reduced to 8 weeks, 3 days.

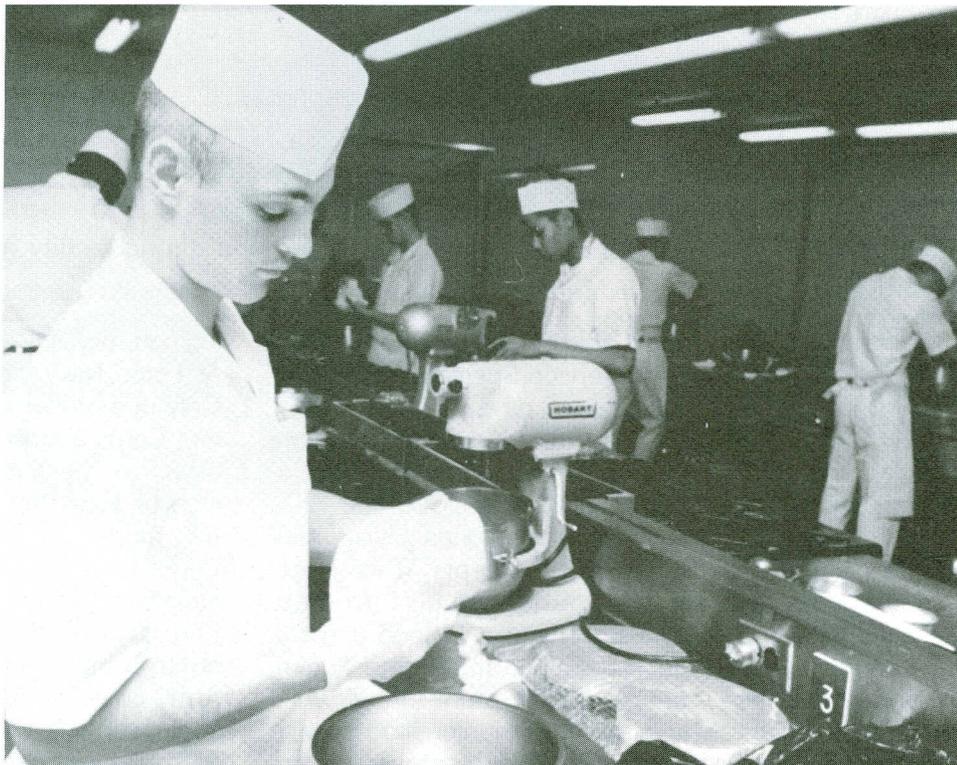
Each package is one week of the resident course. The first two packages are currently under development. The first package is a multimedia package containing CBI, ETV and paper-based instruction. Subject areas are Army field feeding accounting procedures (CBI),

headcount procedures (paper-based) and field feeding equipment/operations (ETV). The second package consists of Army Food Management Information System (AFMIS) instruction in the CBI format. The final week of the 94B ANCOC distributive training package will also contain CBI covering dining facility accounting and correspondence courses for dining facility operations. The first two packages are programmed for fielding 4th Quarter, FY 93, and the third package sometime during FY 94. The entire package will be field tested before final implementation.

Food Service Specialist training has provided skilled Logistics Warriors to ensure that the U.S. Army has the best fed soldiers in the world. The new training initiatives will only improve how our training is conducted.



**Rodney J. Mustanski is Director of Training, Army Center of Excellence, Subsistence, U.S. Army Quartermaster Center and School, Fort Lee, Virginia.**



Students prepare items in a garrison dining facility training area.

# Field Services Training

*MSG Eliecer Garcia, Jr.*

The Airborne and Field Services Department at Fort Lee, VA, conducts training for two military occupational specialties (MOSs): 57E (Laundry and Shower Specialist) and 43M (Fabric Repair Specialist). The 57E advanced individual training (AIT) course is five weeks and two days; and the 43M is eight weeks and two days. The Basic Noncommissioned Officer Course (BN-COC) is eight weeks, two days long and the Advanced Noncommissioned Officer Course (AN-COC) is nine weeks, three days. The AN-COC and BN-COC students receive combined instruction on both 43M and 57E tasks because the MOSs merge at the master sergeant level.

For more realistic training, the soldiers operate in a field environment as much as possible. The 57E students train

in the field 23 out of 27 days of the course. They are taught how to position laundry trailers and how to pitch and camouflage a general purpose (GP) large tent over the equipment.

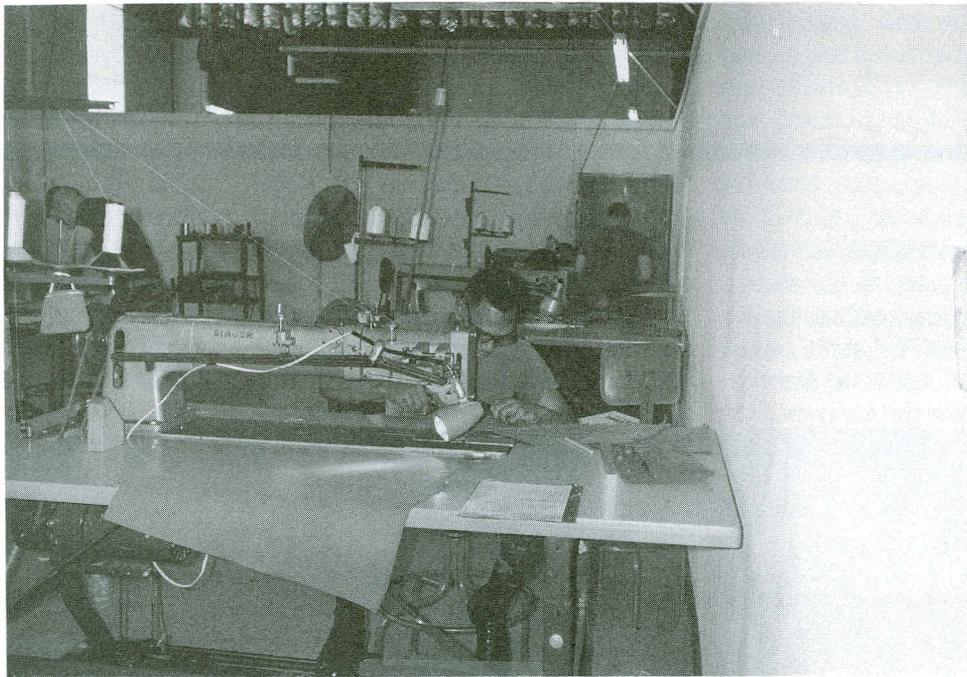
Also, they set up and operate the laundry trailers daily. During the shower phase, the soldiers set up two GP medium tents, the nine-head shower and all components. Again, they set up and operate the nine-head showers daily.

After the shower training, the soldiers participate in a field training exercise (FTX). During the Logistics Warriors FTX, these AIT students, under the supervision of AN-COC and BN-COC students or Quartermaster School instructors, set up and operate the showers. They provide showers to approximately 600 soldiers, both male and female, in the FTX.

The 43M students set up and operate a mobile fabric repair shop for one week before the FTX. During this week they learn how to repair common table of allowances (CTA) 50-900



Fabric Repair Specialists repair canvas items during garrison training.



A student trains on canvas repair.



A 57E receives a bundle to clean from a fellow soldier.

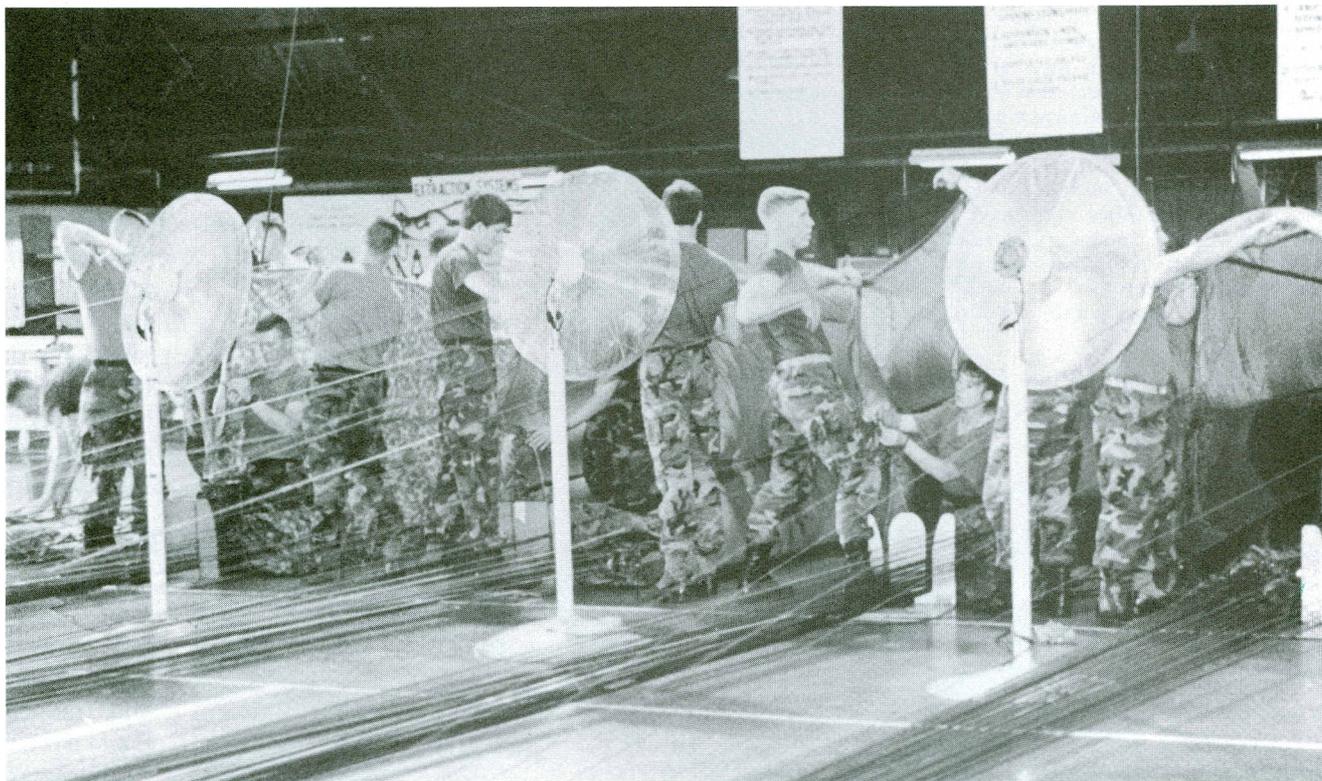
items from the post Central Issue Facility (CIF), such as sleeping bags, laundry bags and cooks' whites. Once repaired by the students and inspected by the instructors, these items return to the CIF for reissue. During the FTX, the soldiers set up

the shop and repair CIF items. The purpose of the training is to place the soldiers in the environment they will be operating in when assigned to a field service company and hope to provide the receiving units with the best trained soldier possible. 

**MSG Eliecer Garcia, Jr., is the Non-commissioned Officer in Charge of the Field Services Division, Airborne and Field Services Department, U.S. Army Quartermaster Center and School, Fort Lee, Virginia. He has over 19 years experience in various field services units.**

# Aerial Delivery and Materiel Officers Course

CPT Eddie Rosado



Soldiers check lines on parachutes during training in the Airborne and Field Services Department's hangar at Fort Lee, Virginia.

The constant shout for "rigger" echoes throughout the Pack Branch, Airborne Division, U.S. Army Quartermaster Center and School, Fort Lee, VA. The rigger shout is integral to the procedure the student must follow when packing a personnel parachute MC1-1B/C. The soldier must bellow "rigger" whenever one of the seven safety checks are complete. After the instructor checks the soldier's work, the student will continue with the next packing step. The student is timed throughout the parachute packing exercise and must pack the parachute in less than one hour. Even though time is an important element, accuracy is vital, considering that the students will jump the parachutes they have just packed.

The scenario just described is a day in the life of a Quartermaster Officer during the five-week, three-day Aerial Delivery and Materiel Officers Course (ADMOC). ADMOC was 12-weeks, 3-days long until June 1990. The course was tailored to give the Quartermaster Officer a better understanding of the aerial delivery officer role. ADMOC starts with the Pack Branch. The Pack Branch instructs the student on how to pack an MC1-1B/C personnel parachute for eventual timing and grading. The Pack Branch also familiarizes the student on packing the 24-foot, troop-chest, reserve parachute; 15-foot cargo extraction parachute; 22-foot cargo extraction parachute; and 28-foot cargo extraction parachute. After completing Pack Branch requirements,

ADMOC students move on to the Airdrop Branch.

## **Airdrop Rigging**

The Airdrop Branch initially instructs students on the different types and methods of airdrop to supply troops on the ground. The airdrop rigging taught in the Airdrop Branch requires teamwork by the students. Teamwork is crucial when packing the G-11 series cargo parachute. The G-11 series cargo parachute is 100 feet in diameter at the skirt of the canopy. A team of ADMOC students must pack the G-11 cargo parachute within one hour. The teamwork does not stop at packing cargo parachutes. The ADMOC students must also rig supplies and equipment for airdrop. The students become familiar with extraction systems cargo parachute

releases, cargo parachutes, containerized delivery system, and parachute recovery. The training in aerial delivery climaxes with an airdrop exercise that includes a tailgate jump from a C130 or C141 aircraft and participation in recovery of air delivery equipment.

The ADMOC's third phase of training is airdrop planning, primarily classroom instruction. The airdrop planning phase consists of an introduction to the Airdrop Mission and Equipment Management System (AM-EMS), an automated system used by airdrop rigging units; three homework assignments; and two field trips, one to Fort Bragg, NC, and one to Fort Pickett, VA. The soldiers in this phase are introduced to the elements of an airdrop operation.

### **Airdrop Planning**

The elements of an airdrop operation consist of six airdrop planning steps. Once the students are introduced to these six steps, the airdrop planning phase ends in three extensive exercises.

The first assignment is a parachute management estimation exercise. This exercise gives the student the necessary data to plan parachute management with the parachute pack cycle. The second assignment is con-

time, aircraft exposure time and drop zone operations. The final take-home assignment is an airdrop equipment repair backlog estimate. The student receives management and planning techniques to complete an exercise

requiring parachute repair management and adequate parachutes for the commander's training requirements. The students also sharpen their briefing skills by debriefing all homework assignments to the instructor.

The airdrop planning phase includes visits to E Company, 407th Supply and Transport Battalion, 612th Airdrop Equipment and Supply Company, and 600th Airdrop Equipment Repair and Supply Company at Fort Bragg where the students review mission capabilities and operational set-up. The following day the ADMOC class travels to Fort Pickett. The class divides into groups of three to work



A parachute rigger lands at a drop zone as 'Red Hat' instructor moves in to assist.

sidered the most extensive. It requires approximately 18 to 20 hours to complete. The exercise is assigned as weekend homework. The student must calculate such items as rigging

on a rigger site selection problem. After ground reconnaissance, students select a parachute rigging site. The final product of the site selection will include a diagram of an opera-

tional area that includes layout of all airdrop facilities. The airdrop planning phase also gives the students an introduction to AMEMS as used by airdrop rigging units in mission planning. The AMEMS reduces planning time, provides guidance on power requirements, provides accuracy on aerial delivery equipment and ensures inventory control. The AMEMS practical exercise allows soldiers to work with AMEMS and generate reports to fill an airdrop operation. The airdrop phase concludes with a 60-question examination.

The final phase of ADMOC is aerial equipment repair. The student trains to perform a technical rigger inspection of a damaged parachute. Also, soldiers get instruction on zig-zag sewing machines and parachute canopy patching, using a light duty machine. Students must perform the canopy patching and suspension line repair with a zigzag sewing machine with 100 percent accuracy.

The Quartermaster Officer receives the rigger badge upon successful completion of the ADMOC and earns the "D" identifier, Aerial Delivery and Materiel Officer. The ADMOC combines hands-on train-

ing with extensive airdrop planning. The course also emphasizes airborne logistics on the battlefield.



*CPT Eddie Rosado is the Chief, Aerial Delivery Branch, U.S. Army Quartermaster Center and School, Fort Lee, Virginia. He is a Distinguished Military Graduate of Seton Hall University with a bachelor of science degree in business administration. He is also a graduate of the Air Defense Artillery Officer Basic Course, Quartermaster Officer Advanced Course, Airborne School, Petroleum Officer Course, and Combined Arms and Services Staff School. His previous assignments include Platoon Leader, Petroleum Laboratory Officer and Company Commander.*

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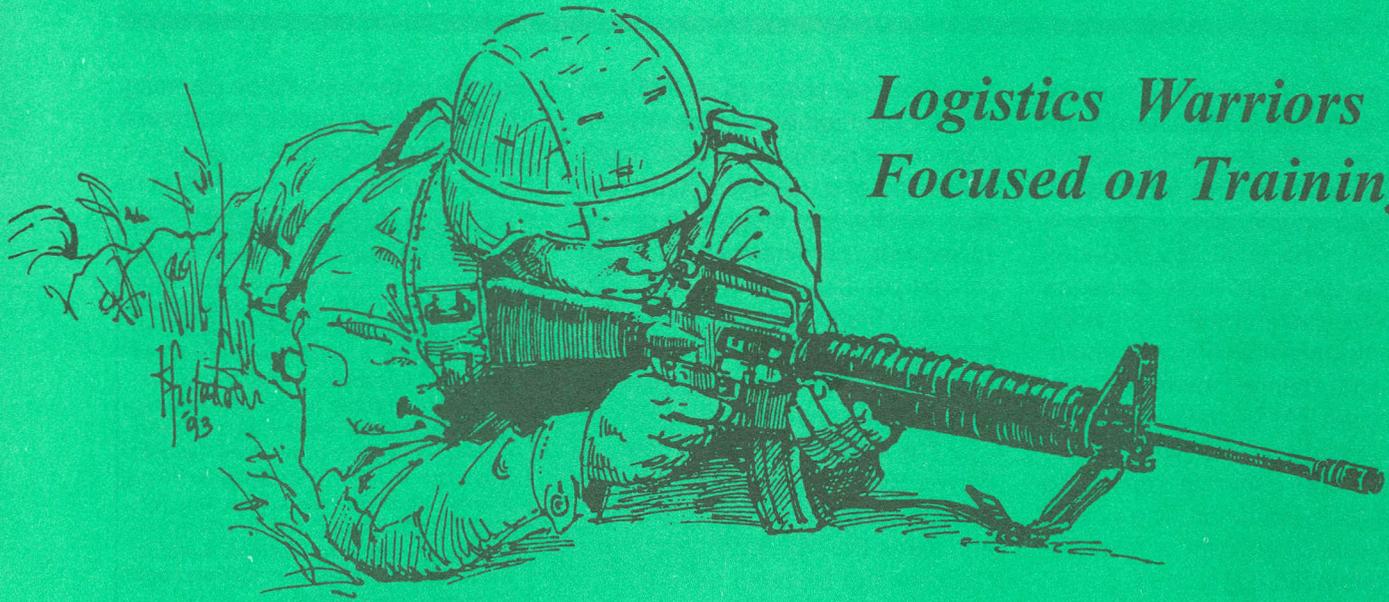
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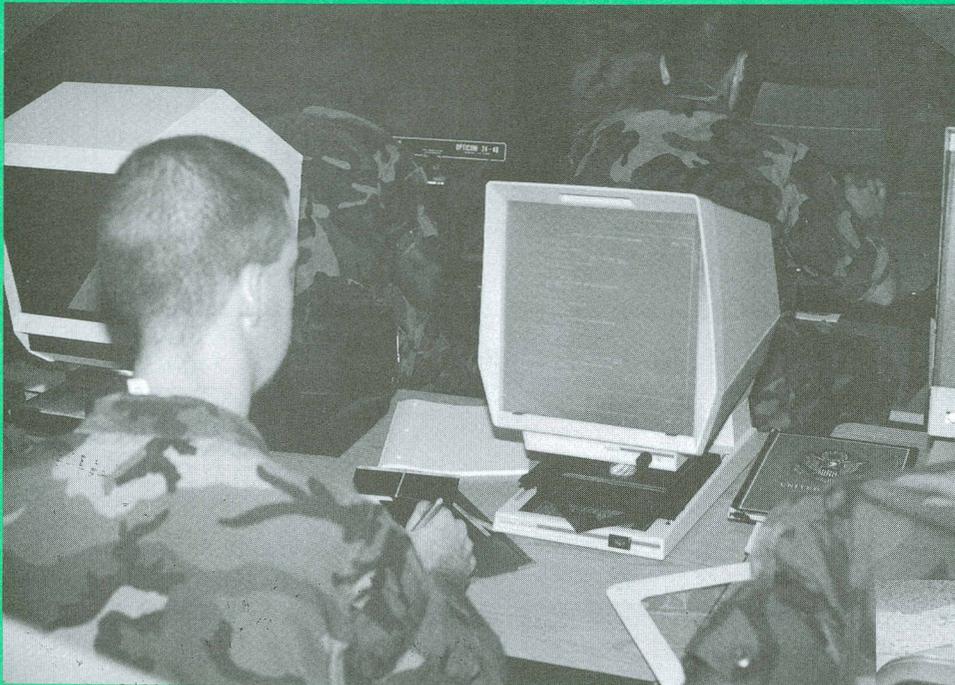
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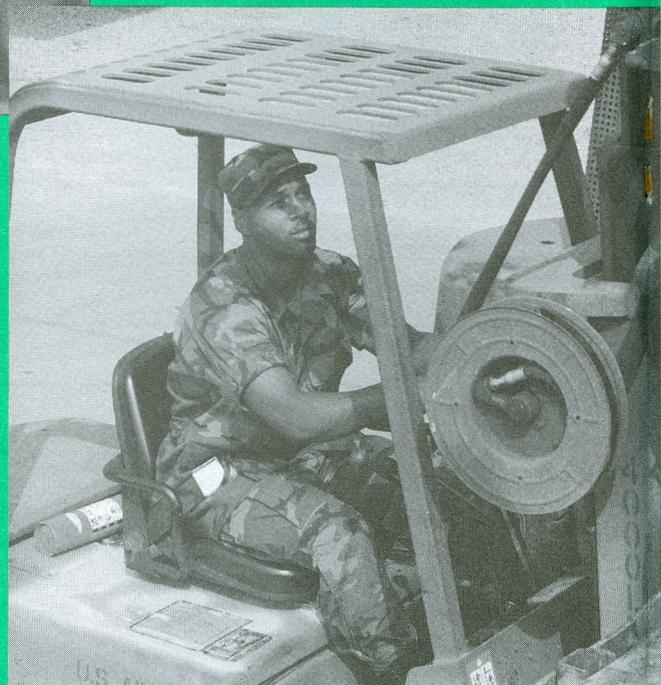


*Logistics Warriors  
Focused on Training*



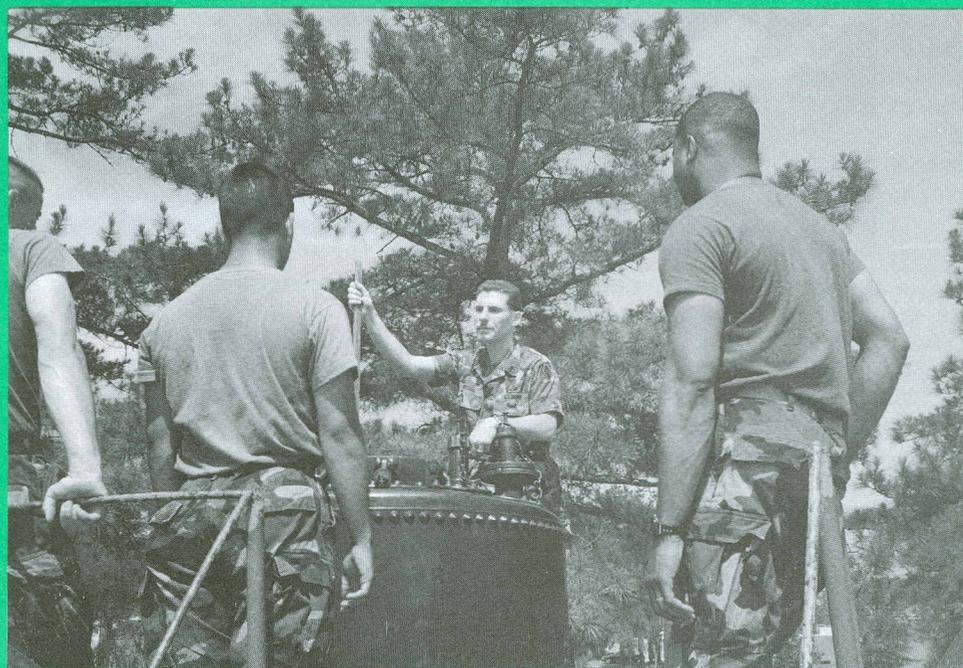
**A 92A reviews computerized stock listing during class.**

**A 92A trains on off-loading a computerized forklift.**





**A 77W takes a sample at the water training facility, Fort Lee, Virginia.**



**77Fs receive training on petroleum gaging and sampling.**



# Mass Fatality Disaster Training

*CPT Deidre R. Chung*

With the end of the Cold War, the U.S. military mission changed to become much broader in scope and more diversified. This requires leaders to seize every opportunity to prepare military and civilian personnel to support unorthodox missions such as Hurricanes Andrew and Iniki. Also, mortuary affairs personnel must assist in the recovery of fatalities and personal effects after disasters such as the air crash in Gander, Newfoundland. The Mortuary Affairs Center at Fort

Lee, VA, constantly seeks creative ways to prepare personnel for their missions. One of the center's initiatives was training civilian counterparts in handling mass fatality disasters. The Mortuary Affairs Center at Fort Lee, VA, constantly seeks creative ways to prepare personnel for their missions. Civilian members of the disaster response team (funeral directors, police officers, firefighters and emergency medical teams) must be prepared to handle fatalities as well as casualties or injuries of all types. Recognizing the experience of the Army's mortuary affairs personnel, the National Funeral Director's Association contacted the Mortuary Affairs Center to arrange joint training. This first-time training of funeral directors by military personnel benefitted

Quartermaster Company (the military's mass fatality disaster response team) provided technical training and logistical support. A member of the Logistics Directorate (J4), Joint Chiefs of Staff, who observed the entire weekend was pleased with the quality and magnitude of the training. He identified the training as an overwhelming success.

Our soldiers must be trained for any contingency. With the broadening of the military's involvement in world events



**Army personnel trained civilian funeral directors for the first time at Fort Lee, Virginia, in mass fatality recovery.**

Lee, VA, constantly seeks creative ways to prepare personnel for their missions. One of the center's initiatives was training civilian counterparts in handling mass fatality disasters.

The center sponsored a weekend of training 2-4 Oct 92 for 19 funeral directors of Region 3 of the National Funeral Director's Association. Region 3, a six-state region, includes Virginia and the surrounding states. The region's funeral directors who are members of a disaster response mortuary team wanted to learn the Army's method for mass fatality re-

covery missions. Civilian members of the disaster response team (funeral directors, police officers, firefighters and emergency medical teams) must be prepared to handle fatalities as well as casualties or injuries of all types. Recognizing the experience of the Army's mortuary affairs personnel, the National Funeral Director's Association contacted the Mortuary Affairs Center to arrange joint training. This first-time training of funeral directors by military personnel benefitted

both the trainers and the participants with hands-on experience. Also, soldiers and their civilian counterparts exchanged ideas on mass fatality disasters. Soldiers demonstrated military procedures for battlefield mortuary affairs operations and for response during peacetime disasters. Classroom and field training included exercises on search, recovery, evacuation and field collection point operations. Two mock air crash disaster sites and a field collection point were set up for training. Personnel of the Mortuary Affairs Center and the 54th

and a shrinking military budget, we must take advantage of every opportunity. The challenge for today's leader is to recognize these opportunities and maximize the training benefit.



*CPT Deidre R. Chung is Chief, Doctrine Branch, Mortuary Affairs Center, U.S. Army Quartermaster Center and School, Fort Lee, Virginia. She is a graduate of Quartermaster Officer Basic and Advanced Courses. Her previous assignments include Platoon Leader, Company Executive Officer, Supply Operations Officer, Battalion S1 and Rear Detachment Commander.*

# Training With Industry at WAL-MART

CPT Lawrence P. Phelps

During *Operation Desert Storm*, I learned many valuable lessons on logistics that are bound to impact the way I "do business" for the rest of my career as a Quartermaster. No lesson was more valuable than my work with the Army transportation system. I was forced to develop a greater understanding and appreciation of how we actually get materiel, equipment and supplies from Point A to Point B. Shortly after my return from the Persian Gulf, I was notified of my assignment to Training With Industry (TWI) with WAL-MART Stores, Inc. This assignment gave me experience and training in another outstanding transportation network.

Upon arrival in Bentonville, AR, for TWI, I realized why WAL-MART has grown so quickly into a leading retailer. WAL-MART's retail outlets are supported by a team of "behind the scenes" distribution and transportation experts who literally keep success rolling on.

This distribution network was critical in fiscal year 1991, during which WAL-MART achieved record gross sales of \$43.89 billion. These sales equate to 500 million cases of freight shipped to the stores by the 16,000 employees in the WAL-MART Distribution Division. During my training with the WAL-MART Private Fleet, I was impressed by the efficient and cost-effective manner in which this massive volume of freight is transported from the WAL-MART "wholesale" system (the company's many distribution centers) to their "retail" system (the WAL-MART and Sam's Club outlets in the field).

## Largest Fleet

WAL-MART operated the largest private fleet in the country when I worked there: 1,900 over-the-road tractors and over 10,300 trailers. The private fleet was expected to grow by roughly another 10 percent during 1992. WAL-MART employed 2,177 drivers, managed by regional dispatch offices.

In 1991, this transportation team drove over 276 million miles while delivering over 390,000 loads of merchandise to 1,750 WAL-MART and 200 Sam's Club stores. An innovator in retail distribution technology, WAL-MART

impressed me as continuously searching for new and better ways to accomplish the distribution mission. Each trailer that departs from a distribution center must adhere to stringent load guidelines. By using a "bricklayering" loading technique, WAL-MART ensures that every trailer has a full load of cushioned and protected freight. No pallet loading is done. Trailers are floor-loaded, nose-to-tail and floor-to-ceiling.

WAL-MART is also an industry leader in applying automated systems to the distribution and transportation process. The company uses a main-frame computer program developed by its Information Systems Division. This automated system tracks and provides statistical information on virtually every facet of the transportation network. It can instantly provide information on miles driven (either per tractor, per driver, per dispatch office, or for the entire fleet). It tracks and monitors drivers' wages and road expenses in the control of transportation costs. It compares and controls backhaul miles versus empty miles, and assists in maximizing productive return trips. A computer program called LOG ASSIST helps drivers and dispatch offices audit Department of Transportation-required daily logs, and tracks driver attendance records, truck arrival and departure information, hours spent at each delivery, drivers' average daily pay, and other items.

## Maintenance Internal

WAL-MART recognizes the importance of a superior maintenance program to the success of their transportation system. The quality assurance director of the WAL-MART fleet attributed the maintenance program's superiority to the ability to manage all maintenance internally. Also, WAL-MART recognizes the positive advertising impact of a clean, well-maintained trailer on the consumer.

Another area of WAL-MART's strength is its transportation safety record. In 1991, WAL-MART was an industry leader in safe miles driven, averaging over 1,286,000 miles between accidents. This can be attributed to the constant emphasis on

safety at all levels. Drivers are well-trained initially and receive annual refresher training. Drivers are awarded performance bonuses for safe driving, receiving quarterly and annual incentives for driving without preventable accidents or moving violations. When an accident does occur, the regional safety manager closely investigates to determine what caused the accident and how to prevent the accident from recurring in the future. An Accident Review Committee comprised of drivers selected by their peers has the responsibility for the final determination on every accident.

The quality assurance director of WAL-MART's private fleet gave me these three reasons for the continuing success of WAL-MART transportation:

- WAL-MART's commitment to timely and cost-effective transportation resources.
- A highly trained, professional and dedicated staff.
- A firm commitment to innovation and improvement.

It is easy to draw comparisons between this group of dedicated professionals and our own Logistics Warriors. We can learn a great deal from the WAL-MART distribution system. To keep up with the fluid and rapidly changing distribution requirements of the modern battlefield, we must also reaffirm our commitment to innovation, training, and improved equipment and resources.



CPT Lawrence P. Phelps recently completed a tour of Training With Industry, WAL-MART Stores, Inc., in Arkansas. CPT Phelps has a bachelor of arts degree from Auburn University where he was also the Distinguished Military Graduate. He is also a graduate of the Air Defense Artillery Officer Basic Course, Quartermaster Officer Advanced Course, Combined Arms and Services Staff School, Subsistence Officer Course, Airborne and Air Assault Schools. His previous assignments include VULCAN Platoon Leader, Company Executive Officer, Battalion S4, Division Property Book Officer and Company Commander.

# Training With Industry at Super Valu

CPT David Rodriguez

The opportunity to train with one of the nation's leading food distributors was a great experience. While assigned to train with Super Valu Stores, Inc., I was exposed to three primary functions within the food distribution industry: retail operations management, merchandising and distribution management.

## Retail Operations

During 10 weeks in retail operations, I toured and analyzed Super Valu's different store formats. Matching the right format with the right market area is more than merely building a grocery store in the neighborhood simply because of an available location. When building a retail store, everything from the location, road network, average age, average income, ethnic breakdown, to average family household size is analyzed. Super Valu's Market Analysis Department is responsible for this, and the results and success rate are truly amazing.

Understanding that every store format has its place and purpose, Super Valu employs "Retail Counselors" to service these different retail stores. Retail Counselors usually are experienced ex-store managers. They serve as advisors to store managers, assisting with all aspects of retail operations including merchandising techniques, personnel management, customer service, sanitation, store layout and specialized department management. Every Retail Counselor's goal is to ensure the survival and success of assigned stores, which in turn will guarantee the success of Super Valu. The employment of Retail Counselors has played a major role in the success of Super Valu as a food distributor and support company.

## Merchandising

Before any formal training in merchandising, I was assigned to the Grocery Buying Department of one of Super Valu's 17 divisions for on-the-job training for an introduction to Super Valu's automated buying system. This system assists the buyer in buying product at the right time and in the

right quantity at the best price. The system also keeps track of individual product movement and establishes a separate demand profile for each item. This profile, with the buyer's forecast adjustment input, helps Super Valu maintain its lost sales rate at below 2 percent, while minimizing excess inventory. Super Valu's buying system is considered among the best in the industry.

After Grocery Buying Department training, I attended two merchandising courses on merchandising skills and strategies. The merchandising skills course helped me understand the economics of buying and the implications on the business. It also focused on developing negotiating skills and understanding the legal aspects of buying and selling. Armed with these skills, I attended the second course on strategies. In the strategy course the class divided into teams of four to five buyers/merchandisers. These teams represented the grocery-buying department of separate food distribution companies. The teams were responsible for critical buying decisions and creating and implementing effective merchandising strategies. These strategies had to comply with guidance from the division president and meet team goals in the areas of warehouse and retail gross profit, service level, inventory turns, and retail sales. This week-long training simulation proved a very rewarding learning experience.

## Distribution Management

For distribution management training, I worked on all warehouse functions while assigned to Super Valu's Minneapolis Division Distribution Center. The Minneapolis facility is Super Valu's largest division, and I was simply amazed with the leadership and management skills displayed by the warehouse supervisors as well as the efficiency of the work force. When I looked at how effectively the supervisors worked together, management took on a new meaning. Most supervi-

sors are cross-trained. If a supervisor had to depart the area for whatever reason, someone there always picked up the work and performed to the same level of proficiency. The success of the managers within the warehouse operations is a result of Super Valu's emphasis on training and developing its first- and second-level distribution managers. Super Valu has developed a Distribution Management Training Program specifically targeting these managers. To achieve the program's objectives, the course provides training in distribution operations, managerial skills, employee relations, and organization interaction. For a two-week case study, managers work in teams and put into practice everything learned during the course. The team then develops a plan of action to meet operational and business goals for a fictitious Food Distribution Division.

After participating in some Super Valu training programs for employees, I noticed one area emphasized in great detail throughout each course: personnel management and development. This corporation understands the value of its people and takes every opportunity to train, develop, motivate, challenge and reward personnel. This alone makes this Training With Industry program extremely beneficial to the Army, since proper personnel management is the key element in being successful in the military.



*CPT David Rodriguez completed this article while serving a tour of Training With Industry for Super Valu Stores, Inc. He is a graduate of Cayey University in Puerto Rico, where he earned a bachelor of arts degree in accounting. He is also a graduate of Quartermaster Officer Basic and Advanced Courses, Combined Arms and Services Staff School, Contracting Officer's Representative Course, and Airborne School. His previous assignments include Supply Distribution Officer, Platoon Leader, Executive Officer, Company Commander, and Assistant Professor of Military Science.*

# Sustainment Training for Automated Logistics Systems

CPT Gordon B. Hackett III

With the U.S. Army well into transition from manual procedures to automated logistics systems, operators and managers must have the means to conduct sustainment training. The Eighth U.S. Army (EUSA) uses the Logistics Training Team (LTT) as one method.

In 1974 the LTT, then known as the Central Logistics Training Facility (CLTF), transferred from its headquarters at U.S. Army Base Command, Okinawa, Japan, to Headquarters, 19th Support Command in Taegu, Korea. Since then, the LTT's mission has evolved from instructing manual procedures to providing instruction for automated logistics systems. Further, the LTT helps units bring interim change packages (ICPs) and software change packages (SCPs) on line during distribution to the field.

This sustainment training is available to U.S. Army officers and enlisted soldiers, Korean Augmentation to U.S. Army (KATUSA) soldiers, and Department of the Army and Korean National civilian employees. Personnel stationed in Japan with similar needs are also eligible to attend LTT courses.

The Assistant Chief of Staff, G4 (Logistics), EUSA, has primary staff responsibility for developing

LTT training policy. However, the Commander, 19th Support Command, organizes, staffs and operates the LTT. The LTT constantly coordinates with the appropriate continental U.S. (CONUS) proponent agencies to ensure incorporating the latest software changes into the course material.

The LTT has a main office at Camp Walker, Taegu, Korea, and branch offices and classrooms at Camps Casey, Market and Henry. The LTT's staff consists of one team chief, nine instructors and three clerks. Most instructors are qualified to teach several automated logistics systems. Korean National civilian employees fill three instructor positions, and the majority of their students are Korean National civilian employees and KATUSA soldiers.

The LTT provides automated logistics systems training with emphasis on the Standard Army Management Information Systems (STAMIS). The following represents a sample of LTT courses: Decentralized Automated Service Support System (DAS3), Direct Support Standard Supply System (DS4), Standard Property Book System - Redesigned (SPBS-R), Standard Army Maintenance System 1 and 2 (SAMS 1 and 2), Unit Level Logis-

tics System (ULLS) and the Standard Army Retail Supply System - Level 1 (Interim) (SARSS-1).

The LTT trains about 1,000 students yearly, with classroom attendance ranging from 8 to 20 students per class. Most operator courses include 80 hours of instruction. The supervisor courses include 16 to 24 hours. Classrooms have computer hardware to provide students with hands-on, realistic training. Students receive a certificate of training at course completion.

It is important that organizations such as the LTT exist to provide sustainment training for the automated logistics systems now commonplace in today's Army.



*CPT Gordon B. Hackett III has a bachelor of science degree in social work from Longwood College in Farmville, Virginia, where he was also Distinguished Military Graduate. He is also a graduate of the Quartermaster Officer Basic and Advanced Courses, Airborne and Air Assault Schools, and the Combined Arms and Services Staff School. He has served previously as Laundry, Bath and Renovation Platoon Leader; Forward Area Support Command Operations Officer; Chief, Retail Support Branch; and Company Commander. His duty assignments include Korea and Fort Ord, California. He is currently a small group leader assigned to the Logistics Training Division, Fort Lee, Virginia.*

## Quartermaster Doughboys

Dr. Steven E. Anders

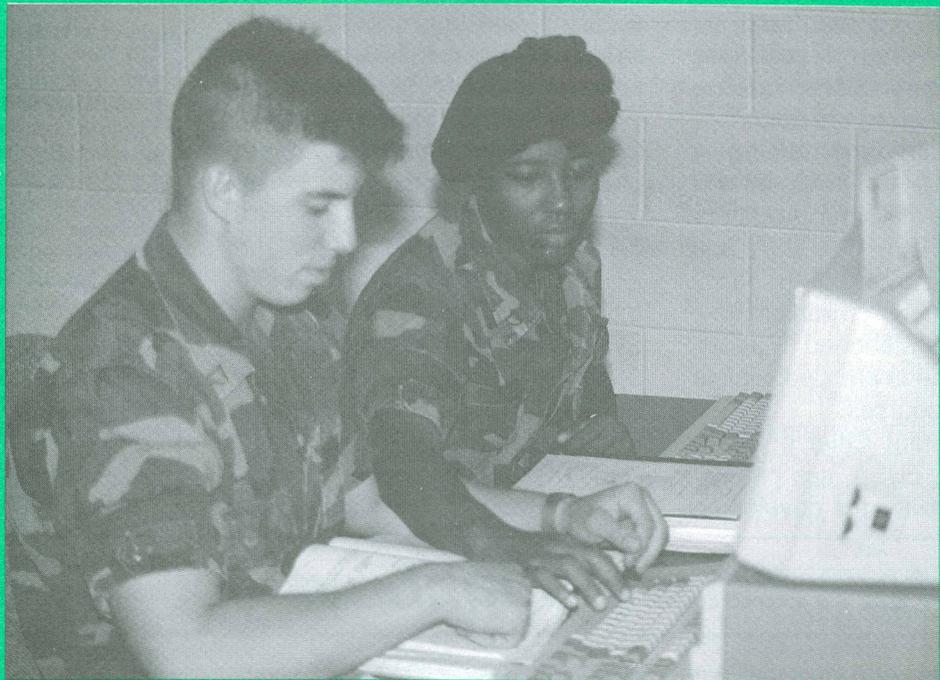
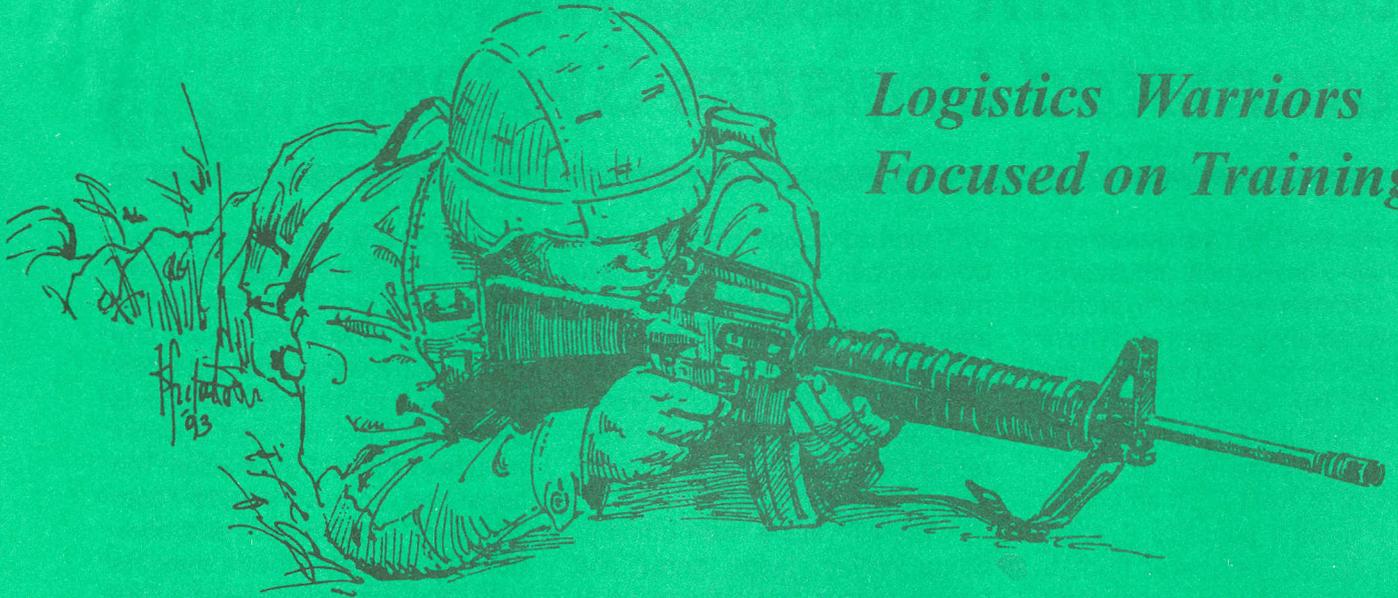
Real "three a.m. courage" is the only way to describe actions by two Quartermasters who, unfortunately, lost their lives in combat in World War I. On 7 September 1918, fire broke out in a woods near Bezu-St. Germain, France, along the Western Front. The fire got out of control and crept up to a vast pile of salvaged German high-explosive, 155-millimeter shells. Sergeant Afton E. Wheeler of Cambridge, MA, and Private 1st Class Willis J. Walker of Brady, TX — both members of Quartermaster Salvage Squadron 1 — quickly swung into action.

Fully aware of the suicidal risk they were taking in approaching the live shells, both men voluntarily rushed

to the ammunition pile and made frantic attempts to extinguish the spreading flames. They fought the fire as best they could with blankets and anything else they could find, but the battle was in vain. The fire quickly spread to the shells and both Wheeler and Walker were killed by the explosion which followed. A grateful nation showed its appreciation by awarding these two Logistics Warriors the Distinguished Service Cross.

*Dr. Steven E. Anders is the Quartermaster Corps Historian, U.S. Army Quartermaster Center and School, Fort Lee, Virginia.*

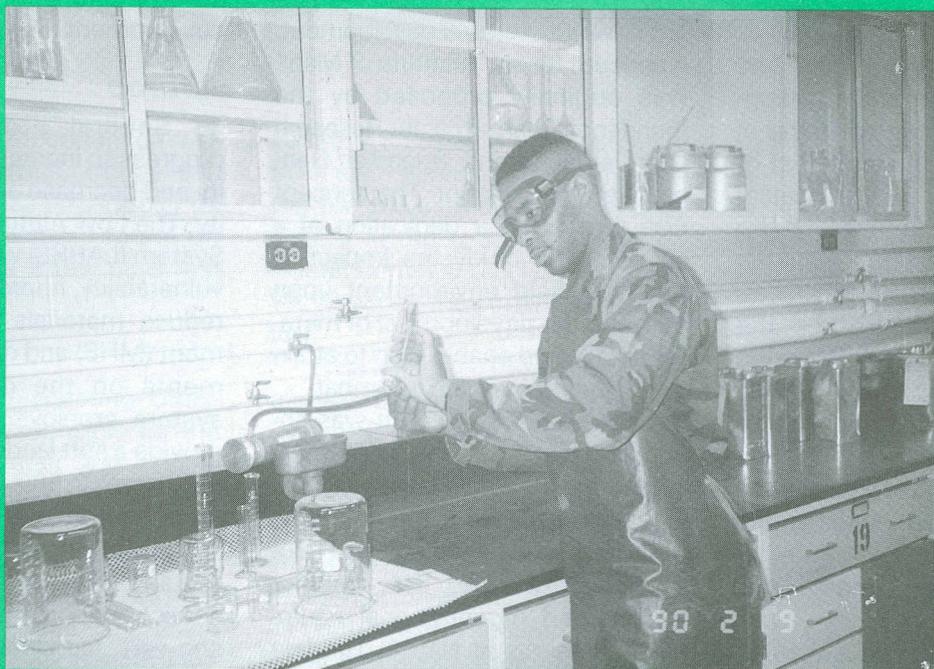
*Logistics Warriors  
Focused on Training*



A 92A assists another student in automation class.



Soldiers receive training during retreat flag ceremony in front of Mifflin Hall, Headquarters, U.S. Army Quartermaster Center and School.



A 77L works in Seaman Petroleum Laboratory at Fort Lee, Virginia.

# Natick: Quartermaster Research and Development

CPT Paul P. Barry

The U.S. Army Natick Research, Development and Engineering Center has the mission of protecting and sustaining the Army's most valuable asset: the soldier. Natick does this through research, development and engineering of food, clothing, shelters, organizational equipment and airdrop systems.

The center is located 20 miles west of Boston in the town of Natick, MA, on the shores of Lake Cochituate. Natick employs approximately 1,000 Department of the Army civilians and 72 military personnel. Headquarters is the U.S. Army Aviation and Troop Support Command (ATCOM) in St. Louis, MO, a subordinate command of the Army Materiel Command (AMC).

## **Natick's History**

Before World War II, there had been little research and development on Quartermaster materiel due to the National Defense Act of 1920 that projected future military actions limited to defense of the continental United States. With the outbreak of World War II, the Quartermaster Corps confronted the challenge of developing, procuring and fielding rations, clothing, shelters and airdrop equipment to some of the most extreme climatic regions in the world. Several existing Quartermaster activities expanded their efforts and laid the groundwork for future Quartermaster materiel development.

A cold chamber at Lawrence, MA, originally constructed by Pacific Mills, Inc., for freeze-drying wool, was converted for testing clothing and equipment assemblies. To complement this, a hot weather chamber was also constructed and test courses were developed at Fort Lee, VA, so that the clothing and equipment could be tested under

simulated battlefield conditions. These courses assessed durability, fit and functional adequacy.

Protection of soldiers was not limited to clothing. A laboratory established in Jefferson, IN, in 1941 developed tentage fabrics and finishes and new tent systems. These tent systems protected soldiers and supplies. One of the most important supply categories for protection was military rations.

The Subsistence Research and Development Laboratory in Chicago, IL, led development efforts in food and food systems during World War II. This research had a significant impact on the civilian food industry, especially in the areas of packaging and preservation.

After World War II, the Army saw the need for a continuing program of research and development. A concept for an "Institute of Man" was originally proposed by the founder of Quartermaster Research and Development, Brigadier General George F. Doriot. The concept was twofold: the dedication of a laboratory to study the impact of the battlefield environment upon man and the development of materiel that would enable man to attain the highest potential in combat.

On March 8, 1951, it was announced that the Army Quartermaster Laboratory would be established in Natick, MA. Over the next several years, consolidations and relocations centralized the clothing, airdrop and organizational equipment missions at Natick. The last major relocation was the Food and Container Institute in Chicago to Natick in August 1963 to round out the food and food systems mission at Natick.

## **Natick Today**

Natick still remains dedicated to the original "Institute of Man"

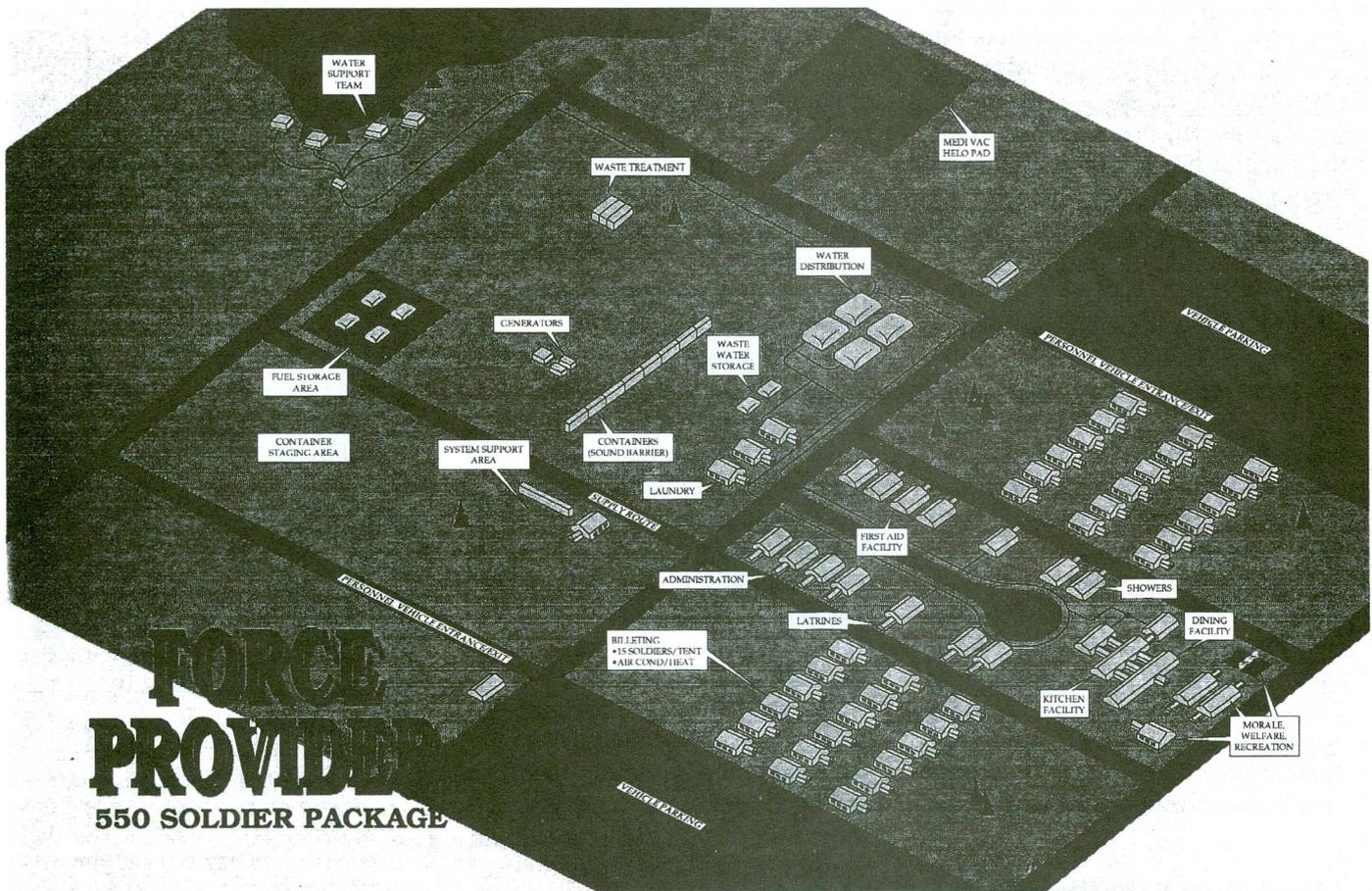
concept. The focus is the soldier as a system, the most important in the Army. Natick is structured with four commodity directorates to meet this task.

The Aero-Mechanical Engineering Directorate (AMED) designs and develops systems to airdrop personnel, supplies and equipment to support resupply operations, airborne assaults, Special Operations Forces missions and deep strike concepts. AMED shelter and parachute prototype scientists and research analysts investigate basic parachute/airdrop performance and shelter structures, and conduct analyses to identify and evaluate advanced system concepts. Within AMED is the Army Shelter Management Office which helps standardize and consolidate shelter development.

## **Airdrop**

Several programs are in progress to increase airdrop capacity and decrease airdrop vulnerability. The Low Altitude Retro-Rocket System (LARRS) will reduce aircraft vulnerability, improve accuracy and reduce materials handling equipment (MHE) and derigging requirements on the drop zone. The system employs retro-rockets to provide a soft landing to loads ranging from 2,500-60,000 pounds dropped from 300 feet.

AMED also develops shelters, tentage and a variety of combat service support equipment, such as showers, laundries, clothing repair shops and space heaters, which enhance the quality of a soldier's life. Force Provider is a current program leading this effort. Six packages will be procured. Packages will provide improved billeting, food service, laundry and shower support to 3,300 soldiers. The packages are modular, allowing deployment of six



# FORCE PROVIDER

## 550 SOLDIER PACKAGE

550-soldier sets dependent on mission, enemy, terrain, troops and time available (METT-T). Force Provider will allow units to rotate off the front lines for a few days rest and relaxation.

### Development

The Food Engineering Directorate (FED) is responsible for the design, development and evaluation of military rations, food products, food processes and packaging, food service equipment and feeding systems for all Department of Defense (DOD) agencies. Using a multidisciplinary approach to address the areas of systems analyses, nutrition, food science technology, food processing, food packaging, biochemistry and microbiology and engineering sciences, FED ensures that the subsistence needs of all service personnel are met. Development is coordinated with an on-site DOD Joint Techni-

cal Staff that has a representative from each service. The Army Center for Excellence, Subsistence (ACES) at the U.S. Army Quartermaster Center and School, Fort Lee, VA, provides the Army representative.

The Individual Protection Directorate (IPD) directs the Army's clothing and textiles research and development programs for dress uniforms, battle dress uniforms, protective clothing and personnel armor and life support clothing and equipment systems. Coordinating all contributing research, development and engineering for the individual soldier is paramount.

To meet the extremes of the modern battlefield, the directorate uses a strong technical resource base in chemical, ballistic, flame-protective materials, coatings and finishes, and multifunctional textile materials. These technical base technologies transition to develop-

ment of new and improved end items that increase soldier survival rates. Some unique facilities at Natick greatly assist this effort. For example, the climatic chambers simulate worldwide climatic conditions ranging from an Arctic -65° F to a tropical/desert temperature of +140° F. Winds of 40 miles per hour, rainfall of 4 inches per hour, and humidity to 90 percent can also be created.

The Soldier Science Directorate (SSD) generates required military solutions and provides scientific opportunities to all Natick's customers and mission requirements. The scientific and technical professionals of SSD are dedicated to innovative research on the behavioral performance, survival, sustenance and support of the soldier as a system under the conditions of the integrated battlefield. As a unit, they serve as the prime resource for in-house scientific expertise helping

the Army maintain an edge in technology. This information transfers to academia, Natick product directorates and industry.

The many opportunities for enhancing Army systems and equipment through biotechnology are being pioneered to exploit specific qualities in nature to develop new materials or to improve upon existing ones. New biopolymers have been developed and demonstrated to have potential for military applications such as biodegradable food packaging, chemical defense, advanced high strength fibers, elastomers, ceramics and bioelectrooptics for countermeasures.

In the physical and engineering sciences, SSD conducts basic research and exploratory development on new fibers, fabrics, films, and other polymer forms for protection against directed energy, ballistics and chemical and thermal hazards on the integrated battlefield.

### **Soldier Enhancement**

The normal acquisition process involves a tedious requirements, funding, and research and development cycle which averages a minimum of four to six years for most Natick items. Recently, Congress released funds and created the Soldier Enhancement Program, specifying the acquisition cycle will not exceed two years. The purpose was to increase the combat effectiveness of the Infantry soldier through the development of lighter, more effective soldier items in the areas of weapons, munitions, combat clothing and individual shelter.

Several items already enhance a soldier's quality of life in the field. Among these are the intermediate, cold, wet glove and boots; the flameless ration heater; and the soldier crew tent.

The commander of Natick is a recognized Quartermaster colonel command slot. Additionally, three Research and Development/Quartermaster positions coded Acquisition Corps (51/92 4M) are available

at Natick for captains. Advanced Civil Schooling and the Materiel Acquisition Management (MAM) course are prerequisites for these positions. The deputy commander is a lieutenant colonel position in the Command Group. In the Individual Protection Directorate are two captain positions as research and development coordinators working textiles, ballistics and chemical defense. In the Aero-Mechanical Engineering Directorate is a CW4 airdrop systems technician and cargo parachute development.

Several noncommissioned officer and enlisted positions are available, primarily in support of food and airdrop research and development. Two food service positions are in the Food Engineering Directorate and four rigger positions exist in the Aero-Mechanical Directorate. Also, there is one headquarters and headquarters company supply sergeant position and one climatic chambers specialist position for military occupational specialty 76Y (Unit Supply Specialist to be renumbered 92Y on 1 May 93).

The U.S. Army Natick Research, Development and Engineering Center offers an exciting opportunity to work at the ground

floor of Quartermaster materiel development. Quartermasters can take pride in the role they have played over the years in making the individual soldier the best fed, clothed and protected soldier in the world.

For more information on Natick or its programs, contact the Liaison Division at DSN 256-5542/5540, FAX 256-5378, or EMAIL: liaison@natick-emh1.army.mil. The address follows:

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Soldier crew tent improves life in the field.

# Reducing Repair Parts Inventories

CPT William M. Wheatley

**Editor's Note: The Repair Parts System Redesign is a U.S. Army Quartermaster Center and School (USAQMC&S) initiative to improve the Class IX (repair parts) system throughout the Army. Because of the size and complexity of this project, a series of articles on Class IX is appearing in the Quartermaster Professional Bulletin.**

The previous issue of the *Quartermaster Professional Bulletin* defined the universe of repair parts and narrowed the focus of stockage candidates from the 1,076,000 possible national stock numbers (NSNs) to the 15,436 most important division-level parts based on essentiality and demand. This article focuses on what is actually being stocked in various authorized stockage lists (ASLs) and prescribed load lists (PLLs) and how those stocks can be reduced.

As part of the Class IX (repair parts and spares) redesign effort,

the U.S. Army Quartermaster Center and School (USAQMC&S) Supply Support Task Force conducted several studies and analyses of the repair parts supply system. The results indicate the potential for substantial savings in Class IX inventory investment while maintaining readiness standards.

## ***Nondemand Supported Lines***

A General Accounting Office (GAO) report of July 1991 stated that 42 percent of items stocked

and 52 percent of the dollar value of Army divisional ASLs are nondemand supported lines (NDSLs) and that 61 percent of these NDSLs had no demands in the most recent 12 months. Also, the report showed that another 15 percent of these lines had only one or two demands. The GAO recommended stocking NDSLs for divisions within the continental United States at depots rather than in the divisions. This recommendation would save \$77 million in inventory investment just in the four divisions reviewed by the GAO.

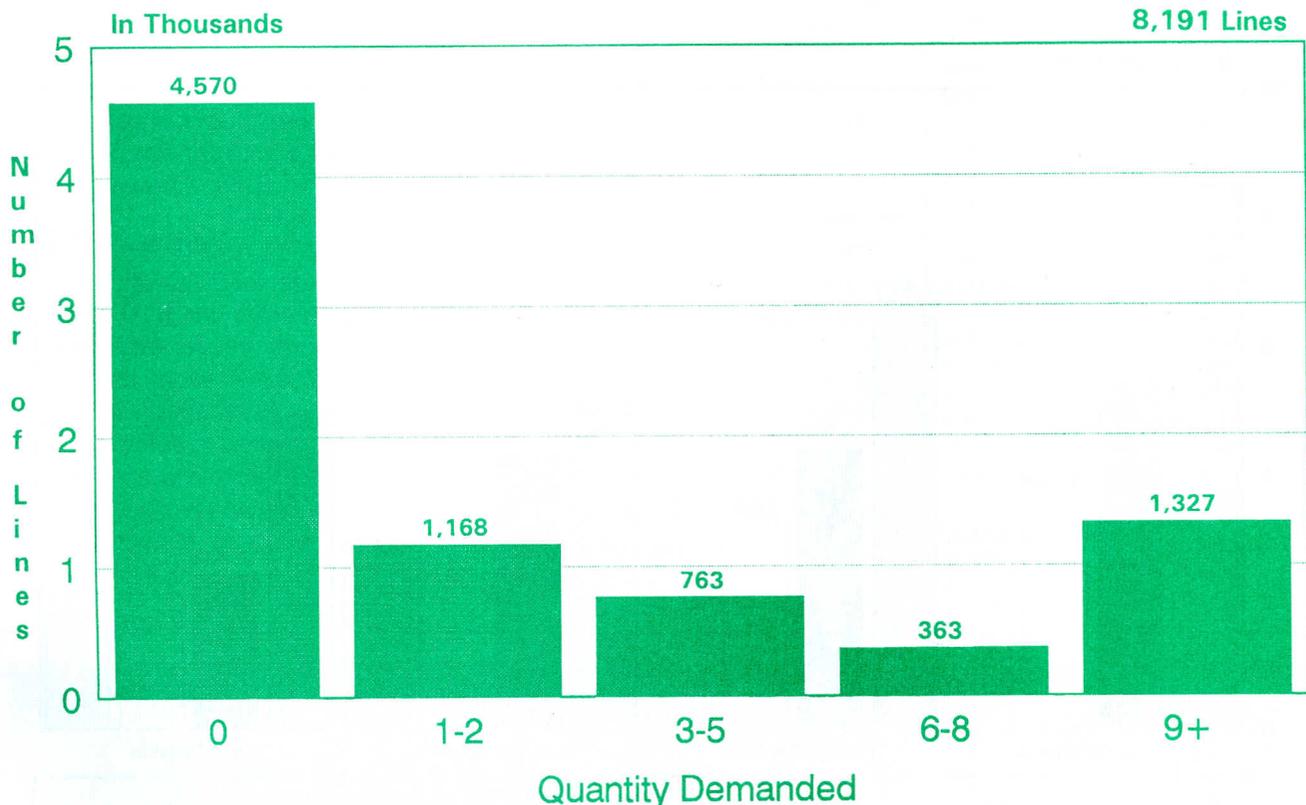


Figure 1. Total Non-Demand Supported Lines by Quantity Demanded

A recently completed USAQMC&S study found that 34 percent of lines stocked within divisional ASLs are NDSLs (actual percentages ran from a low of 9 percent to a high of 48 percent) and that 56 percent of these NDSLs received no demands in a one-year review period. Another 14 percent received only one or two demands. The USAQMC&S and GAO analyzed different installations but both included data from one light and three heavy divisions. NDSLs consisted of primarily three types: 1) mandatory parts lists (MPL) lines, 2) command discretionary lines, and 3) provisioning lines.

Figure 1 shows a breakout of NDSLs by quantity demanded in the USAQMC&S ASL study. Elimination or reduction of MPL and command discretionary lines could result in substantial savings and mobility improvements in each division and corps with minimal impact on readiness. Provisioning lines

could be repositioned to a higher source of supply (nondivisional repair parts company, installation or depot) until authorized for forward stockage by sufficient demands. (See the separate article on The Corps Parts Store Concept for more information on relocating stocks to a higher source of supply.)

### Demand-Supported Lines

The USAQMC&S study showed that significant portions (27 percent) of the demand-supported lines are noncombat essential lines (other than essentiality code C). Although some safety, legal and deferred maintenance parts (essentiality codes D, E, and J) do make equipment nonmission capable in peacetime, they do not affect combat readiness and are reported below the line on DA Form 2406 (Material Condition Status Report) and DA Form 2715 (Unit Status Report). Also, many ASLs actually stocked nonessential (essentiality code G)

parts. Noncombat essential lines accounted for 1,000 to 2,000 lines per division. Their elimination or repositioning to a higher source of supply could further reduce stockage with minimal impact on readiness.

Closer examination revealed that 12 percent of the "demand supported" lines failed to meet the minimum three demands required for retention on the ASL, yet were still being retained. Further analysis showed that by increasing the stockage retention criteria from 3 to 6 demands, another 15 percent or 1,000 lines could be reduced per ASL. These low-demand items could also be repositioned to a general support (GS)-level Corps Parts Store with minimal impact on readiness.

### Stockage Criteria Review

In a related effort, a Class IX Add/Retain Criteria Analysis recently completed by the Army Materiel System Analysis Activity

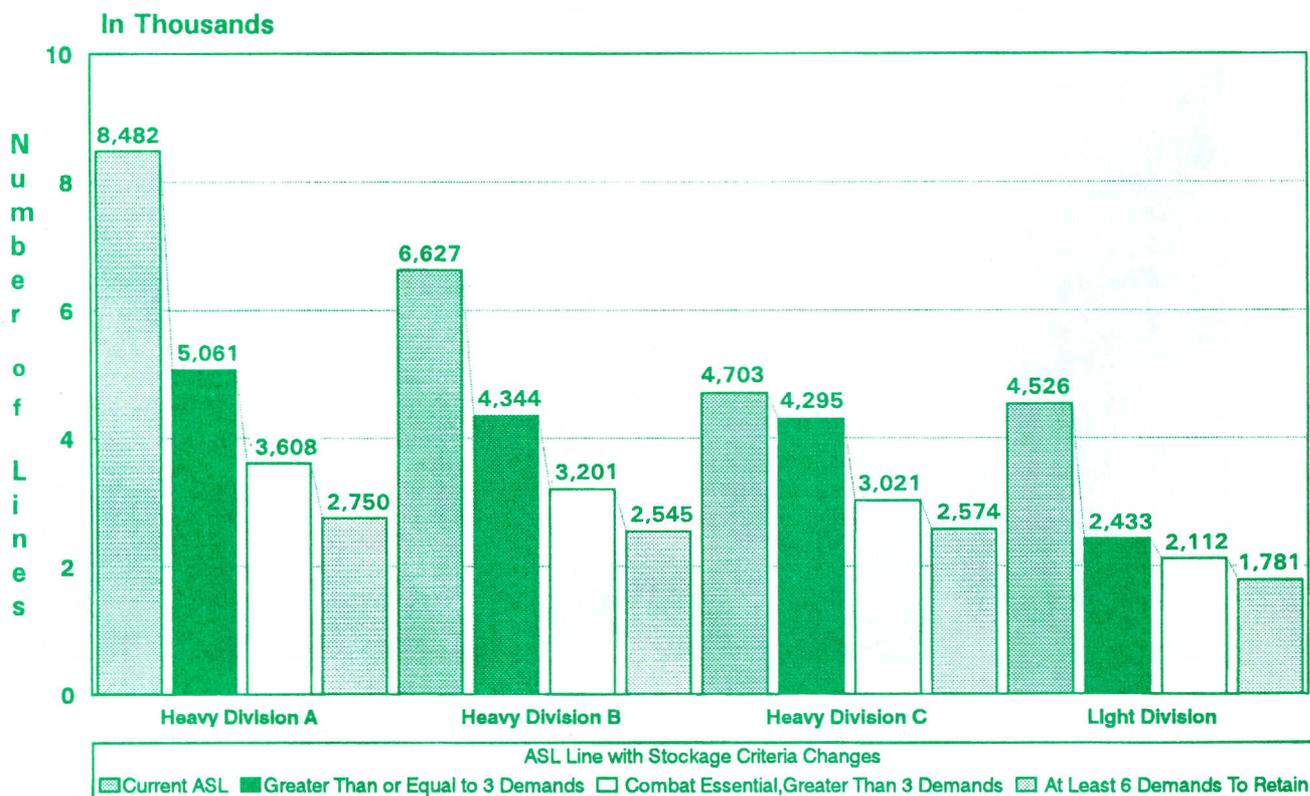


Figure 2. Reduction in Authorized Stockage List Lines: U.S. Army Quartermaster Center and School Study

(AMSAA) for U.S. Forces Command (FORSCOM) looked at varying the AR 710-2 add/retain stockage criteria in order to determine the impact on size and performance of ASLs. The project used 8 variations of add/retain criteria that ranged from the current 9/3 to a maximum of 12/12 for Class IX common and from the current 3/1 up to 6/6 for Class IX aviation and missile. AMSAA used ASL and demand history data from one heavy and three light divisions.

The results showed that the greatest savings, in terms of size and cost, could be from enforcing the current stockage criteria. Increasing stockage criteria significantly reduces the size, the number of lines, but has little impact on the dollar value. This is because the lines that get deleted tend to be low-cost, low-demand parts. Also, raising the stockage criteria significantly reduces supply performance: demand accommodation, demand satisfaction and fill rate. The analysis concluded that by enforcing current regulations, ASL lines could be reduced up to 55 percent and costs reduced by 51 percent over ASL that are actually on the ground now. This reduction would represent a \$57 million savings for the four divisions reviewed.

### **ASL Reduction**

The USAQMC&S study analyzed one light and three heavy divisions. The study included a breakout of those ASLs, both demand and nondemand supported lines, by quantity demanded. Figure 2 shows one way of substantially reducing inventory investment. As a composite example, Heavy

Division B will be used to demonstrate how significant ASL reductions are possible.

The current ASL in Heavy Division B contains 6,627 Class IX common lines. By eliminating the nondemand supported lines (those with less than three demands), the ASL would be reduced to 4,344 lines. By stocking only combat-essential parts (essentiality C) with greater than three demands, the ASL could be reduced to 3,201 lines. By increasing the retention criteria from three to six demands, the ASL could be further reduced to 2,545. This final level of stockage could result in as much as \$20 million in inventory savings in this example of Heavy Division B.

This example presents one possible reduction. However, numerous other combinations of reductions are feasible. For example, by eliminating only the noncombat essential and nondemand supported lines, the ASL could be reduced from 6,627 to 3,201 lines (a 52 percent reduction) and save as much as \$15 million per division.

### **What Can Be Done Now**

The following actions can reduce inventories now:

- Review the demand history of each ASL and PLL line. Eliminate all lines (demand and nondemand supported) which do not meet the current retain criteria.
- Analyze ASLs and PLLs for non-combat essential lines (other than essentiality code C) and consider elimination of all lines which do not contribute to combat readiness.

- Focus PLLs on pacing items and eliminate parts which do not support key unit equipment.
- Identify parts stocked in both PLLs and forward ASLs. Consider minimizing or eliminating umbrella stocks.
- Evaluate the impacts and potential savings of raising retention criteria and the possibility of relocating low demand items to a higher source of supply.
- Keep abreast of the numerous Class IX initiatives being spearheaded by the USAQMC&S and various other agencies.

Obtain information and suggestions on this study or any other repair parts initiatives from the USAQMC&S Supply Support Task Force at DSN: 687-6678/6674/6982.



*CPT William M. Wheatley has a bachelor of science degree in business commerce from Rider College, Lawrenceville, New Jersey. He also holds master of science degrees in systems management from the University of Central Texas and in logistics management from the Air Force Institute of Technology. He is a Certified Professional Logistician and a graduate of the Quartermaster Officer Basic and Advanced Courses, the Combined Arms and Services Staff School, and Airborne School. His previous assignments include Direct Support Maintenance Shop Officer, Supply Platoon Leader, Supply Management Officer, Battalion S3, Company Commander, and Supply Staff Officer. He is currently a Logistics Staff Officer within the Combat Developments Directorate, U.S. Army Quartermaster Center and School, Fort Lee, Virginia.*

**CORRECTION:** In the Winter 1992 edition, we published information in our centerfold regarding Quartermaster enlisted military occupational specialties. The diagram incorrectly shows a progression from 92A to 92Y to 92Z. The correct progression should show that both 92A and 92Y progress to 92Z in the senior enlisted ranks. However, a 92A does not progress into a 92Y. We apologize for any confusion this may have caused.

# The Corps Parts Store Concept

CPT John A. Reid

The changing nature of the battlefield and shrinking defense budget require a continual review of logistics concepts of support, organizations, operational procedures and command and control. The problem confronting defense managers and logistics planners is one of economics: efficiently allocating and using the resources needed for missions. Given the overall poor performance and high cost of the current authorized stockage list (ASL) and prescribed load list (PLL) system and the diminishing resources, the Army requires a more efficient, responsive and cost-effective way to provide repair parts on the battlefield.

As the current fleet ages and new systems are fielded, the required size and cost of ASLs and PLLs will continue to increase. However, the dollars will not be available. The end result will be a decrease in Army readiness.

Revision of current doctrine must recognize these requirements:

- Provide battlefield logistics support that will be at least equal to or better than current systems and that will integrate emerging technologies.
- Project support forward through the depth of the battlefield.

- Design logistics units in the division to be agile, better-equipped and trained for survivability.

The Corps Parts Store is a concept to improve repair parts stockage selection at reduced cost while improving Class IX (repair parts) and transportation management. The concept calls for a consolidated ASL at the corps level and for smaller focused ASLs and PLLs at the division level. Critical parts required to remove pacing or equipment readiness code (ERC) "A" items from a nonmission capable supply (NMCS) status will be moved rapidly, under positive control, through a distribution system which bypasses all warehouse/storage functions. Critical parts would be pushed from the source down to the mechanic. The Corps Parts Store calls for centralized management of low-demand, combat-essential items and all noncombat, critical essential (Essentiality Codes D, E, and J) items by the corps repair parts company. The bulk of Class IX sustainment support would be pushed forward by corps.

The goal is to improve the Class IX supply system with greater agility for the maneuver force. Maintenance activities would have the required parts available for assigned

tasks and would stock only the minimum parts required to meet a readiness standard. This requires a combination of a new way of managing repair parts and an assured distribution system.

Nondemand support lines and low demand (fewer than six demands) combat critical items will be removed from divisional ASLs and PLLs and repositioned at corps level. All noncombat, critical essential lines will be removed from the ASLs (divisional and nondivisional) and repositioned in the corps repairs parts company. Nonessential items will not be stocked within the corps.

The routine use of assured ground and aerial resupply for a rapid delivery system, as well as emergency resupply, for low-density, critical and high-value items will contribute greatly to the endurance and operational capability of the corps and divisional units. Timing and delivery to the right place will be influenced by real-time visibility of the corps assets, and intransit visibility and control over stocks in motions using available and evolving technologies. 

*CPT John A. Reid is currently a Logistics Staff Officer within the Combat Developments Directorate of the U.S. Army Quartermaster Center and School, Fort Lee, Virginia.*

## Combat Duty First

In addition to their other myriad duties, members of the Quartermaster Corps fought often and hard. On Guadalcanal, a laundry company had to blast out Japanese gun emplacements and snipers before it could set up shop. During the siege of Bataan, Quartermaster soldiers suffered and died as they tried every possible means to furnish food to the defenders. At Salerno and Anzio, Quartermaster casualties were among the highest of the services.

*Dr. Steven E. Anders*

In the Battle of the Bulge, a member of a bakery company shot down a German Messerschmitt with his machine gun between bread deliveries—and these, of course, are only a few incidents in the Quartermaster's fine combat record.

*Dr. Steven E. Anders is the Quartermaster Corps Historian, U.S. Army Quartermaster Center and School, Fort Lee, Virginia.*

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The Spring 1993 edition marks the fifth anniversary of the *Quartermaster Professional Bulletin*. The following index references what the Quartermaster Corps printed in the Spring, Summer, Autumn and Winter editions for 1992. This quarterly publication focuses on keeping Quartermaster soldiers and Department of the Army civilians aware of emerging developments within the Corps. The staff once more thanks all the authors from throughout the world who submitted articles, graphics and photographs. Your support makes the *Quartermaster Professional Bulletin* a reality. Quartermasters exchange information and ideas in this published voice dedicated to the professional development of the Quartermaster soldier. If there is a topic you would like to see in a future issue or if you want to submit an article, please contact us by calling DSN 687-4382, Commercial 804-734-4382, or by writing to:

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# Electrical Dangers – A Shocking Problem

MSG William W. Stites, Jr.

*A soldier in a garrison dining facility decided to check out a malfunctioning refrigerator that had not been reported. The soldier went behind the unit to check the plug. The plug appeared to be correct, but the soldier did not see that one of the wires was loose, making the whole refrigerator electrified. The soldier touched the refrigerator and another ungrounded metal device. This action completed a circuit. The soldier was found by several other workers who turned the power off to the unit before pulling the soldier away from the refrigerator. The soldier was pronounced dead from electrocution.*

*Two soldiers were transferring fuel. The weather was cool and dry, conditions favorable for static electricity. The soldiers did not follow proper bonding and grounding procedures. During the transfer, there was an explosion and one soldier was killed.*

*A soldier was inspecting a piece of communication equipment and decided to troubleshoot it himself. While reaching behind the equipment, the soldier made contact with some wires. He received an electrical shock strong enough to knock him to the ground. In another case, a soldier tried to move a computer before unplugging it and received an electrical shock.*

All electrical equipment possesses the danger of electrical shock when proper procedures are not used. Also, static electricity generated from the transfer of fuel can result in the possibility of an explosion. The extent of injury can range from a tingling to death. Along with the harm to the person is also damage to equipment. Equipment damage also can be minor or severe and cost thousands of dollars. Personnel injury and equipment damage can end up affecting the organization's mission.

Before using electrical equipment, operators should remove rings,

watches and other metal objects they are wearing to prevent electrical arcs. Then they must ask themselves if the equipment is connected to some type of grounding system. If the answer is no, then the operator is placing himself, fellow soldiers, and the equipment at risk.

Everyone in the Quartermaster Corps will face the possibility of electrical shock. Common hazards include the following:

- Computers - movement of equipment while still connected to a power source, troubleshooting without following operator manual instructions, illegal modification of the power cord plug which will provide improper grounding to the main power source, and a lack of grounding at the main power source. Both the computer and operator are at risk when procedures are not followed. Remember, grounding also reduces the effects of lightning on computer equipment.
- Communication Equipment - improper troubleshooting of equipment, improper grounding of the system (provides no reduction of the effects of lightning on the system), and improper set up and take down of the antenna near a power line. Follow the operator's manual.
- Generators - improper grounding. The procedures in FM 20-31 (Electrical Power Generation in the Field) and TC 11-6 (Grounding Techniques) must be followed to ensure safer operations.
- Sling Loading - static discharge during sling-load operations. See FM 55-450-3 (Multiservice Helicopter External Air Transport) for more information.
- Fuel Transfer - static electricity compounded by improper bonding and grounding during fuel handling operations. Army

personnel continue to die and equipment is destroyed because of improper fuel handling procedures. FM 10-68 (Aircraft Refueling) is the most comprehensive source for bonding and grounding.

- General Information - using electric equipment in the presence of flammable vapors or gases, using electrical equipment before carefully checking for defective or broken cords and plugs, standing on wet or damp surfaces when using electrical equipment, standing on power cords during electrical storms, using electrical equipment around water/liquids, troubleshooting electrical problems and forgetting to turn off and unplug the equipment, and not reporting problems to responsible party.

Remember, we as soldiers have many responsibilities. Foremost of these is protecting the force: both equipment and soldiers. This can only be done by learning the standards, performing to standards, and enforcing the standards.



*MSG William W. Stites, Jr., is assigned to the Office of the Quartermaster General, Quartermaster Corps Safety Branch, U.S. Army Quartermaster Center and School, Fort Lee, Virginia. He is a graduate of the First Sergeant Course, the Quartermaster Noncommissioned Officer Academy Basic and Advanced Courses, the Senior Supply Sergeant Course, Noncommissioned Officer Logistics Course, and the Depot Supply Operations Management Course. His previous assignments include two tours as a First Sergeant; Noncommissioned Officer in Charge of a Class IX Section, 4th Infantry Division, Fort Carson, Colorado; Chief, Supply Management Division, and Assistant Chief of Staff, Materiel, 59th Ordnance Brigade, Pirmasens, Germany.*

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

**Understanding Defeat: How to Recover from Loss in Battle to Gain Victory in War**

*Trevor N. Dupuy, Paragon House: New York, 1990.*

Dupuy argues that the nation and military forces that understand defeat on the battlefield are more likely to avoid it. Analyzing battles from the last two centuries and the tactics of the generals who fought them, the author demonstrates that defeat in battle need not lead to defeat in war. In his final chapters, he applies quantitative analysis to show how military planners might take the concept of defeat into account during computer simulations and war games.

**The Canadian Army and the Normandy Campaign: A Study of Failure in High Command**

*John A. English, Praeger: New York, 1991.*

English traces the decline of the Canadian Army from its high point following victory in World War I to its commitment at Normandy in World War II. In doing so, he highlights many of the problems the U.S. Army will face following victory in the Cold War. This is a well written and documented book which provides significant insight into second and third order problems which result from peacetime structuring of an army.

**Grant and Lee: The Virginia Campaign**

*William A. Frassanito, Charles Scribner's Sons: New York, 1983.*

A foremost Civil War photographic historian offers his study of the final campaigns in Virginia. This book primarily focuses on the history of the photographs taken during this campaign, but also contains good accounts of the action. Frassanito provides insight into the locations of various scenes recorded by Civil War photographers.

**Grand Strategies in War and Peace**

*Paul M. Kennedy, Yale University Press: New Haven, 1991.*

Kennedy's work uses historical examples to make observations about national plans to wage war. The chapters focus on some classic examples of European history, from Ancient Rome to the former Soviet Union. Unlike many other studies of strategy, these essays are often as concerned with the non-military, as well as the military, aspects of national policy and, in many cases, with the evolution of grand strategy in peacetime as well as in wartime.

**The Commanders**

*Bob Woodward, Simon and Schuster: New York, 1991.*

During the first two years of the Bush Administration the U.S. military and its political leaders dominated the world's attention to a degree not seen since the Vietnam War. Woodward writes on President George H. Bush and his military advisors, their relationship with one another and their personal perspectives. The book describes the inner workings of how this group grappled with the difficult military and foreign policy decisions facing the nation and, in the end, how they made the decision to implement operations *Just Cause* and *Desert Shield/Storm*.



### ***Making the Most of a Career During Today's Volatile Economy***

*Dorothy J. Narverud*

With so much to gain from a successful career and the severe cutbacks in government staffing and spending, it is important to be ahead of the pack. In times past even the most generalists could have a successful career, hiding out in government service, diligently doing a job, working their way up in the hierarchy and in the end be rewarded with a good salary and secure employment. In this lean and mean era of change, job security is a luxury afforded few. In today's economic climate it is so important to know how to work within the system. The Army Supply Management Career Program (CP-13) is transitioning from the use of the Skills Knowledges, and Personal (SKAP) characteristics system for central referral of CP-13 careerists at the GS/GM-13 through GS/GM-15 level to the Army Civilian Career Evaluation System (ACCES).

ACCES began in 1980, when the Department of the Army (DA) entered into an agreement with the Office of the Personnel Management (OPM) to jointly develop and test new candidate evaluation procedures. The goals were to develop model evaluation procedures applicable to all career programs, better identify the best qualified candidates on basis of merit, address primary concerns of both employees and management and be supported by automation to the maximum extent possible. The specific objectives were to obtain several types of independent information; ensure that all participants' contributions are used; limit documentation to essential matters only; eliminate unnecessary information; and achieve a reliable, valid system. Detailed job analysis and review of evaluation techniques are the basis of ACCES.

The prototype model chosen for development was CP-10 (The Civilian Personnel Administration). In 1983 other career programs began transitioning to ACCES on a continuing basis.

ACCES may appear complex at first glance. However, it is simple and easy compared to the old SKAP system. Logistics careerists have been involved in every stage of ACCES development.

Functional Chief Representatives (FCRs) for CPs 13, 17 and 24 decided that a single ACCES registration form would benefit employees by simplifying cross (voluntary) registration. The job analyses, which included interviews, workshops, Armywide ques-

tionnaire and FCR/Planning Board review for the three career programs, were completed in 1986 and included responses from a representative sample of approximately 5,700 employees. Registration forms were sent to employees in late 1987, only to have the program aborted because of the inability to make necessary changes to automated computer systems. The job analyses were reviewed and updated in 1990. Results of the job analyses have provided a base for the knowledges and abilities that serve as the ACCES rating elements. These analyses also help assess areas in which employees need to develop to be competitive for other functions.

ACCES evaluation will begin as soon as the automated data base of registrants is established and will be reviewed in detail. The evaluation will take several forms, including an attitude survey after employees, supervisors and selecting officials have become familiar with the system.

Being competitive is not an option. Each employee is responsible for this career profile and ACCES is the tool. Every employee has primary responsibility for ACCES initial input, free-flowing updates based on individual employee activity, and being familiar with the groupings of knowledge/ability required for each career program.

AR 690-950 (Civilian Personnel Administration Career Program), Interim Change 5, 30 Dec 92, provides procedures, instructions, and forms for registration of CP-13 careerists into the Army's Logistics ACCES Program. This AR, along with the ACCES Logistics Guide Paper for Logistics Management Career Programs, is available in local Civilian Personnel Training/Career Development Offices.

The charts on the next page show some major differences between SKAP and ACCES.



*Dorothy J. Narverud has been a Civilian Army Careerist since June 1969. She is the Civilian Proponency Officer in Headquarters, Department of the Army's Office of the Deputy Chief of Staff for Logistics (ODCSLOG). She is a graduate of the Supply Intern Program, 1980. She served as the U.S. Army, Europe (USAREUR) ODCSLOG representative on the Air Defense Integrated Logistics Support Management Team, acted as the USAREUR "Honest Broker" during the planning/execution phase of the transfer to V Corps of an Air Defense Brigade from the 32d Army Air Defense Command, and served as Property Control Officer, Fort Riley, Kansas.*

## Major Differences Between SKAP and ACCES

### SKAP

- Most elements rated four times.
- The reviewer rates all elements.
- Raters read each other's ratings and, in some cases, discuss them before making their own ratings.
- Uses a crediting plan which identifies elements and composite rating scores required to be highly qualified (HQ).
- The crediting plan contains a level "3" definition of each element. No benchmarks are defined. Limited training is given to panel members.
- Crediting plan released to employees.
- The same measurement techniques are applied to all.
- Uses annual evaluation cycle usually requiring complete appraisal packages to be submitted every one or two years.

### ACCES

All elements are rated twice.

The reviewer is provided the supervisor's ratings. The reviewer may change the supervisor's ratings if the reviewer does not agree with them. The reviewer's rating becomes the official "supervisory" rating for purposes of computing the referral score.

Raters (employee, supervisor, and accomplishment) rate independently of one another.

Does not have an HQ category and, therefore, does not have this type of crediting plan.

A comprehensive rating guide contains factors to consider in rating accomplishments and benchmarks for each rating level of each ability. Accomplishment raters are given several days of formal training and are tested in use of the rating guide.

Accomplishment rating guide is not released to employees. The rating guide is afforded the same security as a test answer key.

Different measurement techniques are used to measure different elements. Self ratings are used only for knowledges; accomplishment ratings are used only for abilities; supervisor/ reviewer ratings are used for knowledges and abilities. The self-rating technique is appropriate only for elements that are clearly definable. Specific knowledges are more definable than abilities. Using accomplishment ratings for knowledges would require too much writing on the part of employees.

After initial ACCES submission, no further submissions are required unless changes or updates are necessary.

### ACCES PLAYERS AND THEIR ROLES (ACCES Rating Process)

Players	Knowledges	Abilities
Employee	* Rates	Writes Accomplishments
Supervisor	* Rates	* Rates
Reviewer	Reviews and May Change Supervisor's Rating	
Accomplishment Raters	* Rates Anonymous Accomplishments	
ACCESS Career Program Manager	Administrative Review - No Ratings	
Civilian Personnel Officer	Administrative Review - No Ratings	

\* NOTE: Numerical Ratings Do Not Require Narratives

**Bottom Line: Loyalty and seniority will not protect any longer. Take responsibility for your career.**



# TOTAL FORCE

## ***Pilot AIT at Reserve Training Sites***

The U.S. Army Combined Arms Support Command (CASCOM) plans a pilot advanced individual training (AIT) program this spring to test an innovative way of doing business in education in the Total Army. MOS training for 62B, 76Y, and 88M soldiers at differing RC CSS sites is the plan. Fort Indiantown Gap, Fort Stewart, and Camp Ripley are the tentative training sites for the Total Force (Active Component and RC soldiers). This program is another step in establishing a cohesive and efficient Total Army school system integrating Active Component/Army National Guard/U.S. Army Reserve schools that provide standard individual training and education.

## ***1993 RC Logistics Warrior Update Conference***

The 1993 RC Logistics Warrior Update Conference was 27-28 Feb 93 at Larkin Hall, Fort Lee, VA. The conference presented attendees with briefings on current training initiatives, offered tours of some training facilities, discussed future developments, and provided an open forum for discussion.

## ***Reserve Component Training Institution (RCTI) Accreditations***

The U.S. Army Quartermaster Center and School (USAQMC&S) has been affiliated with three Army National Guard (ARNG) State Military Academies, three Reserve Forces Schools, and one Regional Training Site-Supply. RCTIs will be visited at least once per year for assessment or assistance and will be accredited every 24 months. For accreditation, an RCTI will be evaluated during both inactive duty training (IDT) and annual training (AT). Accreditation is the process that measures consistency, compliance, standardization, quality and resourcing of Active and Reserve training institutions. Accreditation evaluates the use of qualified instructors, approved programs of instruction (POIs), and adequacy of facilities and equipment. It also ensures that students meet prerequisites. It is the formal authority to conduct or to continue training at specific institutions for specific courses. This critical program is a major step toward establishing a cohesive and efficient Total Army school system of fully accredited and integrated Active Component/ARNG/U.S. Army Reserve schools that provide standard individual training and education. The following units and organizations are affiliated with the USAQMC&S:

Pennsylvania State Military Academy  
Virginia State Military Academy  
West Virginia State Military Academy  
2079th Reserve Forces School  
2090th Reserve Forces School  
2073d Reserve Forces School  
Regional Training Site-Supply (RTS-S)  
Fort Stewart, GA

The RTS-S site received accreditation in April 1992. All of the remaining training institutions are seeking accreditation in FY 93.

## ***Quartermaster Branch Transfer***

An increasing number of officers in the Reserve Component (RC) find themselves in a position where they need to attain Quartermaster branch qualification. Qualification is awarded by the RC chain of command. However, the U.S. Army Quartermaster Center and School proposes the following education options adequate for awarding Quartermaster branch qualification:

- Complete the current two-phase Quartermaster RC Officer Advanced Course.
- Complete the supply management officer course by correspondence course of 56 subcourses (DA Form 145 (Army Correspondence Course Program)) or the Supply Service Management Officer Course in residence (eight weeks, four days). Applicants are encouraged to seek resident training whenever possible.

## ***Quartermaster Center and School Reserve Component (RC) Training 1993***

*Jerry Clemons*

Shortly after *Operation Desert Storm*, the Secretary of Defense declared that Reservists "did everything, and they did it extremely well." The 60,000 members of the Army National Guard and the 79,000 members of the U.S. Army Reserve who were mobilized for Southwest Asia performed critically important missions such as field artillery, civil affairs, armor, water purification, infantry, supply and services, and other logistical missions.

Reserve Force (RF) school instructors were mobilized and ordered to the U.S. Army Quartermaster Center and School to assume duties as advanced individual training (AIT), Basic Noncommissioned Officer Course (BNCOC) and Advanced Noncommissioned Officer Course (ANCOC) instructors to replace Active Army instructors who were deployed.

These instructors performed these tasks equally as well as those who served in the desert.

Now, as we plan for Annual Training - 1993 (AT-93), the U.S. Army Quartermaster Center and School cannot forget the important mission of the Reserve Component (RC). Presently, there are approximately 1,900 AIT, BNCOC and ANCOG RC students scheduled for Quartermaster military occupational speciality (MOS) training by seven RF schools. In addition to the RF schools, about 1,700 other RC soldiers are scheduled to receive unit training at Fort Lee during AT-93. These figures do not include the RC soldiers attending active duty courses and do not include the approximately 8,500 RC soldiers to receive Quarter-

master training at other RC training institutions.

The Quartermaster General, BG John J. Cusick, has designated 1993 as the "Year of the RC" at the U.S. Army Quartermaster Center and School. The RC of the Army will continue to have major responsibilities for combat, combat support, and combat service support for both contingency operations and for large or prolonged conflicts. The U.S. Army Quartermaster Center and School will continue to meet its major responsibility for providing individual and unit training to sustain the force during war and peace. 

*Jerry Clemons is Chief of the Reserve Component Training Section, U.S. Army Quartermaster Center and School, Fort Lee, Virginia.*

### USARF School Annual Training at Fort Lee, Virginia, 1993

School	Dates	Course	Students	Course	Students
1154th Fort Totten, NY	16-29 May	76C10	30	76Y30	24
		76V10	50	76Y40	24
		76X10	10	94B10	35
		76X30	6	94B30	24
		76X40	6	94B40	24
		76Y10	40	OAC PH III	60
1033d Portland, ME	6-19 Jun	76P10	35	77F10	50
		76V10	50	94B10	30
		76Y10	45	94B30	24
				94B40	18
5040th Des Moines, IA	20 Jun - 2 Jul	57E/43M30	18	76C10	30
		57E/43M40	12	76P10	30
		57E10	20	76Y10	40
		57F10	10	76Y30	24
		57F30	12	94B10	35
		57F40	12		
2059th Bethlehem, PA	11-23 Jul	76C10	30	76Y30	24
		76P10	30	76Y40	12
		76P30	12	94B10	35
		76P40	12	94B30	24
		76V10	30	OAC PH III	60
		76Y10	50		
2070th Fort Belvoir, VA	25 Jul - 7 Aug	57E10	20	77F10	50
		76P10	30	77F30	24
		76P30	12	77F40 (W&L)	12
		76Y10	40	77W10	30
1157th Schenectady, NY	8-21 Aug	76C10	30	76V40	30
		76P10	30	94B10	35
		76P30	24	94B30	24
		76P40	12	94B40	24
		76V10	50	OAC PH III	60
		76V30	30		
1037th Boston, MA	16-29 Aug	76V10	50	77F40 (W&L)	12
		76Y10	40	77W10	30
		77F10	50	77W30	12
		77F30	12		

## ***Airborne Manual***

The preliminary draft of FM 10-500-9, which will replace FM 10-400 (Quartermaster Airdrop and Airdrop Support Units), was published in February 1993.

## ***MOS 92A (Logistics Automation Specialist)***

- Effective 1 May 93, all Active Component soldiers will be reclassified to 92A.
- A reclassification window, beginning 1 May 93, will be required for the Reserve Component.
- The 92A advanced individual training (AIT) pilot class began 12 Jan 93.
- Regularly scheduled 92A AIT classes began 9 Mar 93.
- The Advanced Noncommissioned Officer Course (ANCOC) and Basic Noncommissioned Officer Course (BNCOC) pilots began on 1 Mar and 5 Apr 93, respectively. The first ANCOC and BNCOC resident training began 6 Apr and 11 May 93, respectively.
- The 92A Supplemental Training Course (Army Correspondence Course Program (ACCP)) is being used by the field.
- The official 50-level 92A ACCP will be available in 3d Quarter, FY 93, with the 10/20-level targeted for 1st Quarter, FY 94. The 30- and 40-level ACCPs will follow in the 2d Quarter, FY 94.

## ***AFMIS Available***

AFMIS is here, so be sure you are on the distribution list for the Army Food Management Information System Bulletin published by the U.S. Army Combined Arms Support Command (USACASCOM) at Fort Lee, VA. The articles describe system improvements, resolutions to common problems, and lets you know who to call when there is a problem beyond your local ability to solve. For your copies (and be sure to request the back issues) mail a request to: Commander, U.S. Army Combined Arms Support Command, ATTN: ATCL-SSD, Fort Lee, VA 23801-6000.

POC is MAJ Priscilla Dolloff-Crane, Chief, Management Assistance Division, Directorate of Operations, Army Center of Excellence, Subsistence, DSN 687-7251.

## ***Lowfat Milk***

The Department of Defense Food Planning Board moved to further reduce fats and cholesterol by di-

recting the switch from two percent to one percent lowfat milk as the primary milk in Army dining facilities. This tracks with commercial sales, cuts fat and cholesterol values in half, and saves 20 calories per eight-ounce glass. Enlisted dining facilities should continue to offer other types of milk, to include skim milk, to their customers.

## ***Health and Comfort Packs***

Lots of changes have been coordinated by the U.S. Army Quartermaster Center and School's Army Center of Excellence, Subsistence for the new and improved sundry packs, called Health and Comfort Packs (HCPs) Type I (for all military personnel) and Type II (female supplement). These changes were based on feedback on the Ration Supplement Sundry Pack (RSSP) used in *Operation Desert Storm*. Some items, such as the frequently requested condoms sometimes used to keep dirt out of weapons, still must come through the medical supply system. Logistics planners beware: the issue factors and contents will change dramatically with the conversion from the RSSP to the HCP. Use the stated allocations, not your field expedient numbers based on the old RSSP boxes, when ordering the new HCP stocks. Plentiful supplies of the old stocks were available for use in *Operation Restore Hope* in Somalia, making way for the future HCP procurement. For copies of the HCP packing lists, contact Mr. Amirault at DSN 687-7114/7132. The books are changing along with the HCP development.

A key change includes the directed carry of 30 days supply of personal hygiene needs by each deploying individual. This simply recognizes that the wholesale system cannot acquire and distribute the HCP to the theaters in time to meet the needs of military personnel who are without post exchange retail facilities while in hostile environments. In fact, commanders may consider unit purchases before deployment to cover the basic needs of an additional 30 days as the developing theater sorts out the secondary transportation issues. Regulatory guidance may be discussed with Mr. Morris at DSN 687-7117.

## ***Armed Forces Product Evaluation Committee Update***

The Armed Forces Product Evaluation Committee (AFPEC) has authorized the following unsolicited food items from industry: a general seasoning sauce; canned, unpeeled apple slices; precooked and

raw turkey and chicken sausage patties and links; and cubed steak. These items will be added to the Federal Supply Catalog (FSC) C8900 Stock List (SL).

The committee also took action to authorize several subsistence food items which were not introduced by industry and will be added to the C8900-SL: diced canned tomatoes; four-ounce, 100 percent ground beef patties; raw, bulk, ground turkey; raw, boneless, skinless, ready-to-cook chicken breast; and a battered fish portion to be baked or fried.

The next AFPEC meeting will be in May 1993. The committee meets four times a year at various government agencies.

### ***OBC Leader Certification***

In addition to the academic and physical challenges for Officer Basic Course (OBC) students, they are also certified on certain common tasks before graduating from OBC. This certification ensures that lieutenants graduate from the course proficient in tasks they may face upon arrival at their first duty station. The student must perform all tasks to standard before considered "Leader Certified." Once certified, the student gets a statement in the Academic Evaluation Report (AER) to indicate the officer is Leader Certified.

### ***Branch Liaison Team Visits***

The U.S. Army Quartermaster Center and School (USAQMC&S) conducts Branch Liaison Team (BLT) visits to provide status and updates of USAQMC&S issues and to gather information from field commanders on logistics issues. BLT visits scheduled during 1993 are as follows:

Fort Riley, KS	5-9 Apr 93
Fort Campbell, KY	10-14 May 93
Fort Stewart, GA	7-11 Jun 93
Fort Hood, TX	26-30 Jul 93
Hawaii	To be determined
Korea	To be determined

### ***Revised Troop Issue Subsistence Activity (TISA) Subcourses***

The Army Center of Excellence, Subsistence (ACES) is updating the Army Correspondence Course Program (ACCP) TISA Management Course. This course provides all Active Army and Reserve Component soldiers and Department of the Army (DA) civilians with comprehensive knowledge of the procedures and responsibilities related to TISA operations. All military and DA civilian personnel working in or pending assignment to a TISA are eligible to request this course. The curriculum will consist of 18 subcourses. The target date for completion of this course is 3d Quarter, FY93 with fielding during FY94. When the course is available, contact the Army Train-

ing Support Center, Fort Eustis, VA, DSN 927-3322 or Commercial (804) 878-3322 for enrollment assistance.

### ***Advanced Culinary Skills Course (ACSC)***

The remaining ACSCs for FY93 are as follows:

3-93	6-25 June
4-93	12 Sep-1 Oct

Applicants should apply to their installation Quota Source Manager using course number 8E-FS/808-F17 on ATTRRS school code 181. The course is open to soldiers in grade E7 and above in military occupational specialty 94B who have food service management and technical functional responsibilities and to warrant officers with specialty 922A. The class size is 12. For information, call MAJ John Miller or Stephen Posser, DSN 687-3186.

### ***Quartermaster Warrant Officer Training***

The Warrant Officer Leader Development Action Plan (WOLDAP) requires that the U.S. Army Training and Doctrine Command (TRADOC) and military occupational speciality (MOS) proponent schools update the current Warrant Officer Training System (WOTS) to ensure the right training at the right time with the right methodology. Several changes already have been implemented while others are coming.

- In accordance with WOLDAP, the former WOTS is now the Warrant Officer Education System (WOES). A description of the new system will be in changes to Army Regulation 351-1 and TRADOC Regulation 351-XX on officer and warrant officer training. Significant implementation actions are ongoing based on changes mandated by WOLDAP.
- The former Warrant Officer Technical and Tactical Certification Course (WOTTCC) has been renamed the Warrant Officer Basic Course (WOBC) and remains a proponent certification course with additional emphasis on leadership. Effective 1 Oct 92, students attending WOBC no longer were in candidate status. Appointment to warrant officer occurs upon completion of the Warrant Officer Candidate Course (WOCS) at Fort Rucker, AL, (Fort McCoy, WI, for Reserve Components (RC)) before WOBC. Warrant officers being reclassified into a Quartermaster MOS must now successfully complete WOBC before an MOS can be awarded.
- The former Senior Warrant Officer Training Course (SWOTC) has been renamed the Warrant Officer Advanced Course (WOAC) and is being separated into two phases. Phase 1 will be a common nonresident phase for all warrant officers, administered by the newly established Warrant Officer Career Center (WOCC) at Fort Rucker. Phase 1 will consist of the current Master War-

rant Officer Training Course (MWOTC) do-ahead phase. CW2s will be enrolled in Phase 1 at the six-year point of warrant officer service (WOS). Phase 2 will be a resident phase conducted at the proponent schools. Enrollment will occur upon completion of Phase 1 and selection for promotion to CW3, at approximately the eighth year of WOS.

- The WOCC is developing a Warrant Officer Staff Course (WOSC) using the current MWOTC resident curriculum. Enrollment will occur upon selection for promotion to CW4 (14 years WOS for RC). The course will be taught in residence at the WOCC, at Fort Rucker. Implementation is scheduled for 1st Quarter, FY94.
- A new Warrant Officer Senior Staff Course (WOSSC) is being developed by the WOCC to prepare warrant officers selected for promotion to CW5 to serve at the highest levels. Enrollment will occur upon selection for promotion to CW5 (20 years WOS for RC). The course will be conducted by the WOCC at Fort Rucker. Implementation is scheduled for FY94.

The Warrant Officer Division and the Office of the Quartermaster General are working closely with TRADOC, the WOCC at Fort Rucker and other MOS proponents to bring the revised system on line within the timelines specified in WOLDAP. Direct questions about changes to Quartermaster warrant officer training to the Warrant Officer Division, Logistics Training Department, DSN 687-6626/6628 or Commercial (804) 734-6626/6628 or Office of the Quartermaster General, DSN 687-3702 or Commercial (804) 734-3702.

### ***Credit for USAQMC&S Training***

Did you know that when you enroll in college or a vocational, technical, or other civilian training institution you can request credit for training successfully completed here at the U.S. Army Quartermaster Center and School (USAQMC&S)? Because the USAQMC&S is accredited by the Southern Association of Colleges and Schools (SACS) which means Quartermasters meet or exceed the standards required for accreditation, our graduates are encouraged to request credit when training required in civilian institutions parallels training received at the USAQMC&S. For more information, contact the USAQMC&S SACS Liaison Officer, Arlene R. Barkley, at DSN 687-4403 or Commercial (804) 734-4403.

### ***Culinary Arts Competition***

The 18th Annual U.S. Army Culinary Arts Competition was held at Fort Lee, VA, 1-11 Mar 93. The 152 participants competed in field cookery, live cookery and static exhibits. Nine teams faced off for field

cooking with Fort Sill, OK, coming out on top. Out of 13 apprentices, SPC James Culbert of Fort Campbell, KY, earned the title Junior Chef of the Year. In the senior category, SGT David Russ of Fort Bragg, NC, beat out 11 other chefs for the title Army Chef of the Year.

In the static exhibits, 12 gold, 20 silver, 35 bronze and 60 honorable mention awards were presented. Top honors went to SPC Mario Urbina, Hawaii, for Best Apprentice Exhibit; SFC Terry Louzon, Fort Lee, VA, for Best Senior Exhibit; and to SGT David Russ of Fort Bragg for Best Exhibit in Show.

Nine out of 16 teams competed for Installation of the Year. Fort Bragg was first place. U.S. Army Europe was runner-up, and third place honors went to U.S. Army Hawaii.

### ***1992 Majors Selection Analysis***

The results are in from the Major, Army Competitive Category Promotion Selection Board and Command and Staff College (CSC) Selection Board, and Quartermasters are improving. The bottom line for selection in both boards is **duty performance**. In these times of drawdown and reorganization, files of captains must reflect outstanding performance in all jobs held—with particular emphasis on company command reports. Center Mass Senior Rater Profile will put a captain on the bubble for selection to major and decrease chances for selection to resident CSC. Of the 99 captains considered for promotion to major in 1992, 64 (64.6 percent) were selected. This total includes five captains who were selected below the zone. Once again the board showed Quartermaster captains that “command is command” in our branch. However, captains must command well. TDA officers who did well in command and had a strong overall file did well on the promotion board.

For selection to resident CSC, the board has a basic plan to send 60 percent of each year group. Those officers with the strongest above center of mass files who did well in command are the best candidates for selection. Resident CSC is becoming a major determinant for selection to lieutenant colonel as well. For a more detailed analysis of the selection board results contact CPT Michael Nadeau, Officer Proponent Section, Office of the Quartermaster General, Fort Lee, VA, DSN 687-4226/4741 or Commercial (804) 734-4226/4741.

### ***Quartermaster Branch Safety***

FY92 showed a major downturn of Quartermaster accidents from the previous year. Data shows that accidents went from 665 in FY91 to 392 in FY92. Credit goes to leaders at all levels and to soldiers who followed the standards of their jobs. Fatalities did increase in FY92. FY91 had 21 deaths (nine in Army motor vehicles, six in privately owned vehicles and

six classified as miscellaneous). FY92 had a total of 24 fatalities (19 in privately owned vehicles, 2 in Army motor vehicles, 1 in a fuel/confined space accident, and 2 in sports accidents). Leaders must always stress safety whether during peacetime or conflict and on and off the job.

### ***FY93 CSA/SEA***

Preparations are underway for the FY93 Chief of Staff, Army, Supply Excellence Award (CSA/SEA) evaluations. Thirty units/organizations from 12 major commands are expected to participate. Evaluation teams from the Active Army, U.S. Army Reserve and Army National Guard began visits to nominated units in early March 1993. Plans are underway for the presentation of awards by the Chief of Staff, Army, or a designated representative, during September 1993.

### ***Civilian Career Programs: What's the Use?***

*Bobbie Gale Stell*

In these austere times, it is more important than ever to be affiliated with a professional career program. When reductions in force, a slow and receding economy, and Army "build-downs" become realities, it is time to rediscover the personal uses and benefits of career programs.

How should career programs be used within the civilian work force? This article will discuss key factors to consider for a career program participation decision. As a point of reference, I will examine the Logistics and Acquisition Management Program (LOGAMP). After some introspection about where you are in your career, you should be able to better define your own career track. Then, you can choose to improve your career status by fully enjoying the benefits of participation in career program.

Consider the career decision resources available through a career program. Self-management for career progression is a requirement for a person without any career program affiliation. With a career program, self-management is also required to some extent, but the use of resources to do this becomes important. Resources can include the organization and its missions and objectives, targeted participants and leaders, training and professional development, and participant benefits of membership.

When examining the requirements and benefits of a career program, concentrate on its missions. LOGAMP is a Department of the Army (DA) career development and staffing program managed by a committee consisting of representatives from Headquarters DA, Secretary of the Army, Research, Development, and Acquisition (SARDA), Deputy

Chief of Staff, Logistics (DCSLOG), Deputy Chief of Staff, Personnel (DSCPER), and Army Materiel Command (AMC). It was developed as a prototype of the DA DCSPER Army Civilian Training, Education, and Development System (ACTEDS) to establish a structured method for providing training and career development to civilians involved in the logistics and acquisition process.

Note the range of accessibility to career participants in the program. Similar to other career programs, LOGAMP is a two-tracked system (acquisition and logistics). This tracking is designed to provide broad-based development for career employees who aspire to placement in multifunctional positions. Participants can be from several career areas, including automated data processing, contracting and acquisition, communications, comptroller, engineers and scientists (non-construction), engineers and scientists (resources and construction), quality and reliability assurance, materiel maintenance management, supply management, and transportation.

Consider the application and retention requirements of a career program. Some requirements of LOGAMP participants are specific, based on the Department of Defense Statute 5000.52-M. Among numerous paperwork requirements, LOGAMP applicants must sign a mandatory mobility agreement and a continued service agreement (to serve three times the length of training received). Commanders must nominate participants, who are in turn selected and certified by a board composed of committee members from SARDA, DCSLOG, DSCPER and AMC.

Focus on the career program objectives for parallels to your personal and professional objectives. LOGAMP, for example, has two main objectives for chosen participants. First, LOGAMP seeks to enhance the occupationally based knowledge, skills and abilities of employees in career programs targeted in LOGAMP. Second, LOGAMP seeks to ensure that minimum and essential technical, managerial and professional training and development are systematically provided participants for a broad multifunctional understanding of the total acquisition and logistics management process.

Look for potential training and professional development opportunities within a career program. Consistent with LOGAMP goals, training is conducted in two parts: Competitive Development and Staffing of Key Positions.

During the Competitive Development Phase, participants at the General Schedule (GS) levels 12 through 15 receive formal training and development assignments in both the logistics and acquisition fields. The assignments provide training in GS or General Manager (GM) 12 through 15 levels in acquisition, logistics, and executive and managerial skills necessary for the next higher grade.

Phase Two, Staffing of Key Positions, begins upon graduation from the Competitive Development Phase. This phase provides referral to LOGAMP-validated key positions targeted for the multidisciplined civilians who graduate from LOGAMP.

The type of training and the available access at your level must be examined when considering career program participation. LOGAMP's required training includes the following options: Army Management Staff College, Industrial College of the Armed Forces, Army War College, National War College, and Training With Industry.

Consider opportunities for networking and career counseling. One of the most important processes that occurs throughout the two LOGAMP phases is the mentoring of participants. LOGAMP senior functional officials (GM 15 through Senior Executive Service (SES) levels) from both logistics and acquisition arenas advise and mentor participants. These mentors are responsible for providing technical and managerial counseling to the participant, encouraging high-potential employees to apply for LOGAMP competitive development assignments. Advisors also ensure the participant's Individual Development Plan is current and that training and development assignments contribute to career goals and toward graduation criteria.

Look for special tracks which may be available within a career program. An example is the development for the Program Manager (PM) and Program Executive Officer (PEO) track in LOGAMP. These program requirements are very specific and are directly based in law. The educational requirement is a baccalaureate or advanced degree in a technical, scientific or managerial field. A master's degree is desired. Training must include the Defense System Management College Program Management Course. Experience for becoming a PM or PEO of a major program must include at least eight years in acquisition (with two years with a procurement command or PEO or PM). Experience for becoming a PM or PEO of a non-major program must include at least three years experience in acquisition, with at least one year as assigned to a procurement command or PEO or PM.

Examine the requirements for entry, and requirements for maintaining current status within the program. For LOGAMP, a willingness to be available and mobile for training and Key Position assignments is mandatory for acceptance into, and for remaining in, the program.

Note the current status of a career program and its measure of the level of successful participants and/or graduates. This will provide information about

the range of opportunity in participating in a particular career program. Currently, the total population of participants in the LOGAMP program is 247, with 274 graduates. Intake is usually conducted annually, so that number is likely to increase.

Re-examine the benefits for career program participation. Benefits the LOGAMP offers to high achieving participants include the following: mentoring and advice; centrally funded long- and short-term training; training in primary career tracks and in cross-tracks; managerial and executive development; and following graduation from competitive development, assignment to Key Positions. LOGAMP is designed to develop senior level civilians with knowledge of the total Army logistics and acquisition system. In summary, LOGAMP identifies superior candidates for development, offers training (both formal schooling and hands-on experience), and refers graduates for career enhancement and advancement within each respective field.

Examine the requirements for entry and the requirements for maintaining current status within the program. For LOGAMP, a willingness to be available and mobile for training and Key Position assignments is mandatory for remaining in the program.

Before making career program decisions, weigh the benefits of participation in a career program against the requirements for admission and retention. Career programs offer professional resources and development. Career programs help to validate and certify professional standards for program qualifications. Job opportunities are communicated via informal networking and formal referral processes within career programs. The opportunity of developing mentoring relationships can present itself within a career program.

So, what's the use of a career program? As I have discussed, participating in a career program can benefit your career progression. However, carefully consider the demands and benefits before deciding to join any career program. Remember, self-management is the key to developing career opportunities. When fully utilized, a career program can offer extensive resources to aid your management of decision-making and progression throughout your career.



*Bobbie Gale Stell is a Logistics Management Specialist in the Directorate of Combat Developments, U.S. Army Quartermaster Center and School, Fort Lee, Virginia. She is currently the Project Officer for Women's Clothing and Individual Equipment (CIE) and other projects. She is a recent graduate of the Department of the Army's Logistics and Acquisition Management Program.*

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*262d Quartermaster Battalion soldiers decanting fuel for forward units in France, August 1944.*



### ***LINEAGE***

Constituted 13 March 1942 Regular Army as the 262d Quartermaster Battalion (Service)

Activated 28 July 1942 at Camp Pickett, Virginia, as the 262d Quartermaster Service Battalion

Reorganized 15 January 1944 as Headquarters and Headquarters Detachment, 262d Quartermaster Battalion (Companies A-D as the 4058th - 4061st Quartermaster Service Companies, respectively-- separate lineages)

Inactivated 28 May 1946 in France

Redesignated 13 October 1966 as Headquarters and Headquarters Company, 262d Quartermaster Battalion, and allotted to the Regular Army

Activated 4 January 1967 at Fort Lee, Virginia

Inactivated 13 August 1970 in Vietnam

Reactivated January 1987 at Fort Lee, Virginia

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