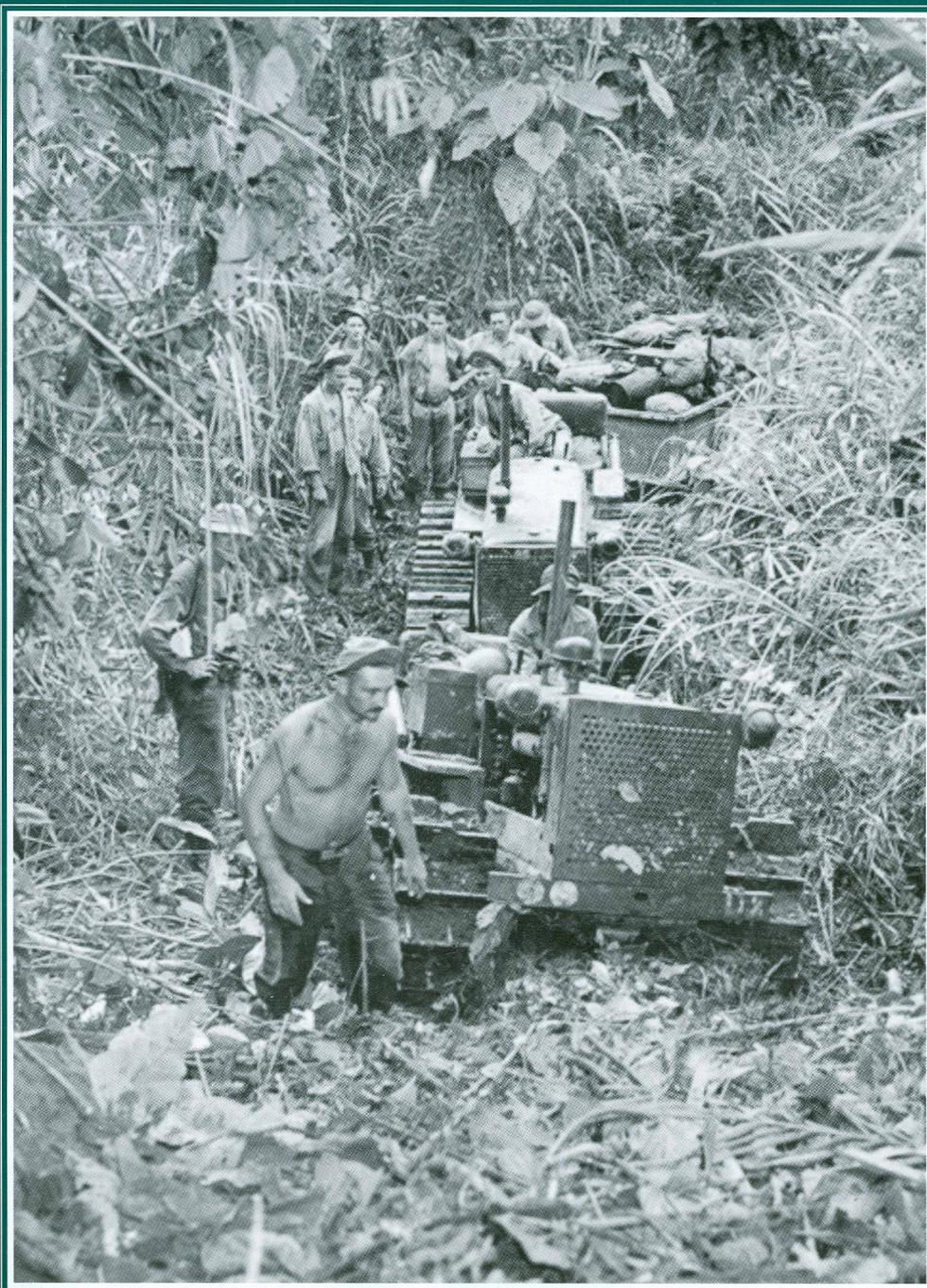


Quartermaster

PROFESSIONAL BULLETIN
SPRING 1999
PB-10-99-1
WARFIGHTERS' LOGISTICIAN



Making History in Supply Innovation

*Quartermaster Professional Bulletin
11th Year of Publication*



From The Quartermaster General

I recently spent two weeks on a terrific trip to the West Coast of the United States. I had the privilege of observing our great soldiers training at the National Training Center (NTC) implementing the technologies of the 21st Century; honored Quartermaster units and soldiers for their outstanding food service operations at the Connelly Awards in San Diego, CA; and visited members of the 45th Area Support Group and the 25th Infantry Division Support Command in Hawaii. I was impressed by the spirit of the Connelly winners and was thankful to recognize the contributions of our food service personnel throughout the Army. The reputation of Quartermaster leaders and soldiers is soaring.

Seeing our hardworking Quartermasters doing their field craft at the NTC and in Hawaii truly makes me proud to be your Quartermaster General. These Quartermasters were doing magnificent work under very difficult conditions. As I watched these great soldiers, I was once again humbled by the fact that Quartermaster soldiers get the mission done, no matter what the conditions, and do it to STANDARD!

We will welcome outstanding Quartermasters and Quartermaster units to join the ranks of the Hall of Fame, Distinguished Members of the Regiment and Distinguished Units of the Regiment during Regimental Week, 14-18 June, at Fort Lee, VA. Recognition of great Quartermasters and Quartermaster units is important to the overall health of the Corps.

The long-awaited third Quartermaster print will be unveiled during Regimental Week. Renowned Civil War artist, Don Stivers, created a print depicting Union Army Quartermasters in East Tennessee in the fall of 1863 as they worked to open a desperately needed supply route – the so-called “Cracker Line” – for



Major General James M. Wright

thousands of besieged troops at Chattanooga. This particular event was just one of many instances during the war where Quartermaster supply turned the tide.

I challenge you all to train hard, train smart and train safe. Only through the efforts of a tactically and technically proficient Quartermaster Corps can the Army achieve victory. We are truly the “Warfighters’ Logician.”

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

Quartermaster

PROFESSIONAL BULLETIN



The Quartermaster General
Major General James M. Wright

Editor-in-Chief
COL William G. Mason

Editor
Linda B. Kines

Editorial Assistant
Martha B. Guzman

Graphics/Photographic Support
Defense Automated Printing Service; Photography Facility,
Directorate of Public Safety, Fort Lee, Virginia

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

Official:

JOEL B. HUDSON
Administrative Assistant to the Secretary of the Army
05665

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FRONT COVER: During World War II in the Pacific, soldiers accompany tractors pulling trailers of supplies and ammunition as they climb a path hewn out of a New Guinea jungle in May 1943.

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

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Quartermasters Short of NCOs, Leaders Can Help With E4 Issues



Command Sergeant Major Larry W. Gammon

As always, it is an honor to address all you great Quartermaster soldiers. Overall, things in the Quartermaster Corps are going well because you are out there every day making things happen. Reports from around the world show that Quartermasters are on target with their support. Thanks for all your hard work.

Manning the Force is one of the biggest up-and-coming challenges for our Army. The Army's current noncommissioned officer (NCO) strength is 96 per cent. However, NCO strength is funded at 100 per cent. This situation will cause the Army to promote many more NCOs than normal over the next several months. The Quartermaster Corps also is short of NCOs, and I need your help to fix this.

One issue in the NCO shortage: getting our eligible Quartermaster E4s to the promotion boards. The following chart shows that Quartermasters have many E4s eligible for promotion, but they are not appearing before promotion boards:

Quartermaster E4s Eligible for Promotion Boards										
MOS	43M	57E	77F	77L	77W	92A	92G	92M	92R	92Y
TOTAL	29	39	662	6	85	1,481	1,213	39	176	839

I do understand that all the eligible E4s have not shown the potential for promotion and should not appear before a board. However, I believe many should. Also, I understand that many Quartermasters are in units where they are only one deep. In fact, there is a Quartermaster soldier in every unit in the Army.

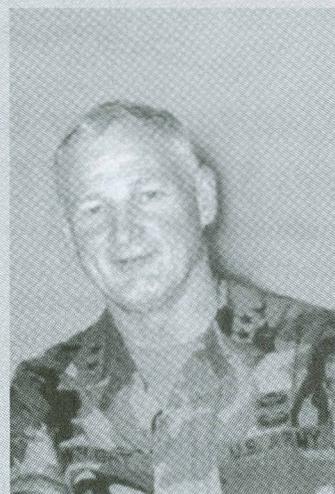
I need the senior Quartermaster NCOs at each installation/post to contact the Assistant Chiefs of Staff, G1 (Personnel) and ask for the *STAR Report*. The *STAR Report* has the number of eligible soldiers who have not appeared before a board. This report will give the senior Quartermaster NCOs the information to determine how their installations/posts are doing in getting qualified E4s to the board. Currently, Quartermasters have more than 4,500 E4s who may be qualified but have not been boarded. I fully understand that some of these E4s are not ready to appear before a board for one reason or another, but this number is far, far too many.

Bottom line: We cannot get our Quartermasters promoted if they do not appear before the promotion boards. I also strongly feel that if an eligible soldier does not appear before a promotion board, the first line supervisor must counsel the soldier about the reasons why. Senior Quartermaster NCOs, I need your help in taking care of our soldiers.

(Continued on Page 3)

Letters to the Editor

A new *Letters to the Editor* column will provide you the easiest way to share your thoughts, ideas and opinions on any Quartermaster topic. This forum will meet the need to communicate briefly and quickly. E-mail your letters to kinesl@lee.army.mil or send to QUARTERMASTER PROFESSIONAL BULLETIN, US ARMY QUARTERMASTER CENTER AND SCHOOL, OFFICE OF THE QUARTERMASTER GENERAL, 1201 22D STREET, FORT LEE VA 23801-1601.



Let us hear from you!

(Continued from Page 2)

Another issue for senior Quartermaster NCOs: getting eligible E4s to the Primary Leadership Development Course (PLDC). The following chart shows the number of Quartermaster E4s currently eligible for the PLDC by military occupational specialty (MOS):

Quartermaster E4s Eligible for the Primary Leadership Development Course										
MOS	43M	57E	77F	77L	77W	92A	92G	92M	92R	92Y
TOTAL	1	11	118	2	12	80	200	2	6	242

After we get our E4s boarded, we must get them to PLDC. As we all know, each installation/post has an order of merit list (OML) for PLDC. With limited seats in PLDC and the numbers of soldiers that the Army will need to promote, the OMLs will get longer and longer.

Installations/posts maintain their own PLDC OMLs in accordance with local rules and guidance. Soldiers who are most likely to get promoted the soonest should attend PLDC first - with the knowledge that the Army does not have enough seats for everyone eligible to attend. In the Quartermaster Corps, we currently have more than 600 soldiers who have been boarded and are waiting to attend PLDC. Again, senior Quartermaster NCOs, I need your help to ensure that our soldiers get to PLDC when they come up on the OMLs and that they are ready to go when called.

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

Heritage and Values

23d Quartermaster Brigade 'Makes Soldiers of Character'

Something that would seem very insignificant at first glance - but actually is extraordinary - has happened at the Home of the Quartermaster Corps, Fort Lee, VA. The 23d Quartermaster Brigade has added the task of producing "soldiers of character" to its mission of training Quartermasters. Although these are only three words, they have altered greatly the training in the battalions. "Soldiers of character" puts a whole new spin on training Quartermaster soldiers. Maybe there is something here that could benefit units across the Army.

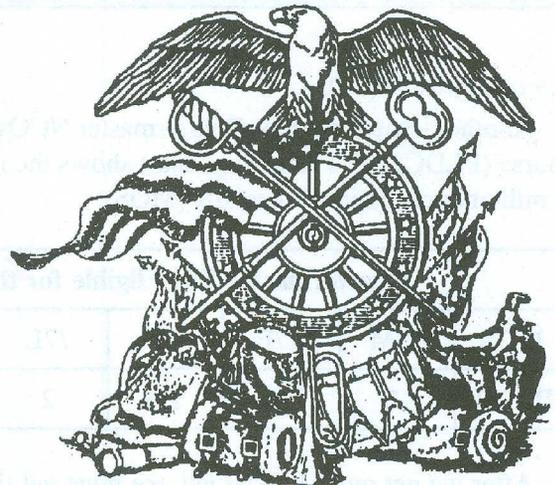
The 23d Quartermaster Brigade uses four main ingredients to make "soldiers of character." Such an approach requires physical fitness, inculcation of Army values, teamwork and a "warrior spirit." The real challenge is developing these areas and then putting them together into a quality product.

Physical Fitness

The first requirement for making "soldiers of character" is physical fitness. The 23d Quartermaster Brigade operates a physical training (PT) program 6 days a week. At 0430, advanced individual training (AIT) soldiers wake up and head out for an hour of PT. The emphasis is maximizing PT improvement. Aerobic workouts, strength conditioning and running attain this goal. The week ends in a 36-minute, 4-mile run. The brigade's PT program raises the average AIT soldier's PT score from 200 to 225-230 points. This kind of PT prepares Quartermaster soldiers to go to the field healthy. Not only does this PT send physically fit soldiers to their modification table of organization and equipment (MTOE) units, but this type of PT also mentally prepares Quartermasters for a long day of training. Six days of aerobics, strength conditioning and running at Fort Lee gives them a good feeling, necessary to make "soldiers of character."

Army Values

A key parameter of "soldiers of character" is the daily inculcation of Army Values. Once soldiers arrive at their military occupational training (MOS) instructional areas, and before any training starts, they participate in a Quartermaster historical vignette that incorporates one of the seven Army Values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage. An instructor discusses the actions of a Quartermaster soldier from the past who demonstrated a selected Army value.



The soldiers do not just recite the values. The AIT students must also demonstrate how they have met an Army value in a given situation. A comprehensive understanding of Army Values is vital for "soldiers of character."

Army Values training continues after discussions with the instructors. The AIT soldiers receive an additional three hours of training in their Quartermaster heritage and Army Values with their drill sergeants every week. However, the heart of the Quartermaster Heritage and Values Program in the 23d Quartermaster Brigade is the drill sergeant's end-of-week counseling with the AIT soldier. Each week, the drill sergeant explains how a soldier's performance did comply or did not comply with Army Values. This feedback relates a soldier's behavior to Army Values and allows a soldier to take corrective action if necessary.

Getting accurate feedback for these counseling sessions requires a cooperative relationship between the instructors who primarily interact with the AIT soldiers during academic training hours and with the drill sergeants who mentor and train the AIT soldiers for the rest of the day. Weekly, instructors provide drill sergeants with feedback on how AIT soldiers did or did not live up to each of the seven Army Values. The drill sergeant incorporates the instructors' input into each week's directive counseling session to maximize the growth and performance of each AIT soldier.

As part of heritage and values training, The Quartermaster General initiated a formal Rites of Passage Ceremony to officially bring each AIT soldier into the Corps. The ceremony takes place after a three-part class at the Quartermaster Museum.

Part I begins with a video about the meaning and importance of Army Values by Major General James M. Wright. In Part II, students learn from specific exhibits that demonstrate the Quartermaster heritage.

The stories that the AIT soldiers have heard and seen in the museum are given present-day meaning in Part III. After a drill sergeant relates the symbolism and meaning of the Quartermaster Regimental Crest, the class is brought to attention before each soldier comes forward to receive a Quartermaster Regimental insignia from an officer. The concluding ceremony provides meaning to what has been learned and impresses upon the newest Quartermasters the importance of the commitment being asked of them by their country.



Ready for Rites of Passage Ceremony

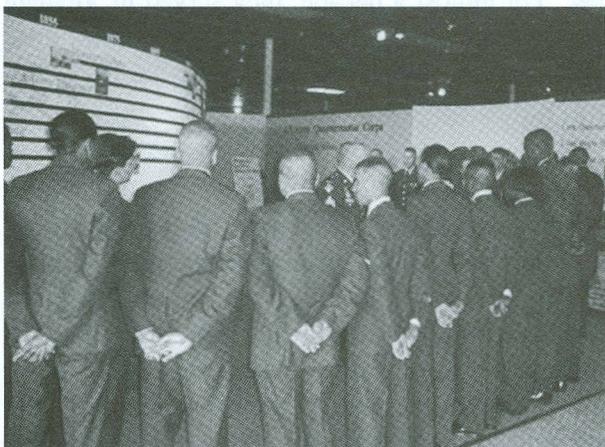
Teamwork

Every soldier in the Army understands the importance of teamwork. The AIT soldiers work together for many weeks before their Rites of Passage Ceremony. They quickly learn that one person cannot accomplish the Quartermaster mission. To develop teamwork, the 23d Quartermaster Brigade's drill sergeants use training opportunities planned throughout the day to focus on instilling a sense of responsibility and self-discipline in the individual AIT soldier. Initially, drill sergeants stress the individual soldier's responsibility to contribute to the team's success. Drill sergeants then emphasize the self-discipline required for individual soldiers to contribute to the success of the team, despite personal sacrifices. Self-discipline and responsibility are the foundations of teamwork at the 23d Quartermaster Brigade.

Warrior Spirit

The final facet that defines "soldiers of character" is something that The Quartermaster General calls the "Warrior Spirit." This spirit is something that you can "...see in their eyes!" The 23d Quartermaster Brigade adopted this idea and defined it.

The "Warrior Spirit" evolves from pride through confidence in the technical competence that each AIT soldier gains in Quartermaster training. The final products of the 23d Quartermaster Brigade's training are physically fit soldiers with a strong values base who understand the meaning of teamwork and take pride in their technical competence, their "Warrior Spirit."



Learning at the Quartermaster Museum

Professional Dialogue

Ode to the Mortuary Affairs Specialist - 92M

Tom D. Bourlier

They go where others fear to go. They do things that others will not do. The sights, sounds and smells of what they do, others avoid. They surround themselves with sorrow, tragedy and grief and call this their job. They do it willingly, "not for themselves, but for their country." The words dignity, reverence and respect are more than just words: these words are their creed. They are guardians of the sacred trust that the American public has in the US Armed Forces. America trusts them to care for loved ones who give their lives in the defense of their nation, to treat those loved ones with dignity, reverence and respect and to lay them down gently in fields of honor. They are the Army's 92Ms (Mortuary Affairs Specialists).



Mortuary Affairs Specialists, wearing protective gloves, train by performing a skirmish line search of a possible recovery site.

For more than 200 years, the 92M soldiers or others like them have cared for America's heroes. They were among the first to land at Normandy, immediately opening cemeteries to care for the fallen. Among chaos, they established order and laid their brothers down. They were there again in Korea, presiding over *Operation Glory* and returning America's sons and daughters to their families. For almost a decade, they served in Vietnam providing the ultimate care for more than 50,000 soldiers, sailors, airmen and marines. They were in Jonestown, Guyana; Grenada; Panama; *Operation Desert Storm* in Southwest Asia; Oklahoma City; Somalia; Haiti; and Bosnia. Whenever their country has called, they have gone.

'We work for the families.'

If you ask 92Ms whom they work for, you probably will hear "we work for the families." A family may not be their military rater, but that is whom they think about when doing the tedious identification tasks. That is whom they think about when making difficult recoveries. That is whom they think about when serving with the Central Identification Laboratory-Hawaii (CILHI) in the jungles and rice paddies of Vietnam, recovering the fallen of that war. They serve the families that they will probably never meet, but many families do not have to wonder about the fate of their loved ones because of the 92Ms. Further, because of the 92Ms, families may know - with certainty - that the honored dead in their cemetery plots are in fact their loved ones. That is all the reward the 92Ms will ever ask for and probably the only reward they will ever get....that they have served the family and served well.

It is the 92M who does not need a reminder to remove headgear in respect for the dead. It is the 92M who works with professional silence and respect on fallen comrades.

They are **loyal** to their mission, those they serve, and the United States Army. They provide **dignity** in an undignified situation. They revere and **respect** those honored dead for whom reverence is due. Their **service is selfless**, "not for themselves but for their country." It is their **honor** to perform this sacred duty. Their **integrity** is unquestioned, as it must be, because they are the preservers of a sacred trust. They have the **personal courage** to tackle tough jobs and to even step into harm's way for those they serve. They are proud to be called 92Ms.

They probably will not correct you, if in good humor, you refer to them as "diggers." They are used to the nervous humor so often used by others to cope with their own mortality. The 92Ms have a sense of humor too, but never make the mistake of dishonoring the dead. Those fallen are entrusted to them and the 92Ms take this trust personally.

The 92Ms are often thought cold and unemotional. They are human though, with feelings and emotions like everyone else, but they cannot die with each remains they handle. Often they hide their true feelings, just to get through the day. Inside are scars and wounds, invisible to the eye, and silent grief to be dealt with on a personal level on another day. These wounds often go untreated because saying their mission bothers them is not *macho*. Caregivers need care also.

Commanders of these Mortuary Affairs Specialists, take note. Due to the wartime nature of their military occupational specialty (MOS), the 92Ms find it hard to stay trained in peacetime. They often find themselves assigned outside their MOS, serving as detail personnel. They find it hard to stay motivated when raking leaves. The 92Ms must train, as do soldiers in any other MOS. Use these professionals in training exercises. Let them do their jobs. Let them educate you about what they do. They will plan and conduct their own training if you will support them.

Mortuary Affairs Specialists are volunteers. They do their job because they asked to do it. They do their job because they must. America will accept nothing less. They do their job in honor to the fallen. They do their job so that never again will white markers rise from green fields of honor with the inscription: "Here rests in honored glory, a comrade known but to God." Not for themselves, but for their country.

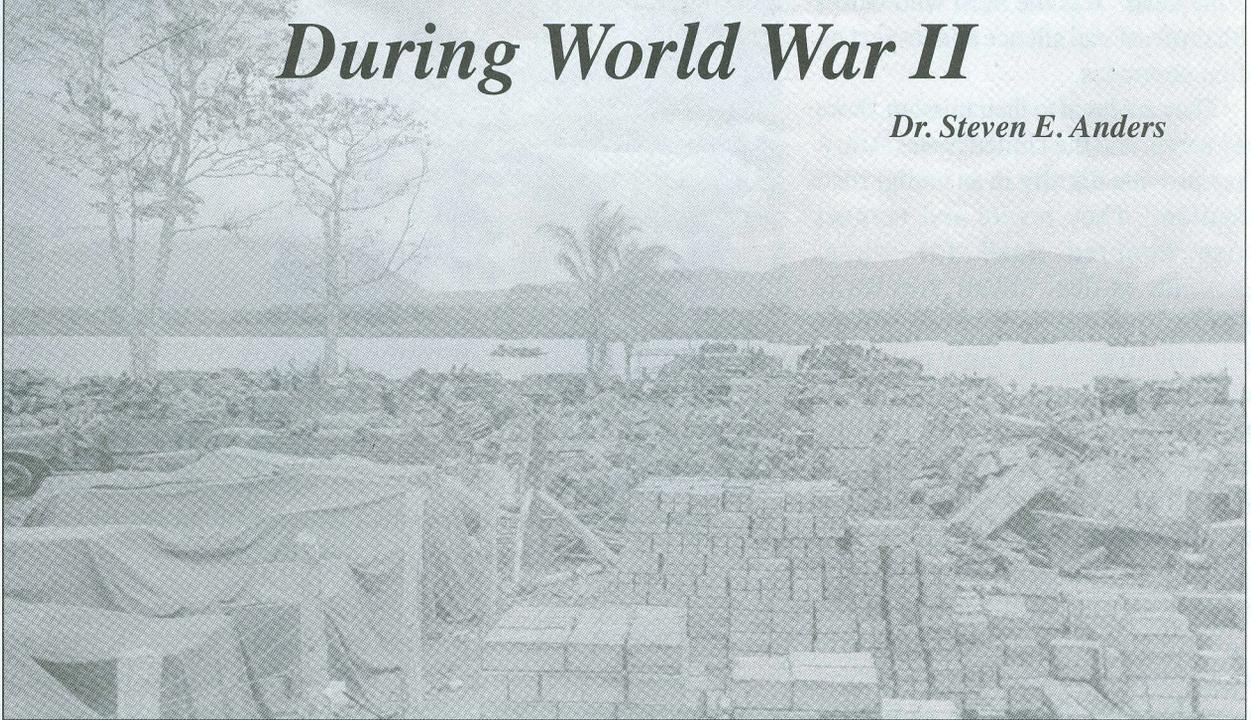


92M soldiers train to conduct disinterments to precise archeological standards.

Tom D. Bourlier is Director of the Army's Mortuary Affairs Center, US Army Quartermaster Center and School, Fort Lee, Virginia.

Quartermaster Supply in the Pacific During World War II

Dr. Steven E. Anders



The Japanese attack on Pearl Harbor in December 1941, suddenly and without warning, put our nation at war for the second time in just over two decades. Only this time it really was a *world* war. Fighting spread to the far reaches of the globe and included multiple theaters of operation. No area proved more challenging for the US Army Quartermaster Corps than the war in the Pacific.

General Douglas MacArthur said afterwards that the magnitude of the Corps' assignment in the Pacific Theater and its performance in carrying out the supply mission was "without parallel in the history of warfare." Quartermasters had to generate unheard of levels of supply and maintain a steady flow of goods across thousands of miles of ocean. Also, Quartermasters had to support varied actions on widely separated islands, in what can only be described as a "new kind of war" – all the while overcoming hurdles never before encountered.

Quartermasters provided Class I, II, III and IV items (food, clothing and equipment, petroleum and general supplies) to Allied troops throughout the region. Frequent shortages of supplies and chronic

delays added to the soldiers' discomfort. Yet, such lapses never seriously undermined troop morale or fighting capacity. Quartermasters, in short, did what they set out to do. They made victory possible.

But how? How did they make victory possible? What did the process of World War II supply entail? What obstacles lay in the path, and how were they dealt with? As we continue to think about the future of Army logistics in the 21st Century and about the role of Quartermasters in the decades ahead, it is still useful to probe the past for historical insights and analogies. The war in the Pacific offers an example of "force projection" on a grand scale.

Factory to Foxhole

Getting much-needed Quartermaster items from factories and farms in the continental United States into the hands of user units and combat soldiers abroad was no mean task. This involved a series of complicated steps and inter-related functions.

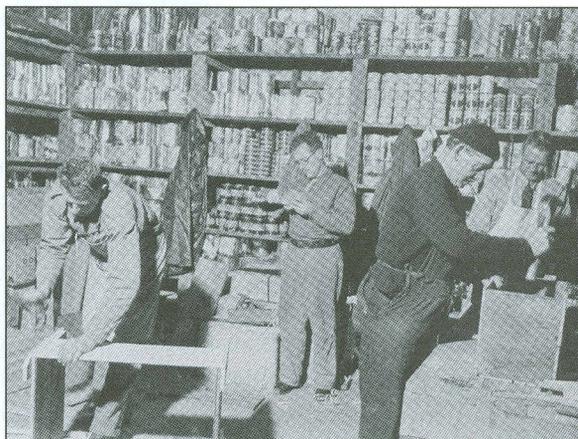
The first step was *procurement*. Effective procurement entailed more than simply calculating user needs and filling out the right requisitions. The

nation's wartime industrial, manufacturing and agricultural capacity had to be brought up to speed. There had to be masses of trained personnel with purchasing, inspection and supply management skills; coupled with effective administrative procedures and inventory control techniques. All this and more had to be well established for requisitions to have any chance of being filled.

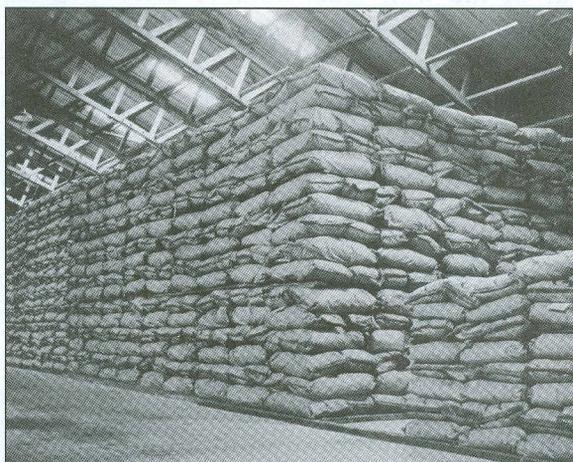
Next, Quartermasters had to deal with issues relating to proper *storage*. Almost all items required at least some care in packaging and handling and also protection from the elements while awaiting shipment to a distant location. Indeed, perishable foods such as fresh meat, vegetables and dairy products required even more protection, as well as sensitive handling and specialized equipment for proper storage. Supply personnel heading into a theater of operations always hoped for good docking facilities, buildings suitable for warehouses, materials handling equipment, and adequate storage containers to protect incoming goods. Without these, Quartermasters knew their job would be infinitely more difficult and the instances of loss, wastage, pilferage and so on, far greater.

Alas, the Quartermaster's final responsibility was to oversee the proper *distribution* of goods. To make sure the right items got from base and storage areas to the user units in the field, in the amounts needed and in a timely fashion. Success here depended on many variables, including the type and size of units to be supplied. How far forward they were from the base area or resupply checkpoint. Weather and terrain in the area. Road conditions and transportation available. The commander's priorities, and, of course, the tactical situation.

What made the supply process difficult in World War II was the rapid expansion of the armed forces and the hurry-up nature of logistics in the months following Pearl Harbor. Years of neglect had to be overcome as quickly as possible. Yet all that took *time*. Time for the nation's industrial base to reach its full potential. Time for a newly mobilized Quartermaster Corps to obtain the necessary manpower and training, the specialized units and equipment, the organization and doctrine, and other institutions needed to carry out its global mission.



Procurement



Storage



Distribution

Against this backdrop loomed another set of factors that made Quartermaster operations in the Pacific uniquely onerous:

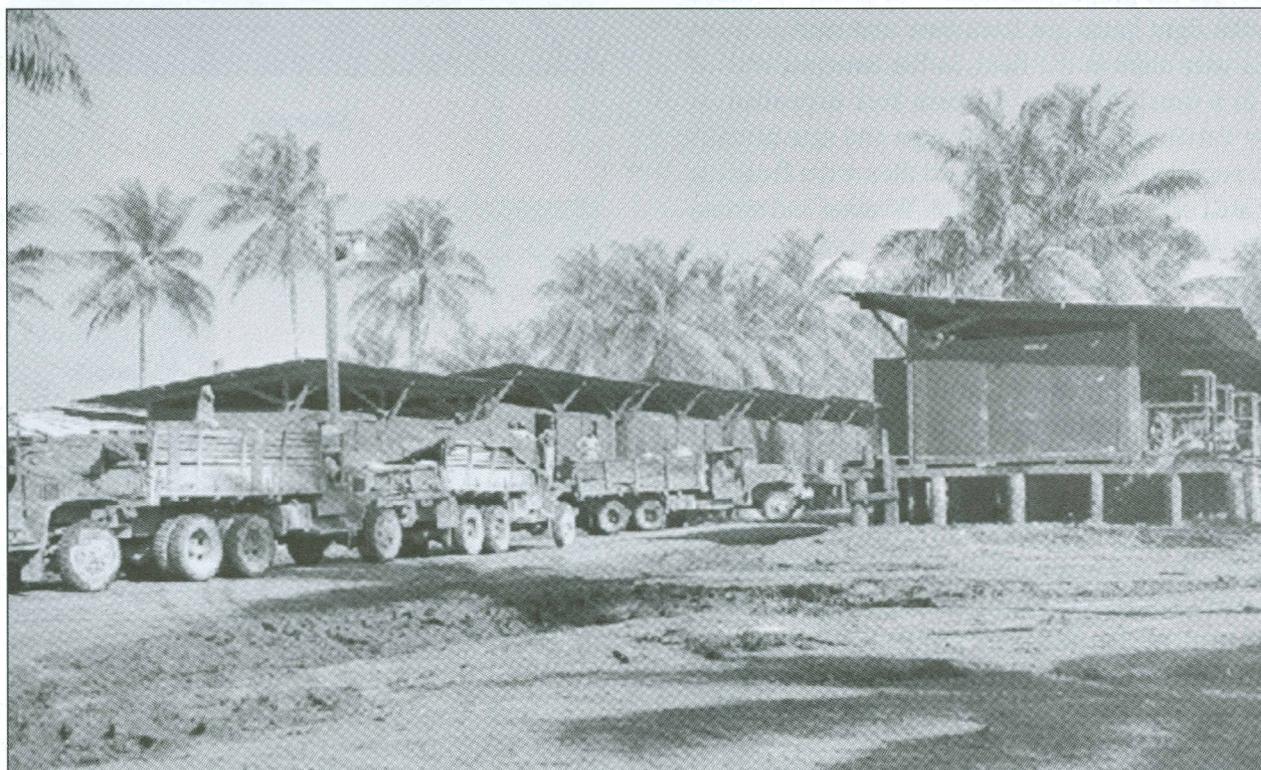
“Europe First” Strategy. The decision by Allied war planners to take on Hitler first had a major impact on Quartermaster operations in the Pacific. They felt the pinch of scarcity often as the mass of supplies and transportation were diverted to Europe. During the immense buildup preceding the Normandy Invasion, Quartermasters in the Pacific had to contend with long delays, huge backlogs of unfilled requisitions, and a worrisome depletion of available stocks on hand. The situation did not permit dramatic improvements until the last year of the war, most notably after V-E Day (Victory in Europe Day, May 8, 1945).

Long Supply Lines. The huge size of the Pacific Theater, which had to be subdivided into three separate spheres – the South Pacific, Central Pacific and Southwest Pacific commands, respectively – made for unprecedented long lines of communication. Roughly 3,000 miles separated the New York port of embarkation, the Quartermaster Corps’ main shipping

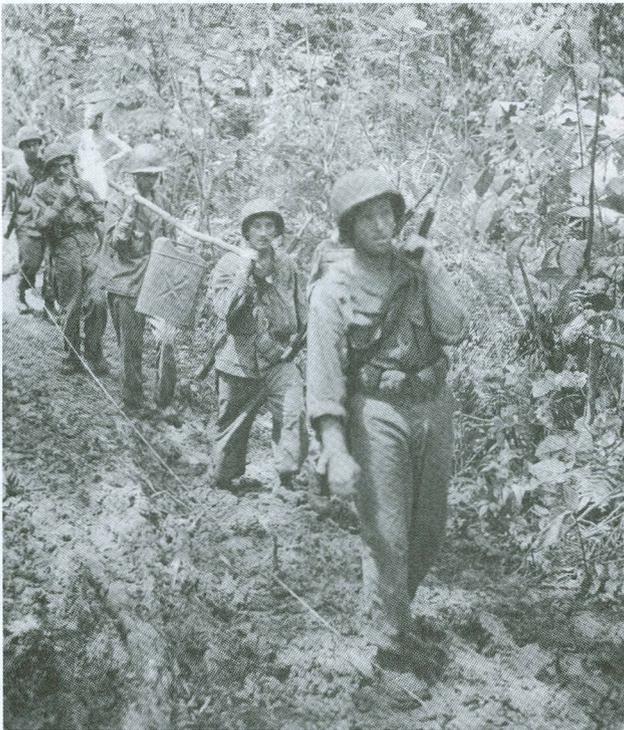
center on the East Coast, from England and France. Yet more than twice that amount of ocean (6,200 miles) lay between San Francisco on the West Coast, and Brisbane, Australia, where most Quartermaster supplies in the Southwest Pacific were sent and received. Instead of the usual 55 to 60 days for a supply ship to go from New York to Liverpool, the trip from San Francisco to Brisbane often lasted four or five *months* – nearly two to three times longer. When items had to be moved from point to point within theater, the journey could be extended to upwards of 8,000 miles.

Such long lines of communication placed a heavy premium on reliable shipping. Also, a persistent worldwide shipping shortage that lasted for much of the war meant that Quartermasters had to compete for precious cargo space with other service branches. Shipping delays also led to more deterioration and mass spoilage. At the same time, long supply lines increased the chances of accidents and enemy interdiction.

Underdeveloped Countries. Very few areas outside of Hawaii, Australia and New Zealand offered



anything in the way of modern industrial facilities or a usable infrastructure (such as highways, railroads, depots, warehouses and improved communication) that might have eased the burden of Quartermaster storage and distribution in the Pacific Theater. Many of the bases from which they initially operated had few if any man-made facilities. Construction often began with the simple materials at hand and never approached the hoped-for levels of efficiency. This virtual absence of industrial resources and improved networks and facilities increased the number of losses and added more delays in the supply system.



Harsh Weather and Terrain. Perhaps more than anything else, environmental factors worked against Quartermaster efforts in the Pacific. Excessive heat and humidity, mold and mildew, long exposure to tropical sunlight, drenching rain storms and the ravages of insects all had a debilitating influence on supplies.

Food and rations spoiled when left unconsumed for too long. Wooden and cardboard packages quickly deteriorated, labels wore off and cans rusted, leaving their contents useless. Shoes and clothing wore out at a much faster pace in the Pacific, even as their

replacements often rotted in storage. Salt spray and sharp-edged coral took an equally heavy toll on packaged goods, vehicles and equipment moving over beaches. Muddy ports, washed-out roads and bridges, high mountains and dense jungles all severely hampered interior distribution. The environment posed a constant and unremitting challenge.

“Island-Hopping” Tactics. As General MacArthur’s successful “island-hopping” campaign unfolded, Quartermasters in the Pacific had to become increasingly adept at joint operations (working under Navy guidelines) while learning to perfect the demanding procedures required to support amphibious, over-the-shore types of supply operations. The new tactics called for rapid logistical planning, tailored inventories, and quick development and movement of bases – in short, it meant functioning in a very unsettled environment where routine supply procedures had to make way for far greater flexibility.



Anticipation is key to good logistics. Yet, at times, Quartermasters had little advanced warning of what was to come next, hence almost no time to prepare. The 7th Quartermaster Company, for example, underwent several weeks of intense planning and preparation in late summer 1944 getting ready for the projected Yap campaign. The company did not

learn until mid-September – after the division was already at sea! – that the plan had been radically altered. Instead of attacking the small island of Yap, they found themselves heading hundreds of miles west to a much larger and more heavily defended Leyte.

Most Quartermaster supply operations issued forth from depots established at a series of far-flung ports and bases throughout the theater. With each new amphibious assault across primitive terrain, another round of forward area bases and sub-bases had to be constructed. From these, more supplies were massed and pushed forward.

This set of procedures stood in marked contrast to Europe. There, the task mainly entailed opening a single line across the English Channel and falling in on a pre-existing infrastructure, while continuing to improve and expand operations. One observer likened the European operation to “a single hose growing larger in diameter as the immensity of operations increased.” Pacific supply, on the other hand, with its widely scattered bases, was “like a lawn sprayer with a new stream of supply for every new supply operation.”

Rations and Subsistence (Class I)

An unbroken, steady supply of food and rations, of course, is vitally important to the survival of any army. The Allies got a reminder of this in the opening days of the war. Filipino and US troops trapped on Bataan peninsula after Pearl Harbor saw a complete breakdown in food supply. By the time they were forced to surrender in April 1942, all subsistence had been exhausted. Those captured were suffering from widespread disease and malnutrition. It was a lesson not to be forgotten.

In the months and years that followed, Quartermaster food personnel in the Pacific saw their efforts hampered in varying degrees by all the major factors previously discussed – problems associated with procurement, long lines of communication, inadequate storage, transportation shortages, and all the rest.

Loss of Food. For much of the war the Pacific Theater experienced persistent heavy losses of food,

resulting in unbalanced stocks in certain areas, chronic shortages elsewhere, and routine cycles of “feast-and-famine” among some unit messes. The problem of food loss – which some observers claimed ran as high as 40 percent at times – stemmed from a number of sources:

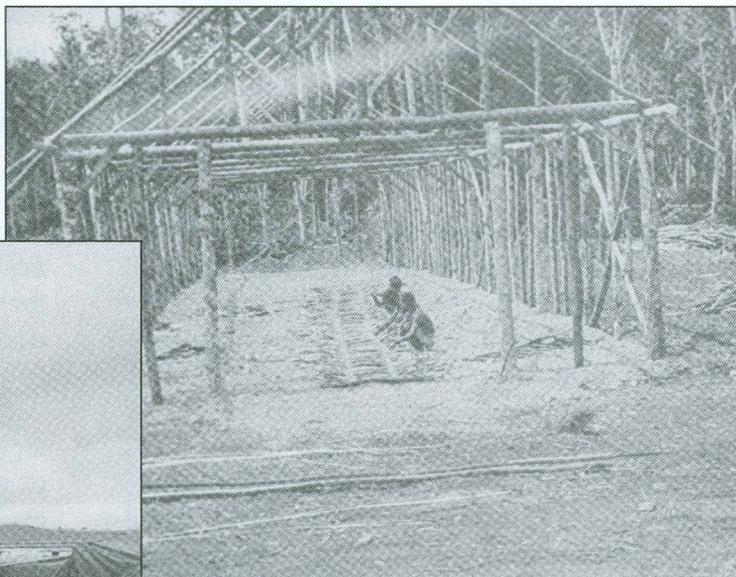
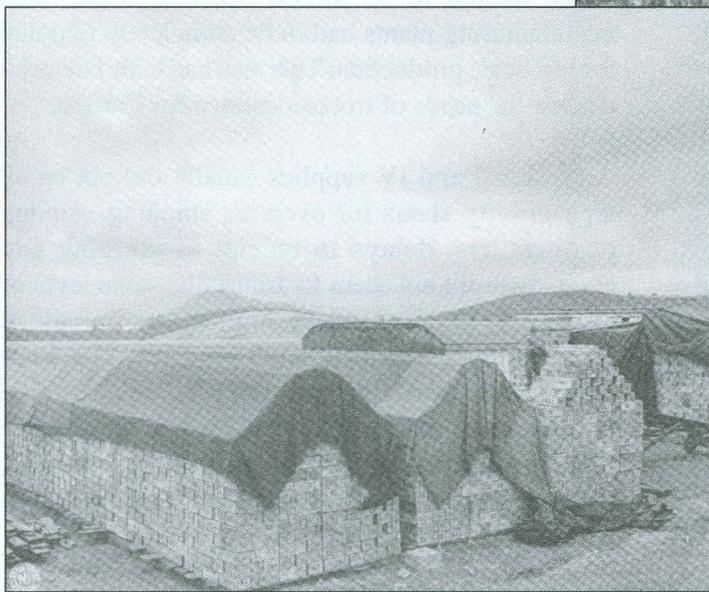
Storage Problems. With limited warehousing available in most areas outside of Australia and New Zealand, Class I items shipped to the Pacific often had to be stacked in big open food dumps, with very little if any protection from the elements. Even canned foods, supposedly “non-perishable,” suffered from high temperatures, corrosion, rusting and puncturing due to rough handling. In New Caledonia, for instance, in late 1943, one observer reported seeing what amounted to “shiploads” of goods totally wasted, useless; and “over 100,000 cans of spoiled products” in a single dump.



Quartermasters tried to mitigate such losses through adoption of various field expedients. Tarpaulins and poles were often used to create “portable warehouses” and “paulin oases,” as they were called. They also used local materials such as coconut log ramps to serve as dunnage for stacking

and constructed thatched roof warehouses modeled upon native huts known as “bures.”

Packaging Problems. Rough handling of food supplies – carelessly sling loaded and dumped in huge cargo holds, for example, or unceremoniously dropped on beaches during amphibious assaults, or pushed off the back end of trucks – also caused tremendous losses.



Back in the United States, the Office of the Quartermaster General’s research and development (R&D) agency (the Military Planning Division) worked closely with private manufacturers to come up with more resilient and durable outer packaging. The new V-Boxes, as they were called, did not stack as well as wooden boxes and were not totally moisture proof. The V-boxes did prove relatively durable, were easier to handle and saved space. Quartermaster R&D specialists also produced sturdy moisture- and insect-resistant paper sacks for all kinds of food packaging, and improved tin can markings for when labels tore off. Together these innovations helped alleviate food losses in-theater.

Distribution Problems. The problem of getting food and rations into the hands of front line troops was always difficult. The theater lacked the necessary land-based and sea-based refrigerators to ensure a steady supply of fresh meats, produce and dairy

products. Primitive roads rarely permitted the use of semitrailers or refrigerator vans, even had those been available. On occasion, enemy actions dealt a heavy blow to food distribution efforts.

During the Hollandia campaign in April 1944, for example, on the second day after the Allied landing, a Japanese plane scored a direct hit on the ammunition dump at White Beach 1. Subsequent

explosions ignited gasoline stores in the area that, in turn, spread to the main Class I dump nearby. The disaster wound up destroying more than 400,000 rations – a full 60 percent of the inventory. Advancing Infantry soldiers had to go immediately on half rations. Initial attempts to airdrop emergency food supplies also failed, and stocks on hand soon dwindled to a mere 300 cases. Fortunately, some soldiers managed to sustain themselves mainly on captured Japanese rice and canned fish.

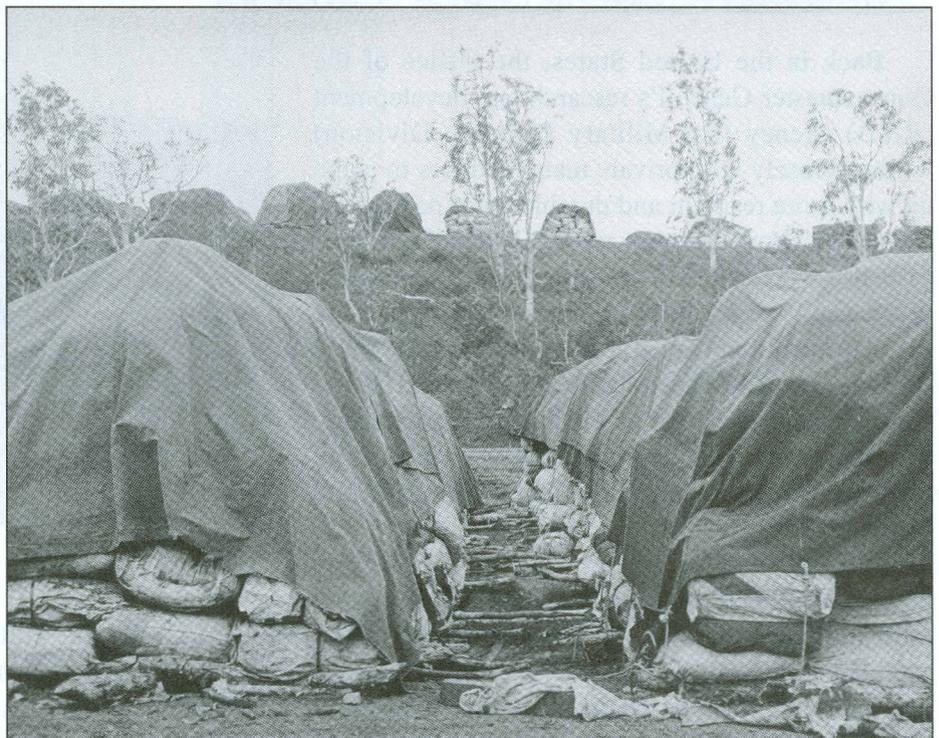
Amphibious operations and fighting along narrow strips of beach, or continuous movement through dense jungles and over steep mountain ranges discouraged the use of A-Rations (fresh foods) or B-Rations (canned stores) - both of which had to be prepared by a trained cook. In such circumstances, mobile kitchens could not have kept up, and roads would not have allowed even quarter-ton trucks loaded with Marmite cans to reach everyone. Harsh weather and terrain often precluded even carrying hot food by hand or using pack animals. The only solution was to provide combat troops with sufficient amounts of individual rations, which they could carry and prepare themselves.

Quartermaster R&D food specialists labored to meet the specialized needs and unique requirements of troops fighting in the Pacific. They came up with much improved C-Rations; lightweight “jungle rations” and K-Rations (both of which troops regarded as “picnic lunches”); high-energy, chocolate bars called D-Rations (for emergency uses only); and Assault Rations (often referred to as “candy rations”) tailor-made for amphibious warfare. These helped ease the storage and distribution burden, while providing commanders with increased flexibility.

Clothing, Equipment and General Supplies (Classes II and IV)

Quartermasters in the Pacific, for a variety of reasons, habitually had trouble getting sufficient reserves of clothing and equipment. Part of it had to do with the pace of mobilization. It took time for the US clothing and textile industry to obtain the necessary raw goods from among sometimes-scarce commodities. Also, for a diverse army such as ours, thousands of uniform specifications and new tariff sizes needed to be drawn up, and sometimes manufacturing plants had to be completely retooled for full-scale production. This also had to be balanced against the needs of troops destined for Europe.

Class II and IV supplies usually did not enjoy high-priority status for overseas shipping. Among commanders, delays in receipt of clothing and equipment did not seem to arouse the same level of anxiety as that caused by almost any perceived shortage in food or petroleum products. The latter were deemed bona fide “war stoppers” and took first priority. As a result, Quartermasters in the Pacific often found that their requisitions for clothing, footwear, cots, tents, mess equipment and the like, in



effect, had been placed on the back burner. When initial issue stocks wore out, it sometimes took exceeding long for replacement goods to arrive. On such occasions, troops necessarily bore a certain amount of hardship and discomfort.

Packing and Storage Problems. As with Class I food supplies, clothing and equipment incurred considerable losses due to packing for overseas shipment and from want of adequate warehouses and other storage facilities after arrival in-theater. It was generally easier to pack clothing and equipment than food. Shippers relied on a variety of methods, including wooden boxes and crates, plywood cases, wood-cleated fiberboard containers, and V-Boxes for smaller items.

The typical procedure was to pack clothing and fabric products in tightly drawn up and covered "bales" for easy handling at ports and depots. Sometimes the waterproof covering tore off, allowing dampness to seep in and mildewing to occur. Occasionally, rusted metal straps broke, causing the contents to become scattered and exposed. By and large, baling proved an effective means of packing.

Less certain was what happened to clothing and equipment after it arrived in-theater and went into base storage areas. The environmental effects could be devastating. Cotton clothing or towels, for instance, left in unventilated stockpiles, with nothing but a piece of tarpaulin for cover, quickly became moldy and took on an unpleasant odor. Wet woolen blankets soon rotted, and the rusted metal eyelets on shoes fostered the decomposition of leather. Hard use of clothing, infrequent laundering and careless handling (such as leaving clothes lying about in piles) also had extremely debilitating effects.

Tentage and canvas material seemed to suffer the worst. In the course of heavy campaigning, combat divisions sometimes found that virtually their entire allotment of tents had become damaged or completely deteriorated in relatively short order. In fact, there was a chronic shortage of tents throughout the war. Moisture-saturated stocks got moldy and leaked.

Even when they arrived in the field in sufficient quantities, they often failed to serve the purpose for which they were intended. A group of Australian observers in mid-1943, for instance, concluded that almost all the tents in New Guinea leaked. Field Quartermasters used various expedients to try to "tropic proof" canvas goods to reduce mildewing, but had very limited success.

Back home, Quartermaster R&D specialists worked with scientists and industrial technicians to come up with water-resistant and mildew-resistant fabrics to help cope with the "fungus issue." During the course of the war, they fielded a whole range of new fabrics, jungle attire and specialized equipment for use in the Pacific. They also incorporated new camouflaging colors and patterns for tropical use. They introduced a "tennis shoe" style of jungle boot in place of service shoes that had a tendency to wear



out in the wet jungles of New Guinea in as little as 10 days. Plus, there were jungle hammocks, mosquito bars, headnets and protective gloves, and water-resistant jungle packs. A new 18-inch, broad-blade machete replaced the old bolo knife for cutting through dense, tangled vegetation.

The one item that proved the most useful and popular among combat troops was a rectangular, blanket-like, rubberized poncho. It was issued early



in the war in place of a raincoat to all embarking for the South and Southwest Pacific areas. Soldiers quickly learned, though, that ponchos could be adapted to a multitude of uses – such as effective ground cover, foxhole “roof,” tarpaulin, shelter half, and any number of other things. By war’s end, an even lighter-weight nylon poncho had been developed.

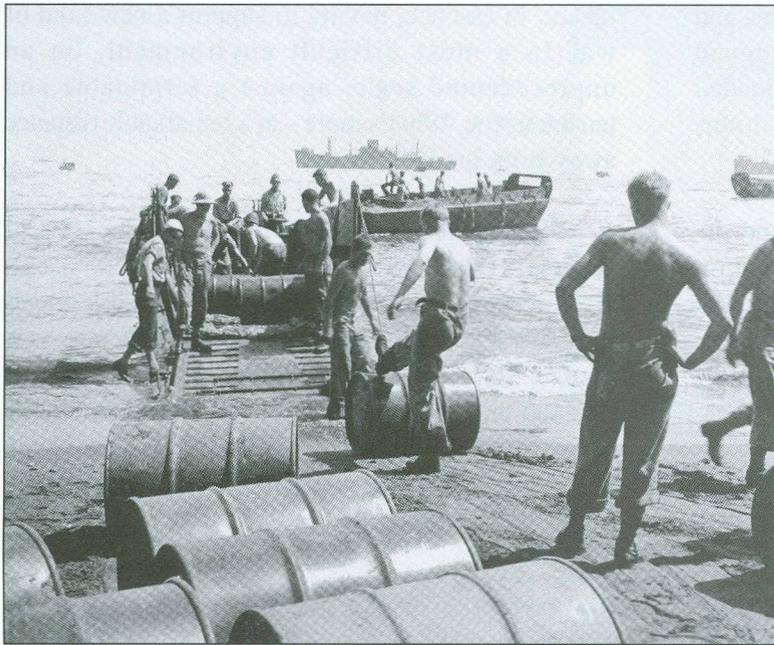
Class IV Problems. The Quartermaster Corps garnered a mixed record in the area of general supplies, or Class IV support, for the Pacific Theater. This included the vast assortment of articles that had no prescribed quantity for initial issue. Such diverse items as rope, soap, candles, knives, forks, spoons, canned heat, typewriters, field ranges and countless repair parts – things that rarely, if ever, warranted a “life and death” priority status. While Allied troops were actively engaged in combat, Class IV (along with clothing and equipment) usually went forward on a very restricted basis. In fact, during the New Georgia campaign in late 1943, the XIV Corps claimed they received no Class IV supplies whatsoever.

Shortages of general supplies usually stemmed from larger procurement problems: the inability of manufacturers back in the US to keep pace with ever-growing wartime demands and the priorities set by unit commanders – all things that Quartermaster personnel had very little control over. Still, when the inevitable shortages occurred, Quartermasters took the heat. The scarcity of Class IV items at the front unfortunately continued to fuel suspicions that (quote) “Them bastards in the back areas get all the good stuff.”

Petroleum Products (Class III)

Class III products (or “POL” for petroleum, oils and lubricants) consisted of various grades of gasoline, kerosene, aviation fuel, diesel oil, fuel oil and an assortment of petroleum-based lubricants. POL is absolutely critical for sustainment of mechanized forces. More vital even than clothing and general supplies. For without Class III supplies, the engines of war – planes, ships, tanks, motorized vehicles and all the generators for electrical use – would cease to operate. Neither fighting units nor logistical support units could accomplish their varied missions without POL. As General George S. Patton once said: “My troops can eat their belts. But my tanks gotta have gas.”

Class III generally had fewer problems in the Pacific than did other areas of Quartermaster supply. The high priority accorded POL usually kept shipping delays to a minimum and helped with efforts to build up needed reserves. US Quartermasters were also able to draw from private oil company reserves in Australia and also made full use of that continent’s excellent bulk storage and handling facilities. Also, because petroleum is less fragile and does not deteriorate quite so easily as other materials, it suffered fewer storage hazards. Still there were problems.



Lack of Bulk Storage and Distribution. Allied Class III personnel found they could rely on Australian refineries and excellent bulk storage facilities for support in the Southwest Pacific until the action moved to New Guinea in 1943. Thereafter, their assault had to move forward with limited access to bulk storage facilities. Engineers in New Guinea constructed medium-sized tanks for a few grades of gasoline and diesel oil created special dumps and laid aviation fuel pipelines near airports. However, even these medium- to small-sized temporary storage facilities failed to meet all needs.

The problem became more acute in later 1943 and early 1944 as the island-hopping campaign got into full swing, and a succession of new bases and sub-bases were built. Larger petroleum vessels had difficulty moving into shallow waters. When they got in, the vessels often found that hastily built storage tanks were too small to permit complete unloading of petroleum. What troops needed, but seldom received, were smaller vessels capable of hauling fuel between bases and to forward supply points.

In the South Pacific area, the Quartermaster Corps had a responsibility to provide POL to New Zealand ground forces and land-based US Navy and Marine

units, as well as the Army. Quartermasters established massive POL storage areas on Guadalcanal when that became available, at Green Island and Espiritu Santo.

The Packaged Alternative. The virtual absence of permanent types of bulk storage facilities and pipelines throughout the Pacific meant that almost all POL was stored and distributed in containers – mostly in 55-gallon drums. This contrasted sharply with experience in Europe. There, Quartermaster Gasoline Supply Companies received most of their POL from huge fixed storage facilities, barges or railroad tanker cars and promptly decanted the POL into 5-gallon jerricans. These were stacked in



warehouses, open dumps, and along roads. POL was moved to user units in 2½-ton trucks and ¼-ton trailers. In the Pacific, they found the use of the much smaller jerricans neither practical nor desirable.

The 55-gallon drums were bulkier, heavier and more difficult to handle. Quartermasters got around that by using forklifts and winches to load drums onto cargo trucks. When these were not available, they simply used planks and manually rolled them onto the trucks. Petroleum Supply Companies also

attached pipes and nozzles right onto the drums and used the drums to fill vehicles directly. They found that nearly twice the amount of fuel could be loaded on a standard 2½-ton truck using 55-gallon drums rather than jerricans.

Despite a persistent shortage of drums and the absence of modern bulk storage and distribution facilities, Quartermaster efforts to furnish Class III supplies to Allied troops in the Pacific can be judged an overall success.

A Final Assessment

Quartermaster supply operations in the Pacific faced a challenge of daunting complexity. The task

meant, in essence, having to support a new kind of war in a most difficult environment, on an unprecedented scale, against a formidable and tenacious foe. What's more – at a remarkable distance away from the US.

What were some of the common elements of success? Certainly *local procurement* in almost all areas of supply helped the Quartermaster Corps meet its many needs, by providing for direct purchase abroad. Major allies in the region, Australia and New Zealand most notably (along with Hawaii and many of the South Pacific island nations), made available vast amounts of goods and material and also furnished much of the labor needed to carry out such an



immense undertaking. Scientific and industrial support in the form of ongoing *research and development* projects also played a key role in addressing some of the age-old logistical problems encountered in the Pacific.

Still there were other less tangible, but none the less important, factors characteristic of Quartermaster success:

Pragmatism Ruled. Over the course of the Pacific campaign, Quartermaster supply personnel demonstrated time and again a penchant for practicality – a “whatever works” approach to problem-solving. A company of Quartermasters organically attached to a combat division in the Pacific, for example, routinely undertook tasks never envisioned by doctrine and organization framers back in the states. Service platoons maintained much higher than normal stock levels during amphibious operations, ran stand-alone distribution centers, worked 24-hour shifts and performed a multitude of unspecified tasks – did whatever was necessary, and whatever worked.

Likewise, they applied every conceivable means available to distribute supplies, including trucks, various-sized landing crafts, DUKWs (amphibious vehicles), caterpillar tractors, airplanes, pack animals, native laborers, and hand-carrying of goods. At different times during the Luzon campaign, for instance, Quartermasters air-dropped supplies to isolated units; moved food, water, and other materials to front-line troops via pack train; and hand-carried goods in the steep mountain ranges above San Jose. Again and again, Quartermasters showed their tendency to go with whatever worked.

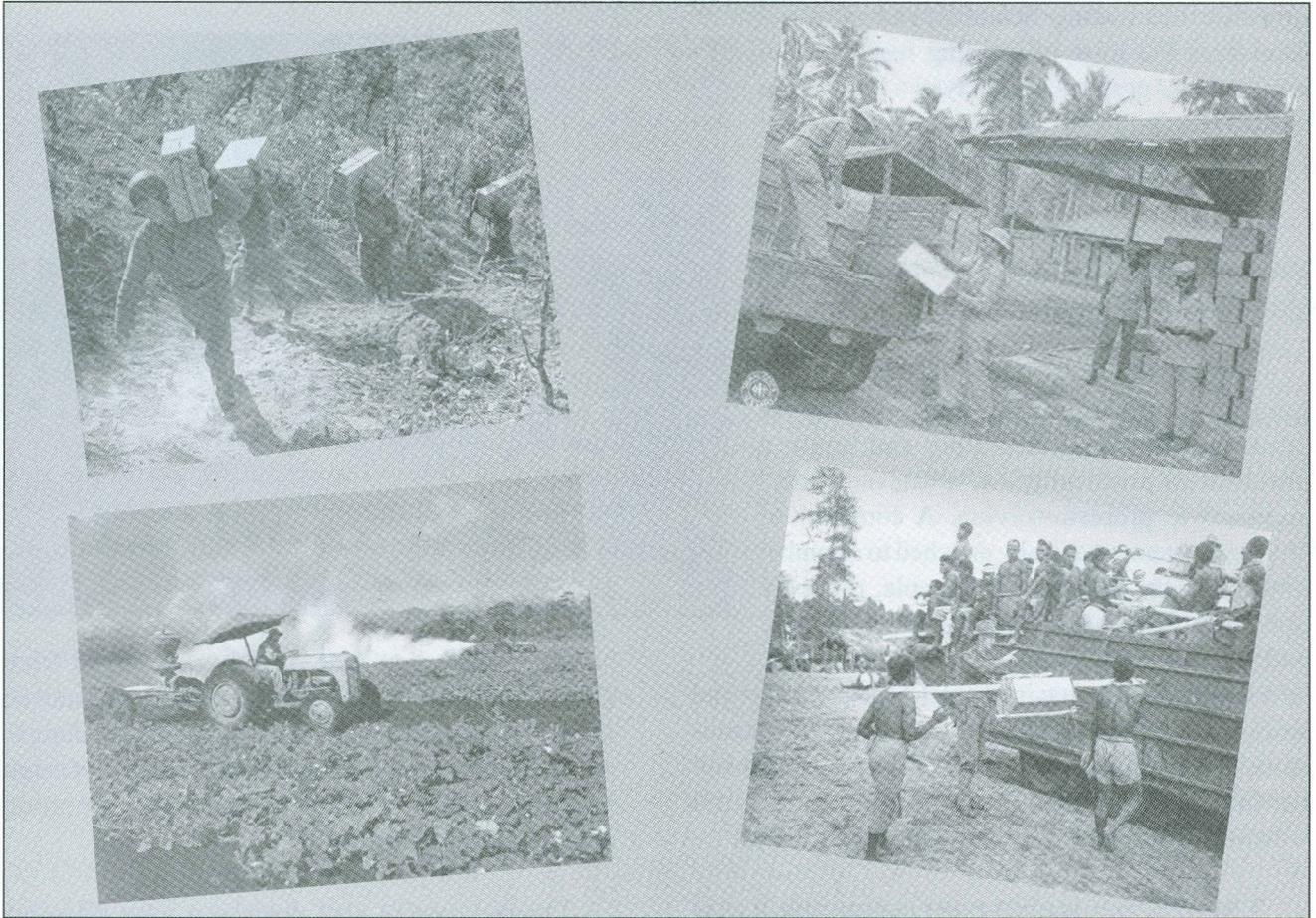
Necessity the Mother of Invention. Faced with unusual circumstances and finding that they often lacked even basic items or equipment for carrying out their mission, Quartermasters in the Pacific routinely became masters of improvisation – “QM Imps” – they were sometimes called. For example, in an effort to speed up movement of supplies over contested beaches, Quartermasters pioneered the development of “palletized unit loading.” Combat rations, petroleum products and other supplies were strapped onto rectangular-shaped, wooden pallets or



“sleds,” which could be quickly discharged from landing craft, dragged over beaches, and even moved inland for great distances to establish instant dumps. At the start of the war, this efficient technique of cargo handling had barely been known even among commercial enterprises.

Quartermasters also devised a very effective LST-DUKW system of supply, used for the first time in the South Pacific by the 7th Infantry Division at Kwajalein. The landing ships (LSTs) transported the DUKWs (amphibious cargo carriers) to the assault area soon after the landing. A fleet of LSTs loaded with mixed cargoes – in what was called “drug store” fashion – remained just offshore. The Quartermaster DUKWs, serving as a “motor pool on water,” made repeated runs back and forth in response to commanders’ requests for resupply.

Lessons Learned. Finally, the Quartermaster Corps also demonstrated a remarkable ability to learn from recent past experience. Throughout the war, the Office of the Quartermaster General sent observers to gather data on how effective supply operations were being carried out. They then used this information to effect needed changes. Lessons learned from previous assaults were compiled, analyzed in detail and applied to the planning of future operations. The result was more or less steady improvements, and an accumulated air of proficiency in virtually all areas of supply.



Quartermasters learned from after action reports, for example, that most individual duffel bags and interchangeable pouches (which held all the soldiers' personal goods) deteriorated in almost no time when dumped on beaches without proper storage. Or quickly got lost, or mixed up in the mayhem. Or were shamelessly pilfered there on the beach, or while en route to unit dumps, due to lax security. After witnessing this experience, supply personnel gradually moved away from the use of individual bags and came up with new methods of storing personal clothing and equipment in easier to control and protect squad-size bags. This was only one of many lessons – big and small – learned by Quartermasters during the war.

Summary. When the war ended, the Chief Quartermaster in the Southwest Pacific Area, Brigadier General William F. Campbell, sent a note to all Quartermasters in his command praising them for their achievements. Despite the many difficulties, “not once,” he asserted, “did our attack falter because

of a lack of Quartermaster supplies!”

“Never before in any war,” he went on to observe, “have supply lines been so long. Never before has so much been supplied over such distances.” He concluded his remarks by saying: “I am confident that logistics experts a few years ago would have said that the execution of the supply operations you have accomplished in the last four years [was] impossible. I am equally confident that historians in the years to come will write of your supply achievements as one of the miracles of this war.”

Looking back from the perspective of more than a half-century after the war, General Campbell's words of praise seem warranted and his assessment historically valid.

This article by Dr. Steven E. Anders, Quartermaster Corps Historian, is an abridged version of a paper he was asked to read at the eighth annual Japanese/American Military History Exchange in February in Kyoto, Japan.

CSSCS Gets Thumbs-Up For Peacekeeping in Bosnia

MAJ Burt D. Moore

EDITOR'S NOTE: This is Part II of two articles about the first operational use of the Combat Service Support Command and Control System (CSSCS) by Army logisticians anywhere in the world. This CSSCS is one of five components that make up the Army Tactical Command and Control System, one of the Army's Force XXI plans to provide an electronic decision support tool for fast, accurate logistics information.

Tuzla, Main - 25 Dec 98

The 1st Cavalry Division (Forward) could not have asked for a better Christmas present than its newest logistics management tool - a fully functional Combat Service Support Control System (CSSCS). The CSSCS flashed all "green" indicators on 12 Dec 98 - almost two months to the day after it was installed in a peacekeeping role in Task Force Eagle (TFE), Bosnia-Herzegovina.

The CSSCS systems manager, a first lieutenant with the 1st Cavalry Division, beamed with obvious pride as he peered at the bright green "bubble charts" on the CSSCS monitor. The green symbols indicated that all outlying units were exchanging logistics information with the Division G4 Support Operations Section. It was the first time in US Army history that a computerized CSS logistics management tool had been successfully implemented in a real-world operational environment.

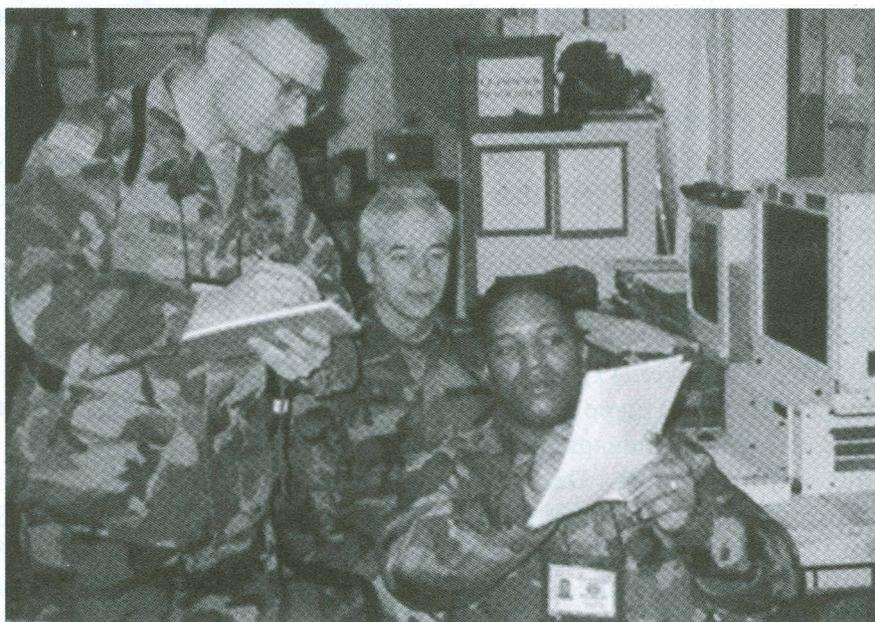
Getting to that point signified overcoming a monumental challenge. As other members of the Division G4 staff gathered around the CSSCS equipment that day, they too appreciated the historical significance of the occasion. The success provided observers and participants alike with a lesson in what dedicated teamwork and 1st Cavalry Division (Forward) tenacity can accomplish.

Background

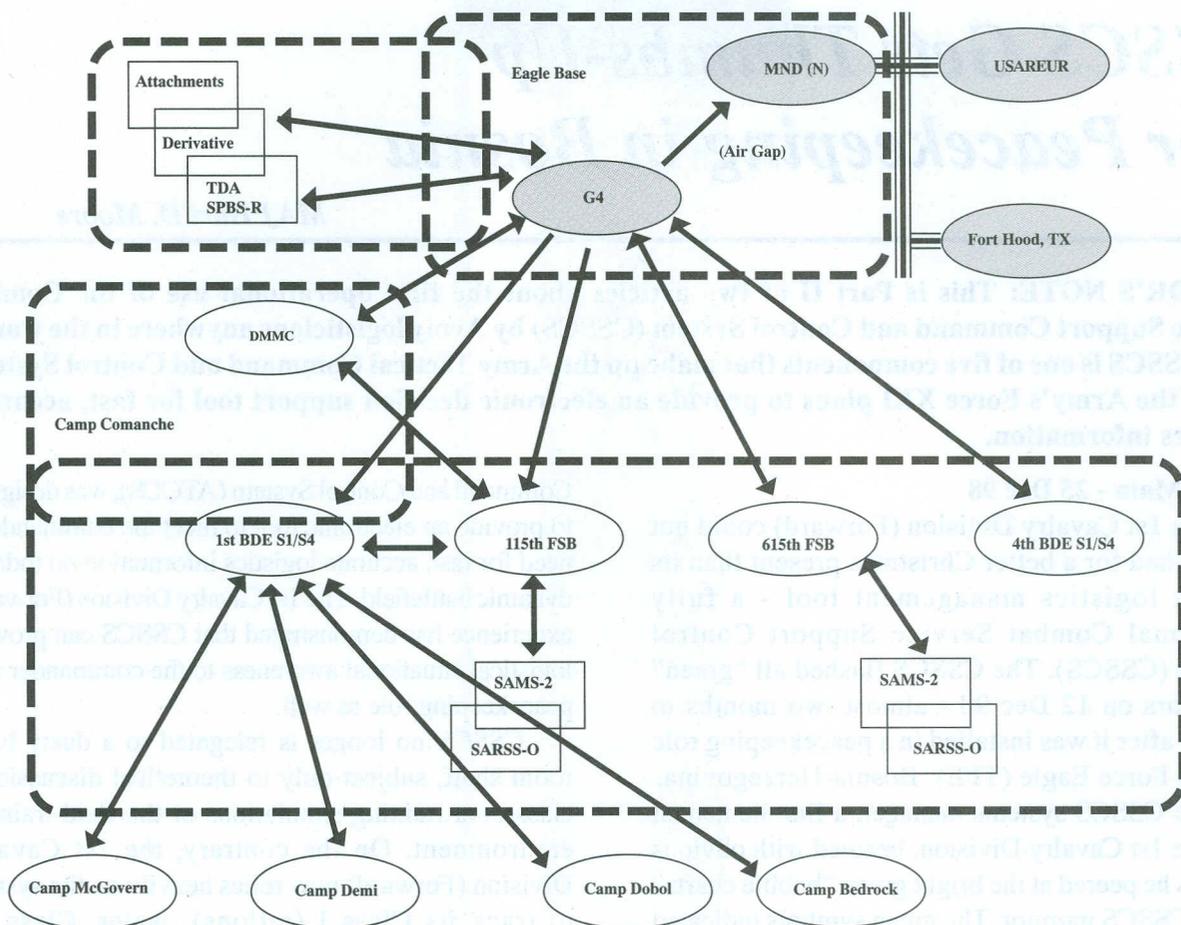
CSSCS, as one of the five components of the Army Tactical

Command and Control System (ATCCS), was designed to provide an electronic tool to meet the commander's need for fast, accurate logistics information on today's dynamic battlefield. The 1st Cavalry Division (Forward) experience has demonstrated that CSSCS can provide logistical situational awareness to the commander in a peacekeeping role as well.

CSSCS no longer is relegated to a dusty back room shelf, subject only to theoretical discussions, classroom training simulations or the field-training environment. On the contrary, the 1st Cavalry Division (Forward) now relies heavily on the system to track its Class I (rations), water, Class III (petroleum, oils and lubricants), Class III bulk, Class V (ammunition) and Class IX (repair parts) in Task Force Eagle.



Planners get up-to-the-minute CSSCS data before a Task Force Eagle Operation in Bosnia-Herzegovina.



CSSCS Network and Distribution for Task Force Eagle

- LEGEND:**
 BDE - Brigade
 DMMC - Division Materiel Management Center
 FSB - Forward Support Battalion
 MND (N) - Multinational Defense North

- SAMS - Standard Army Maintenance System
 SARSS-O - Standard Army Retail Supply System - Objective
 SPBS-R - Standard Property Book System - Redesign
 TDA - Table of Distribution and Allowance
 USAREUR - US Army Europe

System Network and Distribution

The latest in the CSSCS success story began 14 Sep 98 when a nine-member team of CSSCS technical experts arrived at Task Force Eagle to assist the 1st Brigade, 1st Cavalry Division (Forward) with the system's setup and installation. The systems were distributed as follows: Camp Demi (1), Camp Dobil (1), Camp McGovern (1), Camp Bedrock (1), Camp Comanche (4) and Eagle Base (2).

The logistics management plan called for the four outlying camps - Demi, Dobil, McGovern and Bedrock - to transmit their supply status to the 1st Brigade (BDE). The 1st BDE would then transmit the data to the 115th Forward Support Battalion (FSB) and onward to the Division Materiel Management Center (DMMC). In turn, the DMMC would forward the data directly to

the Division G4. The 615th FSB and 4th BDE, respectively, would send their data directly to the Division G4 Support Operations CSSCS at Eagle Base. In addition, the Division G4 would receive maintenance input from the DMMC and property book status from the Standard Property Book System - Redesign (SPBS-R) at the Eagle Base Property Book Office.

The entire CSSCS network was linked together by a secure communications Tactical Land (TACLAN) line using Multiple Subscriber Equipment (MSE). Implementation plans originally called for the CSSCS to operate in a classified, Secret Releasable Forces (SECRET RELFOR) mode. SECRET RELFOR denotes classified information accessible to all Multinational Stabilization Forces in Bosnia-Herzegovina.

SECRET RELFOR Plan

Ultimately, the SECRET RELFOR plan called for “air-gapping” CSSCS data to a SECRET-only CSSCS for further transmission over hard wire to Headquarters, US Army Europe (USAREUR) and the 1st Cavalry Division Headquarters at Fort Hood, TX. The “air-gap” process requires downloading the SECRET RELFOR data to a computer disk and then uploading to a Secret US-Only computer system for transmission. This all-or-nothing approach presented an unexpected challenge to the CSSCS experts. However, in the end, this approach proved a boon for system users.

Implementation Challenges

The decision to operate CSSCS in the SECRET RELFOR mode provided units with unforeseen challenges. Units had to reconcile security issues involving the physical environment and placement of CSSCS equipment. Units had to document that the CSSCS had been properly accredited. Units were required to check that all operators and system managers had the appropriate security clearances.

Also, the 1st Cavalry Division (Forward) had to modify its CSSCS Standing Operating Procedure (SOP) for SECRET RELFOR operation in Task Force Eagle. Ensuring that outlying units complied with all relevant security mandates required extensive coordination. Although meeting the security challenges somewhat delayed the CSSCS in Bosnia, this was minor compared to the challenges the 1st Cavalry Division (Forward) experienced in implementing CSSCS in Task Force Eagle.

The ‘Big Three’ Hurdles

The first major hurdle to implementing CSSCS - hardware connectivity of all CSSCS systems in Task Force Eagle - was overcome 2 Nov 98. The Division G4 CSSCS box indicated that all Task Force Eagle CSSCSs could “see” each other. With the communications link in place, the next challenge was to ensure

the reliability of the data being exchanged. The CSSCS operated in a parallel mode to check data: units sent their supply data over the CSSCS and manually transmitted the same information to the Division G4.

A systems assessment 8 Nov 98 would show if the data reported by CSSCS matched the manually reported information. If so, units would begin sending their supply status by using CSSCS exclusively. However, on 3 Nov 98, the second major hurdle - and potential “show stopper” - presented itself. The CSSCS software, as then configured, was incompatible with Task Force Eagle’s Property Book Officer (PBO) equipment records that use Table of Distribution and Allowance (TDA) and derivative Unit Identification Codes (UICs) across multiple property books.

The second challenge was actually twofold: (1) the 1st Cavalry Division (Forward) did not have enough UICs to assign unique codes to all task-organized units in Task Force Eagle, and (2) the CSSCS would replace or overwrite the previous equipment record of the duplicate UICs found in more than one property book. This phenomenon occurred during Class VII (major end items) postings and Commanders Tracked Item List (CTIL) changes. Ironically, the CSSCS appeared to be working too well.



Directing Convoy Over Bridge Linking Bosnia and Croatia

Four methods were quickly identified as possible solutions:

- ▶ Use manual operator adjustment,
- ▶ Use an interim eight-step procedure to work around the problem,
- ▶ Request that USAREUR provide more TDA UICs for each unit with TDA property, or
- ▶ Request that the CSSCS program manager provide PC-based software to automatically resolve UIC conflicts.

The Division G4 immediately asked for more UICs from USAREUR.

As technical experts worked feverishly to develop solutions to the first two challenges, the CSSCS presented a third and final obstacle: 28 unidentifiable UICs recognized by the CSSCS. The system appeared to be working overtime to identify problems the units did not know existed.

As it turned out, the CSSCS had identified old UICs that remained on Task Force Eagle property books after the 1st Armor Division's redeployment to the continental United States (CONUS). A property book scrub by the PBO quickly resolved this issue.

The Solution

The key break in meeting the major CSSCS challenges came 9 Dec 98 in the form of a new SPBS-R preprocessing software utility. Three days later, the CSSCS "bubble charts" all indicated green - signifying that the system was accurately transmitting and tracking Class I, water, Class III petroleum, Class III bulk, Class V and Class IX. The manual reporting requirement was discontinued. The 1st Cavalry Division (Forward) began relying solely on the CSSCS to manage its peacekeeping logistics information. Periodically, the information from CSSCS is verified against manual data. The CSSCS results have been consistent with the data gathered manually.

The primary users of the CSSCS data have been in the division planning cell. Planners now have access to current logistics information with a touch of a

button instead of relying on stale information that is often more than 24 hours old.

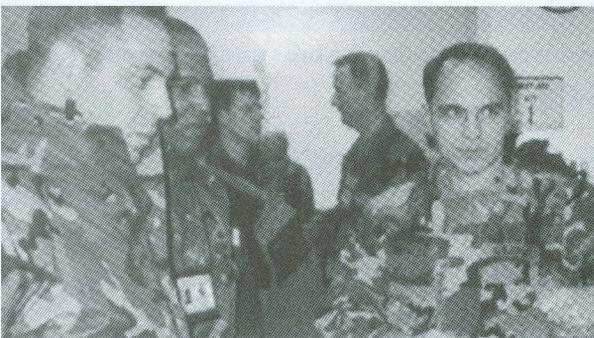
On 13 Dec 98, the Program Executive Officer (PEO) from Command, Control and Communications Systems was updated on CSSCS. This Brigadier General directs the integration of the systems that tie together all of the Army's battlefield mission area maneuver control, fire support, air defense, intelligence, electronic warfare and combat service support for the Army of the 21st Century - Force XXI. He observed a hands-on demonstration of the CSSCS in the Task Force Eagle peacekeeping environment.

During his visit to Task Force Eagle, the PEO gave guidance on how to submit recommendations to the US Army Training and Doctrine Command (TRADOC) for modifying the CSSCS to meet operational requirements. An extensive division after-action review produced the following recommendations to TRADOC:

Improve the CSSCS software application by making it user friendly. The CSSCS software should be redesigned and based upon the Windows 95-98 platform. The CSSCS software application is much too complicated. Sending messages and inputting data is infinitely more complex in CSSCS than in Microsoft Exchange. Furthermore, users have no way to reply quickly to messages. The current software requires the user to perform five or six iterations to send a simple message with no text. Also, the transmission of messages from one workstation to another remains a constant challenge.



Trucking Humanitarian Relief Supplies



After a hands-on demonstration of CSSCS in a peacekeeping role, the Program Executive Officer (right), Brigadier General Steven W. Boutelle, said the system has 'a long and promising future.'

Improve CSSCS by incorporating trend analysis and "what if" capabilities. The present CSSCS software cannot allow the commander to recall historical data for analyzing trends. In a recent example, the 1st Cavalry (Forward) G4 had to manually forecast fuel requirements based upon past consumption rates in Task Force Eagle, even though the CSSCS was fully operational. Historical trend analysis and "what if" capabilities will streamline logistics estimates to support the maneuver commander.

Improve the CSSCS by incorporating a proactive audio or visual "flagging" capability. The CSSCS must be able to alert system operators when

critical items fall below the commander's Authorized Stockage List (ASL). An audio or visual alert would provide efficient and timely notification of ASL shortages and make reordering the required commodity easier.

Improve the CSSCS program to integrate In-transit Visibility (ITV) capability. The CSSCS operational utility should be enhanced so the commander has visibility of Class IX repair parts. ITV tracking software, already available in systems such as Task Force Eagle's Eagle Star, would markedly enhance the commander's situational awareness.

Improve CSSCS use by developing a laptop version. The present CSSCS hardware weighs about 70 pounds for each component: monitor, central processing unit and printer. Each piece requires two soldiers to lift it safely and properly. CSSCS laptop computers are essential for portability and ease of use. Present "off-the-shelf" computer laptop systems have the power to run complicated software such as CSSCS. The operational experience to date has clearly demonstrated that the utility and reliability of a field version of the CSSCS does not require the components in 60-pound protective casings.

Improve the CSSCS program by modifying it to accept and track derivative UICs. The current CSSCS software does not support the use of multiple UICs by a company or derivative UICs by elements of a company. The CSSCS system overwrites data of units smaller than battalion size. To work around this, system managers are forced to identify companies as battalion-sized elements. Units deployed to Task Force Eagle use their home station UIC as well as derivative UICs to track TDA equipment. Units using derivative UICs are typically the size of a company or smaller. Future operational requirements may mean using TDA and derivative UICs.

Improve the CSSCS to enable operators to manually display "Authorized Strength," "On-Hand" and "Operational Readiness." The CSSCS currently gives the commander a false picture of combat power. The data reported now by the CSSCS represents "Authorized Strength" rather than "On-Hand" data. The inability of the CSSCS, without an SPBS-R preprocessing software utility, significantly limits the commander's ability to obtain accurate logistics situational awareness. The CSSCS cannot give the commander a true picture of the logistics

(Continued on Page 30)

Theory to Practice - IPDS Pipeline in Korea

Quartermaster units operated the Inland Petroleum Distribution System (IPDS) for the pipeline system's first use in Korea. Procedures for installing the IPDS were successfully tested during Freedom Banner, a Joint Logistics Over the Shore (JLOTS) exercise conducted in Pohang, Korea, by the US Navy and Marines as part of the combined, joint exercise Foal Eagle '98.

During Foal Eagle '98 last October, US Army Quartermaster and Engineer organizations in the Active and Reserve Components, the Korean Service Corps (KSC) and the US Navy worked together in an integrated environment. Cooperation under a tight schedule in the face of adversity was critical to success.

FM 10-67-1 (Concepts and Equipment of Petroleum Operations) defines the IPDS as a tactical, temporary or semipermanent pipeline system constructed of pipe or tubing sections and storage tanks. The system's design allows easy coupling of the pipe sections and rapid erection or placement of the storage tanks. The IPDS provides bulk fuel support and transport to forward land-based forces on the battlefield, advancing units in corps and division areas.

Quartermasters Operate IPDS

Operated by Quartermaster units, the IPDS is designed, assembled and maintained by Engineer units. The IPDS can be put together in many ways to satisfy fuel supply requirements. The pipeline system is stored and transported in containers of complete five-mile sets for quick deployment. The IPDS receives the same priority for shipment as the force that it supports.

In June 1998, the 49th Quartermaster Group at Fort Lee, VA, and Eighth US Army G4 in Korea received approval from the Combined Forces Command in Korea to include IPDS as part of Freedom Banner during Foal Eagle '98. The 412th



The 267th Quartermaster Company installs one of the 800-gallons per minute pumps.

Engineer Command (ENCOM) in Vicksburg, MS, as the Army Component Command Engineer to Eighth Army, received the request to coordinate engineering support for pipeline installation.

The KSC Battalion assigned to Eighth US Army, along with members of the 412th ENCOM, were the engineers assigned to construct the pipeline. The KSC Battalion is an armistice organization serving as a highly trained and versatile nucleus of combat support and combat service support forces to defend South Korea. The 412th ENCOM, through its forward assigned personnel in Seoul, worked closely with the KSC Battalion commander and his staff to ensure successful KSC participation in the exercise.

Koreans Train in Virginia

The 22d KSC Company has trained twice in the last three years at Fort Pickett, VA - the training site for the IPDS. A civilian contractor conducts IPDS training through the US Army Quartermaster Center and School.

The IPDS pipes, related pumps and terminal equipment went by ship from Fort Pickett to Korea for Foal Eagle '98. Active Component soldiers from

the 267th Quartermaster Company at Fort Lee (part of the 240th Quartermaster Battalion/49th Quartermaster Group) loaded equipment on the ship and then deployed to Pusan, Korea. The intent of the IPDS portion of the exercise was to connect pipe to pump units installed on the beach at Pohang. The Navy was to pump fresh water from the ship to the beach pump units after installation of an Offshore Petroleum Discharge System (OPDS). Pumping fresh water instead of actual fuel eliminated potential environmental impacts.

The IPDS components and Quartermaster equipment arrived at Pohang on October 1. Main body personnel from the 267th Quartermaster Company arrived on October 9 to begin installing the fuel pumps, fuel terminal storage and the IPDS connection to the OPDS. Navy Seabee Beach Group 2 had already begun beach site preparation by this time. On October 14, 31 members of the 22d KSC Company's IPDS Platoon arrived.

The IPDS route extended 2.5 miles on the beach and then through rice paddies and built-up areas. The pipeline was completed in three days. Installation was complicated by severe weather - two typhoons - during this period. The pipeline route was complex, requiring innovative methods to cross gaps. Personnel moved pipe by hand to minimize damage to private paddies and farm fields. When complete, about 3.2 million gallons of fresh water were pumped through

Building pipeline in Korea adds realism to training.

the IPDS before disassembly for shipment back to Fort Pickett.

Military components and services had to overcome support glitches. For example, heavy offloading activities on the beach in Korea conflicted with the need to access pipeline construction materials. Language and cultural problems had to be sorted out. Planners had to arrange for land use

approval from the Korean government. The two typhoons played a significant role. The typhoons changed the design of the trace after components were already shipped and required soldiers to repeat tasks. The severe storms also eroded the beach so badly that the Navy had to perform restoration work.

The 22d KSC commander said that building the pipeline in Korea added realism to KSC training and forced the KSCs to deal with problems they do not experience at Fort Pickett. For example, the pipeline route in Korea posed problems over many terrain features not encountered at the US training site. More training in Korea will better overcome KSC challenges of constructing the IPDS in a realistic scenario. The integrated and combined forces of the Active Army, US Army Reserve and the KSC successfully overcame difficulties to get the job done for Foal Eagle '98. - LTC Tom Whiteside, 412th Engineer Command; MAJ Greg Rosenthal, Eighth Army G4; and MAJ Scott Carlson, 49th Quartermaster Group.

Quartermasters Use Mobile Labs To Test Aircraft Fuel

In the first field exercise of this type, the only two mobile petroleum laboratories in the active Army were stationed side by side to test an aviation fuel at Hunter Army Airfield, GA, for a week in February. Soldiers in the 49th Quartermaster Group and 240th Quartermaster Battalion at Fort Lee, VA, deployed their mobile laboratory to set up operations next to the 260th Quartermaster Battalion mobile laboratory based at the Army airfield.

The training went so well that the two battalions plan on making the LABEX a semiannual event. The two mobile labs performed a modified B-2 test on two identical samples of JP8, a kerosene-based aviation fuel used in aircraft and ground vehicles. The two labs compared test results to determine if the fuel met tough quality standards for aircraft refueling. The first LABEX was considered a great success for several training reasons.

The LABEX tested the 240th Quartermaster Battalion's ability to deploy from home station. Soldiers focused on their jobs and learned to perform many different fuel tests, including some not taught in advanced individual training. Quartermasters also learned about sampling and gauging fuel quality at a tank farm where fuel is stored, as well as receiving fuel from contracted trucks and rail cars. Participants learned how a mobile petroleum lab functions, the lab's plumbing and electrical systems and the importance of proper maintenance.

1998 INDEX

The Spring 1999 edition marks the 11th anniversary of the *Quartermaster Professional Bulletin*. The following index references what the Quartermaster Corps printed in the Spring, Summer, Autumn and Winter editions for 1998. 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. 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, (804) 734-4382, or by writing to **QUARTERMASTER PROFESSIONAL BULLETIN, USAQMCS OQMG, ATTN ATSM QMG B, 1201 22D STREET, FORT LEE VA 23801-1601**.

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posture without this capability permanently built into the program.

However, the CSSCS came a long way in a few short months. Implementing the CSSCS in a peacekeeping role was possible because of the

expertise of many patient CSSCS technicians and many long, hard hours put in by many soldiers. Perhaps, the PEO said it best: "Because of the great work and successes the 1st Cavalry Division (Forward) has experienced with the system, CSSCS has a long and promising future."

MAJ Burt D. Moore is a member of the 63d Regional Support Command (RSC) headquartered in Southern California. He is presently serving as the Division Support Command/G4 Support Operations Officer, 1st Cavalry Division (Forward), Tuzla-Main, Bosnia-Herzegovina. He has an associate of arts degree in social science from Los Angeles Community College, a bachelor of arts degree in criminal justice from the University of South Florida, a doctor of jurisprudence degree from Stetson Law School, and a master's degree in public administration from Century University. He received a Reserve Officers' Training Corps commission in 1983. He is a graduate of Airborne School, Military Police Officer Basic and Advanced Courses, Quartermaster Officer Advanced Course, Transportation Officer Advanced Course, Transportation Officer Branch Qualification Course, Combined Arms and Services Staff School, and the Associate Logistics Executive Development Course. Designated a 90A (Multifunctional Logistics Officer), MAJ Moore is a civil rights attorney in San Diego, California.

Direct Internet Addresses

- 23d Quartermaster Brigade: <http://www.lee.army.mil/quartermaster/23rdbde>
- 49th Quartermaster Group: <http://www.lee.army.mil/quartermaster/49thgrp>
- NCO Academy: <http://www.lee.army.mil/quartermaster/nco>
- Aerial Delivery and Field Services: <http://www.lee.army.mil/quartermaster/adfsd>
- Army Center of Excellence, Subsistence: <http://www.lee.army.mil/quartermaster/aces>
- Logistics Training: <http://www.lee.army.mil/quartermaster/ltd>
- Mortuary Affairs Center: <http://www.lee.army.mil/quartermaster/mortuary>
- Petroleum and Water: <http://www.lee.army.mil/quartermaster/pwd>
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Quartermaster Accidents Stay the Same

Micahel L. Davis

In the past few years, the Quartermaster Corps - like the rest of the Army - has had a major reduction in reported accidents. However, the number of reported accidents is fewer, but the types of accidents remain the same. Here are examples of typical Quartermaster accidents:

Privately Owned Vehicle (POV) - A soldier driving at a high rate of speed lost control of the car. When his car left the road and struck a tree, the driver died upon impact. The driver had been drinking and was not wearing a seat belt.

Army Motor Vehicle (AMV) - A soldier who was not following safety rules for winter conditions lost control of an AMV moving down an icy road. With limited visibility, the soldier was driving too fast for the road conditions. The AMV left the road, rolled over and finally came to rest on its wheels. The driver received minor injuries, and the AMV had major damage.

Sports - A soldier playing basketball as part of the unit's physical fitness training program severely damaged a leg tendon and muscle when injured by another player. The injured soldier required several days on quarters and light duty for several months.

Material Handling - A soldier injured his hand when the back of a trailer struck it. Later, he injured his hand again when a tailgate was dropped on it while moving supplies.

Combat Soldiering - While lifting a camouflage net over a piece of equipment, a soldier caught the netting on the equipment. The soldier was pulled up from the top the equipment and injured his back.

These examples are typical of Quartermaster Corps accidents. A soldier not following standards caused almost every one. Also, a lack of supervision is a significant factor in many of these accidents. Commanders must distribute safety information and enforce standards.

One major bright spot: Most Quartermaster accidents are not job related, but occur during common tasks and skills all soldiers must perform. Although the Quartermaster Corps has fewer reported accidents, strong evidence indicates that many accidents are not officially recorded.

A soldier who seriously injured his leg while riding his motorcycle had two operations to help repair the damage. No report was made.

A soldier who injured his hip during physical training while running was placed on quarters. No report was made.

An explosive simulator injured a soldier during a training exercise. No report was made.

All unreported accidents rob the Army and military personnel of a valuable tool to learn from problem areas. **EVERYONE NEEDS TO DO THE RIGHT THING and FILE ACCIDENT REPORTS!** Integrating safety into operations, rather than treating safety as an "add-on," enforces standards. This makes safety inherent in any operation.

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



CAREER NEWS

ACS and TWI for the Quartermaster Petroleum Officer

The Quartermaster Corps has many positions throughout the Army for officers wishing to attend fully funded graduate school. Several programs exist in the Advanced Civil Schooling (ACS) system. One in particular that few have pursued is an advanced degree in petroleum engineering/management. A master's degree in this field will result in a choice of many career-enhancing, follow-on assignments. Currently, however, the Quartermaster Corps has no one attending graduate school or applying for a graduate program in a petroleum field.

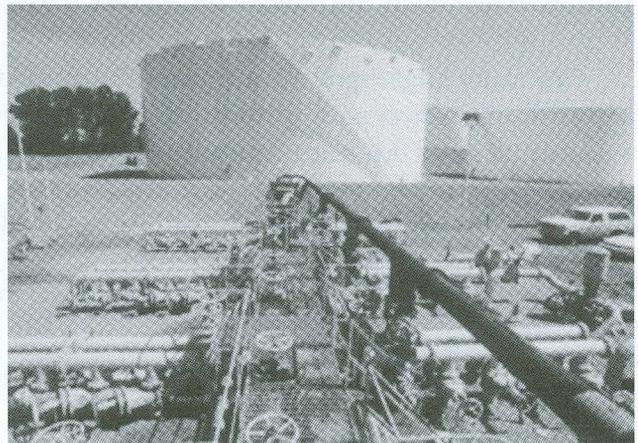
Another outstanding opportunity for active duty petroleum officers is the Training With Industry (TWI) program. Each year the Quartermaster Corps sends three petroleum officers to work with the Sun Oil Company, Inc. (SUNOCO), MOBIL and EXXON. While participating in TWI, officers learn the latest petroleum technology and management. Upon completing the TWI program, officers apply this knowledge to one of the Army's many petroleum positions worldwide.

Quartermaster officers interested in attending ACS or TWI should review AR 621-1 (General Officer Position Description). Normally, an interested officer begins preparing for the ACS or TWI program while in a branch-qualifying company command. After completing a successful command and meeting the requirements of AR 621-1, the officer may participate in ACS or TWI. The US Total Army Personnel Command (PERSCOM) has the ACS application procedures on its web site at <http://www-perscom.army.mil/OPps/acs.htm>.

Units hoping to receive either an ACS or TWI officer must have authorized positions coded for utilization. The program that drives the requirement for ACS and TWI officers is the Army Education Requirements System (AERS). AR 621-108 governs the AERS and provides the process for Army units to code their positions for an ACS or TWI officer. Units wishing to submit additions, deletions or changes as part of the AERS program should contact MAJ Yoder at DSN 687-1245 or (804) 734-1245 or E-mail to yoderm@lee.army.mil.

TWI at Sun Company, Inc. - Diversity Into the Next Millennium *CPT Charles Demery*

As the latest of 24 career Quartermaster officers in Training With Industry (TWI) at Sun Company, Inc., since 1975, I have been obtaining some of the world's most invaluable petroleum experience with Sun. Through the TWI program, military personnel spend one year with a corporation to acquire hands-on training. For many years, Sun was the only petroleum-based corporation participating in the Army's TWI program, but that has changed. Other petroleum giants, EXXON and MOBIL, are now participants in TWI also.



Sun Company, Inc., has headquarters in Philadelphia, PA. One of the largest independent US refiner-marketers, Sun owns and operates five domestic refineries that process crude oil into an extensive line of products ranging from fuels and lubricants to petrochemicals. These products are sold to wholesale, commercial, military and industrial customers. Sun's wholesale and distribution systems use terminals, pipelines and tank trucks. Retail sales of gasoline, primarily under the "SUNOCO" logo, are sold through service station outlets and automotive centers operated by independent dealers.

After a two-week orientation with Sun, I began training with the marine chartering division. I was introduced to marine operations, transportation, economics, logistics operations, shipping of lubrication oils through international sales, and vessel operations.

Then I trained at Sun's Philadelphia Refinery. I was exposed to shipping and transfer operations and the full spectrum of refinery operations, from crude oil processing to the manufacture of various fuels, chemicals and lubricants. I also visited the refinery's Quality Assurance (QA) Laboratory to both observe and perform different QA tests to ensure that products meet specifications.

During refinery training, I was assigned a project to help reduce costs associated with "demurrage." Sun once owned a fleet of vessels but sold them a few years ago. After this sale, Sun began chartering vessels to transport various products. Vessels are chartered under time contracts, which means that Sun has an allotted time to load or discharge the vessels. Time that exceeds the prescribed time in the contract is called "demurrage." My project's goal was to identify ways to reduce time for loading and discharging vessels.

After the refinery training, I will go to the pipeline division. I will study scheduling and dispatching procedures, pipeline protection systems, pump station operation and maintenance, terminal operations, budgeting, and computerized pipeline applications.

Other training areas at Sun will include supply and distribution management for crude oils, fuels, lubricants and petrochemicals; business planning and economics; materials management; health and environmental safety; and government relations.

Quartermaster officers in TWI incur a three-year obligation to the Army after the TWI assignment. These three years are structured for the Army to best benefit from the officer's TWI training. After TWI, my next assignment will be at the Army's Defense Fuel Region, Europe.

The TWI assignments give Quartermasters experience with the latest state-of-the-art technology, breakthroughs, and managerial skills. TWI participants form a valuable link between the petroleum industry and the Army. Firsthand industrial knowledge provides vital information in an evolving petroleum arena. As the mission requirements faced by Quartermaster petroleum officers become more complex, the value of hands-on experience at industrial sources of petroleum supply is essential. The diversity and experience gained through the TWI program allows the Army to move into the next millennium better equipped with the knowledge to ensure continued success.

CPT Charles Demery is a Quartermaster officer who began participating in Training With Industry in September 1998 at Sun Company, Inc., Philadelphia, Pennsylvania.

Give me a "W." Give me an "A." Give me an "L...."

A Quartermaster's TWI Experience at Wal-Mart

CPT Mary E. Abrams

We hear it every morning in the Army when units fall out for physical training and throughout the day: soldiers sounding off with the unit motto. Who would expect to hear such a cheer in corporate America?

At Wal-Mart Stores, Inc., though, I learned to expect the unexpected. However, one thing to count on is an outstanding Training With Industry (TWI) experience that allows participants to learn and grow as logisticians.

The TWI program exposes branch-qualified Quartermaster captains to industry practices in many fields. During the one-year TWI assignment, the Quartermaster learns how the industry operates, identifying the best practices for potential military application. While in TWI, an officer also shares leadership, logistics expertise and military



experiences with industry personnel. This results in a mutually beneficial relationship. Upon completing the TWI tour, the Quartermaster officer is assigned a military position to best apply newly acquired knowledge.

The Quartermaster Corps has had a 10-year TWI partnership with Wal-Mart. The TWI officer works in Wal-Mart's Division 7, Logistics, for training and participation in distribution projects. For about seven weeks, the officer receives a basic overview of logistics operations from the warehouse to the corporate level. Then Wal-Mart incorporates the officer into the organization to work on projects that allow a deeper understanding of the specific functional areas within Wal-Mart's logistics division.

During the first month of training, the officer works side-by-side with Wal-Mart associates, learning the operations within a distribution center. Training covers every area of the warehouse: receiving, several types of order filling, shipping, quality assurance, quality control, loss prevention, maintenance and data processing operations.

Warehouse Operations

A TWI officer then visits the various other types of distribution centers within the Wal-Mart network, including grocery, pharmacy and returns, as well as Sam's Club and jewelry warehouses. The TWI officer works with representatives within Wal-Mart transportation to learn how freight gets to and from more than 40 distribution centers, about 2,400 stores and 450 Sam's Clubs throughout the United States, plus 700 international units. Finally, members of warehouse administration brief on how they manage such a huge operation.

After this basic orientation and overview, the officer can work on projects in several areas within Wal-Mart's logistics division, including supply chain management (Velocity Management in the Army), logistics engineering and other areas of warehouse administration.

Other training opportunities with Wal-Mart occur throughout the Quartermaster's tour of duty. These include the time management class "What Matters Most," the instruction on "The Seven Habits of Highly Effective People," distribution training seminars and other courses. The University of Arkansas in nearby Fayetteville also offers graduate-level classes in transportation and logistics management in the evening.

Three Basic Beliefs

Wal-Mart's success has been built on simple principles with direct application to the military. These basic concepts would help ensure success for any logistician on the Army or the corporate battlefield. Within Wal-Mart, the following are known as the Three Basic Beliefs:

- ▶ **Respect for the Individual.** The recognition that everyone has something to contribute and that those combined contributions and teamwork are necessary for continued success.
- ▶ **Service to Our Customers.** "Satisfaction Guaranteed," providing quality merchandise while providing superior customer service and listening to customers.
- ▶ **Striving for Excellence.** Be the best at what you do.

Wal-Mart's adherence to these beliefs, willingness to change and use of current technology allow the business to adjust quickly to market conditions and consumer demand.

TWI is a rewarding experience offering opportunities to develop logistics and leadership acumen. While the current program with Wal-Mart is open only to branch-qualified Quartermaster captains, logistics warrant officer and officer TWI positions are available with other corporations. Contact your assignment officer for information on the selection process.

CPT Mary E. Abrams is a Quartermaster who is Training With Industry at Wal-Mart Stores, Inc.

Professional Development

As the Army continues to draw down, we at the Quartermaster Branch, US Total Army Personnel Command (PERSCOM) will update Quartermasters about some new changes, developments and trends in the assignment and professional development areas. **For more information about officer and noncommissioned officer issues, access the Quartermaster Home Page by typing <http://www.lee.army.mil/quartermaster> and then look up the appropriate Quartermaster Branch Newsletter from PERSCOM.** To help enlisted soldiers keep track of PERSCOM's new communication tools, the Enlisted Personnel Management Directorate distributed a wallet-sized information card that lists a soldier's career manager's telephone number, E-mail address, FAX number, and telephone Interactive Voice Response System (IVRS) instructions and phone number. Enlisted soldiers can get their pocket cards at their servicing personnel center.

Assignments Online

LTC Robert T. Cheshire, Lieutenant Colonels Assignment Desk

cheshirr@hoffman.army.mil

Just a quick note from my foxhole about assignments and PERSCOM's ability to place them online. I have received a lot of feedback from the field that indicates you appreciate seeing assignment opportunities posted on the Quartermaster web page. We try to update the assignment list twice a month. This is simpler than it sounds. We are breaking ground with the web page administrators and the process is slowly becoming less cumbersome. Hopefully, this system helps identify the variety of assignment opportunities that are available to officers. That is our intent.

Please understand that while assignments will be posted on the computer Internet, not every assignment is available for every officer. For reasons of professional development, equitable distribution, tour equity and fairness to the total population of officers that PERSCOM manages, your assignment officer may only be able to offer certain assignments to a given officer. Our goal is to assist you in managing your career while meeting Army requirements. Hopefully this tool will help us help you.

We welcome your comments as we continue to refine the assignment information that we post on the Internet. If you have suggestions or recommendations, please give us your feedback. This is a growth industry for us, and we are trying to improve our product for you while adhering to the evolving regulatory guidance surrounding Internet information restrictions.

Command and Staff College Options

MAJ Lawrence Wilkerson, Majors Assignment Desk

wilkersl@hoffman.army.mil

One of the most common questions that I receive concerns the completion of Command and Staff College (CSC). What are the options to become qualified at Military Education Level-4 (MEL-4)? Under what I call the "Major's Life-Cycle Management Model," you must start early to allow yourself time to complete the nonresident course if you are not selected for resident attendance at CSC. It is critical that every officer completes the requirements for MEL-4 training before entering the primary zone for lieutenant colonel. You are not considered branch-qualified without being qualified as a MEL-4 officer. Three methods are available to you for obtaining MEL-4 credit:

Resident Attendance. Officers are selected for the resident course by a Department of the Army (DA) selection board. The *Quartermaster Professional Development Guide* details the selection process. Most officers are selected to attend the US Army Command and General Staff College at Fort Leavenworth, KS. However, each year, usually one or more Quartermaster officers are selected to attend each of the sister services colleges (Navy, Marine or Air Force command and staff colleges).

Quartermaster officers have the opportunity to compete for foreign service school attendance in countries such as Australia, France and Germany. These are MEL-4 producing schools and are great assignments for the

right officers. Also, Quartermaster Branch normally receives an allocation for an officer to attend the School of the Americas at Fort Benning, GA. However, this officer must be able to read, speak and write Spanish with a level-two proficiency. The Armed Forces Staff College is no longer a MEL-4 producing school.

US Army Reserve (USAR) Course. The USAR schools conduct CSC classes at more than 350 locations around the world with the School of Corresponding Studies. Classes are conducted in small groups of 15-20 students per instructor. An advantage is the interaction and information shared among students that can enhance both Reserve and Active Component training value.

Correspondence Course. The CSC correspondence course is divided into four phases, each phase composed of several subcourses. The officer must complete the entire course within 48 consecutive months. However, the correspondence course can easily be completed in 24 months. The advantage of the correspondence course is that the officer can make the course fit his schedule and time constraints from a location most convenient to the officer.

Under the "Major's Life-Cycle Management Model," it is vital to plan the completion of the MEL-4 requirement through resident attendance at CSC, a USAR course or correspondence course. If you do not believe you will be selected for resident attendance to CSC, I strongly recommend that you enroll in the correspondence course as early as possible. As competition grows for the tough, branch-qualifying jobs, MEL-4 qualification takes on greater significance.

If you have any questions about CSC options, please feel free to contact me at Quartermaster Branch by E-mail or voice mail. I continue to look forward to working with - and for - you.

Preparing Your File for the Upcoming Major Army Promotion Board

*CPT Dianne M. Del Rosso, Branch-Qualified Captains Assignment Desk
delrossd@hoffman.army.mil*

The Major Army Promotion Board is scheduled for 20 Apr 99-21 May 99. Tentative, these dates are for planning purposes only. PERSCOM publishes the exact dates in the official message before each board.

Tips To Prepare Your File

- ✓ Request a copy of your microfiche at least six months before a board through a written request addressed to ATTN: TAPC-PDI-S. FAX your written request to DSN 221-5204. Any document you cannot read and want "reshot" to your microfiche should be annotated on the written request. Include your full name, social security number, mailing address and signature on the request.
- ✓ Make sure your DA photograph is in your current grade and no more than five years old. Ask the most meticulous NCO (with a lot of enlisted board experience) to look at your uniform to ensure the spacing of awards, badges and brass meets AR 670-1 guidance. Your microfiche should include all documentation of authorized unit citations or badges. Remember to remove distinct unit flashes or ovals under airborne or air assault wings, unit braids, leadership tabs and general staff brass before the day of the photograph.
- ✓ Ensure the accuracy of your Officer Record Brief (ORB). Not always the easiest task, getting your ORB to read the way you want and having all the right entries seem very time-consuming. However, ORB accuracy is very important. Work with your local military personnel office or adjutant to see that your ORB is accurate. Remember to include all deployments in support of any Army operation even if your rater or senior rater includes these deployments in an Officer Evaluation Report.
- ✓ Ensure you take a physical every five years and update the new information on your ORB. If you have trouble entering this, FAX a copy of your Army physical to Quartermaster Branch at DSN 221-8025.

Board Review Key Numbers at PERSCOM:

Microfiche Request (703) 325-5204 (FAX)
 DSN 221-5204

Quartermaster Branch (703) 325-8025 (FAX)
 DSN 221-8025

CPT Del Rosso (703) 325-5268
 DSN 221-5268

Frances Scott (703) 325-8123
 DSN 221-8123

Where can I send my photo, signed ORB or other correspondence?

US Total Army Personnel Command
 TAPC-OPG-Q
 ATTN: CPT Del Rosso or Ms. Scott
 200 Stovall Street
 Alexandria, VA 22332-0416

Combined Arms and Services Staff School (CAS3)

If you have not attended CAS3 because of the timing of your permanent change of station (PCS) moves, operational deployments, unit operational tempo or family needs, please let your assignment officer know. If you are going before the Command and General Staff College (CGSC) board in FY99 and have not attended CAS3, please call as soon as possible so we can work together to get you into a slot.

In other cases, your ORB may not be updated to show PERSCOM that you have completed CAS3. Update your ORB if you have completed CAS3.

Please understand that there are officers who have not had the opportunity to attend from year groups 1988-1994. We are trying to schedule officers based on their year groups and timing of PCS moves, given a very few slots per class. Also, the priority for seats goes to the officers graduating from advanced course who are attending in a temporary duty (TDY) and return status. Bottom line: Allow us to help you with scheduling CAS3. We will try our best to schedule the course when it meets your timeline based on your year group.

CAS3 Classes for FY99:

Class	Start Date	End Date
99-3	23 Feb	7 Apr
99-4	12 Apr	25 May
99-5	1 Jun	15 Jul
99-6	1 Aug	10 Sep
99-7	13 Sep	27 Oct

Alternatives to the Resident CAS3 Course

The Reserve Component's CAS3 course offered through the Total Army School System (TASS) is an alternative to the resident six-week course. There are two options under this Reserve version, RC-CAS3. The first is an "eight-by-two" course where an officer attends class one weekend a month for eight months, ending with a two-week TDY course during the summer. Enrollment normally begins in the first quarter of the fiscal year. The second option is a "two-by-two" course where an officer attends classes for two periods of two

weeks at a time. Interested officers may contact me for points of contact within the seven-region TASS areas. To enroll, please FAX me a completed DA Form 4187 with appropriate course dates and schedules. I will make sure you are enrolled where seats are available.

I am enjoying my time as your branch-qualified captains assignment officer and look forward to working with you in the future. Please do not hesitate to contact me if you have any questions or need assistance.

Board Scrub Process

CPT Benny L. Starks Jr., Future Readiness Officer
starksb@hoffman.army.mil

The "Board Season" is upon us. The DA Secretariat will conduct many promotions and command boards in the Army competitive category for combat service support officers this year. Before each board, your PERSCOM team "scrubs" the files of all eligible officers. If you are being considered for a board, you should anticipate a letter from branch 30-60 days before the board convenes. This letter and the DA MILPER message established for every board provide the pertinent information for each board.

The scrub process begins with a determination of eligible officers. Most boards consider every officer within a certain "window" (normally date of rank). However, in certain boards (command selection boards), officers have the option to decline consideration. Quartermaster Branch is responsible for ensuring that the correct officers are considered for the board, so please check your date of rank entry on your ORB whenever you review it.

The board file preparation process really consists of reviewing three major areas: your photograph, ORB and microfiche. Each element is equally important. PERSCOM takes time with each so that you are presented in the best possible light.

There are three levels of redundancy in the process of preparing your file. The individual officer performs the most detailed review. Review your ORB annually and before each board. Work with your personnel service battalion to make any necessary changes. The ORB sent before the board should have your signature and date reviewed at the bottom of the form attesting to your verification of that document. Check your photograph to make sure it is current and accurately reflects your awards and decorations. Have a mentor or trusted colleague take a critical look at your photograph also. You would be surprised at some of the photographs we have on file. Lastly, officers should routinely inspect their microfiche (especially before a board) to ensure it contains all evaluations and commendatory data.

The Quartermaster Branch team also scrubs your file as preparation for boards and as part of routine file maintenance. Our intent is the same as yours: to verify the accuracy of the ORB, photograph and microfiche. We normally have a two-week window to review all files for the board and provide changes to the DA Secretariat. It is a busy time. Anything you can do to prepare your file before that scrub is time well-invested. The board recorder from the DA Secretariat's Office conducts the final check in the process. This final scrub is much broader in scope than the other two. The recorder verifies that all files are complete.

If any deficiencies are noted throughout the board scrub process that PERSCOM cannot correct on the spot, such as no photograph or missing documents, we make every attempt to contact the individual officer. Please make sure your address, telephone number and E-mail address are current.

Our goal is to ensure that every officer's file placed before a selection board is current, complete and an accurate reflection of the soldier's record of achievement. Your attention to your file will ensure that you are putting your best foot forward.

As always, if you have any questions or we can help in any way, please contact your assignment officer/technician or me.

Mail correspondence to the following address:

US Total Army Personnel Command
TAPC-OPG-Q Room 6S19
ATTN: _____
200 Stovall Street
Alexandria, VA 22332-0416

Noncommissioned Officer Branch Chief Notes

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

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

Monthly NCO Assignments Increase

During the past several months, monthly assignments have increased from the 1,250 average. In fact, during October 1998, we made more than 2,000 assignments. Several factors contribute to the increase. Deployments, lower inventory of Quartermaster soldiers and readiness improvement initiatives are some examples. Our goal is to ensure that soldiers have ample time to prepare for their new assignments.

More than 80 per cent of Quartermasters with a new assignment have 150 days or more to prepare. Because of the Army's needs, some soldiers always will receive less than a 150-day notification. We work hard to avoid this. If you are a soldier receiving an assignment or a soldier 8-12 months away from a new assignment, work with your chain of command, local Personnel Service Center (PSC) and PERSCOM to ensure a balance between your preferences and the Army's needs. The local PSCs, the resident field experts for personnel actions, should be involved as an important first source of information.

Electronic Mail an Alternative to the Telephone

The Army has about 46,000 Quartermaster soldiers in the Active Component. Each PERSCOM assignment manager has two phone lines that ring on the desk. Many times, the assignment managers are working a difficult issue with one soldier and are unable to answer the other telephone line, or both lines are busy for a long time. If you have difficulties, please remember that you can now send electronic mail directly to your specific assignment managers and professional development NCOs. Just click on their underlined names on the computer screen once you enter *PERSCOM Online*. E-mail is a great alternative to the telephone. Make sure to include your name, social security number, phone number and E-mail address in the body of your note in case we need to communicate with you.

Chain of Command Involvement

However, E-mail is not a substitute for personnel actions that require chain of command involvement. In some cases, the assignment manager will require you to follow-up an E-mail discussion with a DA Form 4187. This ensures your chain of command fully supports your request.

Our *PERSCOM Online* newsletter is a good source of information. We recently established direct web linkages to and from the Quartermaster Home Page at <http://www.lee.army.mil/quartermaster> for your convenience.

As always, we take our work very seriously. I want you all to understand our true measure of success is the daily contribution we make to your career satisfaction.

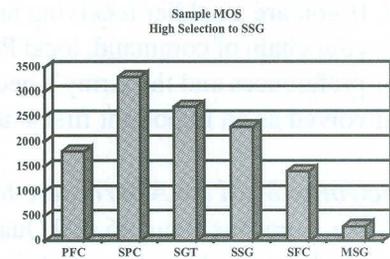
NCO Selection and Promotion Within the Quartermaster Corps
CPT Jennifer C. Chronis, Deputy Branch Chief, Enlisted Personnel Management
chronisj@hoffman.army.mil

We all strive for success in our careers, with success quite often defined as our ability to be promoted continually. To maximize opportunities for promotion, each soldier must understand both the process itself and individual responsibilities. Questions about the promotion process often focus on what procedures determine the number of selections and how individual files are evaluated. In this article, I will explain some of the logic used for selection rates and discuss some items necessary to prepare your file for a promotion board.

To many soldiers, the promotion process seems mysterious and cloudy, often shortchanging military occupational specialties (MOSSs) and year groups within MOSSs. This perception is quite far from reality. Detailed analysis is completed before each board convenes. The Quartermaster Branch submits recommendations for selection rates based on the number of positions that PERSCOM predicts will be vacant by the next year. In other words, we try to determine how many soldiers the Army will need in each MOS for the following year in a particular grade. Selection rates for the ranks of SFC and MSG vary widely from MOS to MOS. These differences are not due to selection bias but rather to individual MOS structure.

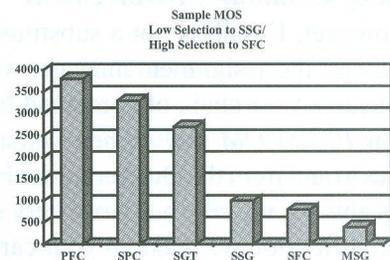
Each MOS's structure is unique, and this structure represents the proportion of grades to each other within the MOS. The old standard grade and distribution matrix outlined the preferred structure for any MOS (based on a mathematical formula). The implementation of the Change in NCO Structure (CINCOS) reshaped all MOSSs to reflect the proponent-authorized posture for field units. The basis for this concept is assigning the proper number of PFCs to SGTs, the proper number of SGTs to SSGs, and so on throughout the grades.

Because of field requirements, each MOS has a grade band variation. For example, each unit in the Army is authorized a supply sergeant. However, most units only have one or two supply clerks. This places the supply sergeant in positions where he normally supervises only a handful of personnel from his MOS. However, in an Infantry unit, a SSG is usually in charge of many skill level 1 (SL1) soldiers and a number of SGTs of the same MOS. Therefore, the Army authorizes a greater number of SL1 soldiers throughout the Army for an Infantry SSG. This change in the mix of NCO to SL1 soldiers changes the balance of an MOS and creates differing promotion opportunities for each MOS. The following charts best illustrate this concept. These charts represent two sample MOSSs, each with uniquely different grade distributions. The bars of the chart represent the level of authorizations (number of positions in the field for the MOS by grade).



In the case of the sample MOS with high selection to SSG, almost as many SSG positions are authorized as there are SGT positions. In this type of MOS, promotion to SSG will be competitive but will provide a solid and realistic opportunity for promoting a SGT to SSG. The promotion progression to SFC in this MOS becomes much more competitive, however, because of fewer authorized SFC positions compared to SSG positions.

The second sample MOS with a low selection to SSG and high selection to SFC presents an entirely different structure. In this MOS, authorizations in the field are notably different at each rank. Notice in this sample MOS that the authorizations for SSG are much lower than those for SGT. In this case, progression from SGT to SSG is reserved for the most competitive soldiers. However, once a soldier makes SSG in this MOS, his progression to SFC will be easier, with nearly as many SFC positions as SSG positions. An MOS structure of this type creates an above average opportunity for SSGs to make SFC during their careers.



As you can see from these two examples, each MOS varies greatly from grade to grade. However, the structure of each MOS presents a clear picture of promotion opportunities as each soldier progresses from one rank to the next. For Quartermaster MOSs, promotion opportunity through the ranks tends to balance out across time over the career of each soldier. Regardless of the structure of your MOS, the most important thing you can do is continuously make yourself as competitive as possible.

The next two charts show the selection rates for Quartermaster and Chemical soldiers in the grades of SSG and SFC during the past few years. Although the MOSs have some fluctuation from earlier years, promotion rates have become more stable. Also, the standing promotion lists that were out for two to three years have been eliminated.

SFC PROMOTIONS												
	54B		77F		77L		77W		43M		57E	
	# SEL	% SEL	# SEL	% SEL								
95	75	10%	20	15%	2	22%	36	88%	2	17%	20	57%
96	83	11%	48	24%	1	10%	16	32%	2	22%	6	15%
97	35	6%	81	31%	5	46%	10	32%	2	18%	10	31%
98	141	18%	80	30%	1	10%	2	6%	1	13%	1	2%
	92A		92G		92M		92R		92Y		ARMY TOTAL	
	# SEL	% SEL	# SEL	% SEL								
95	77	22%	118	27%	2	4%	34	65%	246	14%	4,151	13%
96	94	32%	78	15%	1	2%	9	18%	107	7%	3,730	11%
97	250	83%	99	23%	11	16%	17	21%	114	8%	6,135	19%
98	158	50%	124	23%	6	11%	2	2%	306	19%	8,559	26%

MSG PROMOTIONS												
	54B		77F		77L		77W		43M		57E	
	# SEL	% SEL	# SEL	% SEL								
95	21	5%	31	27%	4	29%	6	21%	0	0%	4	20%
96	29	7%	7	6%	2	29%	6	14%	0	0%	2	8%
97	50	12%	16	13%	0	0%	3	11%	0	0%	2	7%
98	37	10%	26	21%	1	20%	0	0%	0	0%	4	17%
	92A		92G		92M		92R		92Y		ARMY TOTAL	
	# SEL	% SEL	# SEL	% SEL								
95	68	25%	35	6%	2	8%	9	17%	141	19%	3,473	19%
96	77	33%	49	9%	2	10%	8	12%	71	11%	1,352	8%
97	133	48%	53	10%	2	14%	2	3%	69	11%	2,511	14%
98	120	51%	43	9%	5	39%	7	14%	82	13%	2,504	16%

Remaining Competitive

Paramount to remaining competitive is a soldier's responsibility to keep personal records updated. This translates to developing a "pack rat" mentality when you receive ANY administrative data about your military career or civilian education. The Enlisted Records and Evaluation Center in Indiana is the official agency responsible for the maintenance of soldiers' records. Typically, if some of your administrative data is not on your microfiche, then no immediate record of the action exists. There are different steps to research every item that may have been erroneously omitted from your file - too many to discuss in this forum. The best defense: maintain your own file for all personal actions in case school completion data, awards or other actions disappear from your professional record.

Other critical tasks include maintaining a current photograph and updating official documents. All photographs should now be in the standard, digitized format of most facilities. Your photograph should remain current, especially before a board. Include a current 2A and 2-1 with all updates entered through the Standard Installation/Division Personnel System (SIDPERS). Do not make pen and ink changes unless absolutely necessary. A professional-looking file is a good first impression for members of a promotion board. Conversely, a sloppy file sends a signal to the board that the soldier is not concerned with attention to detail, even in regard to his own career.

Improving Promotion Potential

Finally, some file enhancements will improve your promotion potential. While there is no magic job to guarantee promotion to the next rank, some Army jobs do enhance your file. Jobs such as drill sergeant, recruiter, and Active Component/Reserve Component (AC/RC) positions are unique and challenging assignments that will boost your file. These critical jobs always have significant competition. Many outstanding NCOs will miss promotion opportunities because their files lack the diversity that these jobs provide.

As always, NCOs must perform any jobs to the best of their abilities to be competitive. However, when an NCO demonstrates the ability to successfully perform well outside the scope of his normal career field, promotion board members are immediately in tune to the NCO's adaptability and flexibility. Prerequisites for these positions are tough and limit selection to the very best. After all, Quartermasters want to present our best when selling or teaching the Army philosophy to new recruits and when assisting our partners in the Army National Guard and US Army Reserve.

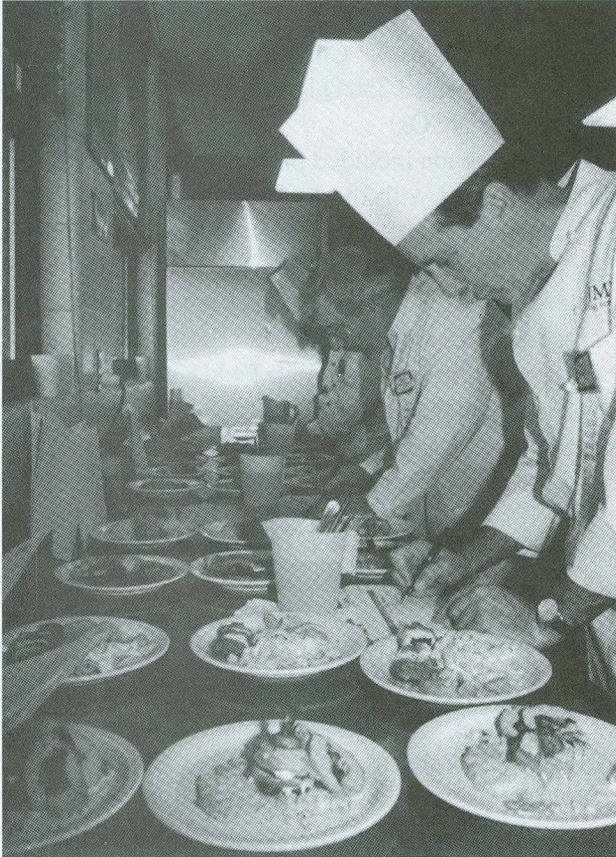
In this article, two MOSs were used as examples. During site visits by PERSCOM to your installations, all MOSs and their respective promotion potential are discussed in detail. Take advantage of these visits when the PERSCOM team visits your installation.

Also, I am always available on E-mail for questions about promotions based on the structure of your MOS. For review of your personal record, call your professional development NCO here at the Quartermaster Branch for an assessment of your promotion potential based on your professional military file.

317 Warrant Officers Attend Second Quartermaster Conference

A total of 317 Warrant Officers attended the various phases of the second annual Quartermaster Warrant Officer Conference, February 1-5, at Fort Lee, VA. A series of briefings on a variety of subjects updated attendees with the latest Quartermaster news. These briefings included Force XXI and Army After Next - both very high visibility subjects.

Attendees divided into five work groups trying to resolve issues such as double slotting/positioning, education system, recruiting, mentorship and Warrant Officer Relevance in Force XXI. Some excellent proposals came out of the groups. The highlight of the week was the State of the Corps briefing by Major General James M. Wright, which fired up everyone for the week at the Home of the Corps.



Contest judges score main dish entries in the Chef-of-the-Year competition.

1999 Culinary Arts Competition

Installation of the Year honors went to Fort Drum, NY, at the 24th Annual US Army Culinary Awards Competition hosted by the Army Center of Excellence, Subsistence, US Army Quartermaster Center and School, 8-9 Mar 99, at Fort Lee, VA. Second place went to Fort Campbell, KY, which also won second place in field cooking competition. Fort Sill, OK, took third place for Installation of the Year.

A total of 31 gold medals, 45 silver medals, 85 bronze medals and five special awards were given to more than a dozen Army and Marine Corps teams in this worldwide competition. The team members compete together and separately in the different categories for gold, silver, bronze medals.

The 1999 Army Chef of the Year is SSG Marlene Ortiz from the Military District of Washington. SSG Steven Magnin from Fort Leavenworth, KS, was the runner-up. Each competitor had to prepare a three-course meal from a basket of ingredients.

SPC Nguyen N. Hang-Nga from Fort Story, VA, is the 1999 Junior Chef of the Year in live cookery competition. SPC Matthew J. Nord from Fort Hood, TX, was the runner-up for Junior Chef of the Year.

In field cooking, the team from Fort Stewart, GA, won first place. Winning third place was US Army Europe. Teams of four had to plan, prepare and serve a meal out of the mobile kitchen trailer for 50 people.

Individuals won trophies in five categories of the static competition. SFC Mark Warren from Fort Bragg, NC, had the best exhibit of prepared food. CW2 Travis Smith had the best exhibit in Category A (Cooking) and SPC Michael L. Huff in Category B (Cooking). Both are from Fort Drum. SFC Mark Warren from Fort Bragg won in Category C (Confectionery). SFC Michael Riles from Fort Sill had the best Culinary Showpiece to win Category D.

Judges for the static competition were eminent civilian national and international chefs. This Culinary Arts Competition at the Home of the Quartermaster Corps is in its seventh year of sanctioning by the American Culinary Federation. Fort Lee is the home of all Army and Marine training for installation dining facilities and for field environments.

Philip A. Connelly Awards Presented to 1999 Winners

The 10 winners and runners-up in the 1999 Philip A. Connelly Program were recognized at the annual Connelly Award Ceremony, 11-14 March, in San Diego, CA. The Department of the Army and the International Food Service Executives Association (IFSEA) cosponsor this professional competition strictly for soldiers in the field.

Named after a former IFSEA president, the Philip A. Connelly Awards began in 1968 to recognize

1999 Philip A. Connelly Awards		
Category	Unit	Location
Small Garrison Winner	HHC 20th ASG	Taegu, Korea
Small Garrison Runner-up	172d Infantry Bde (Separate)	Fort Wainwright, Alaska
Large Garrison Winner	528th Special Ops Bn	Fort Bragg, North Carolina
Large Garrison Runner-up	1/63d Armor Regiment	Vilseck, Germany
Active Army Field Winner	HHC 29th Signal Bn	Fort Lewis, Washington
Active Army Field Runner-up	HHC 2d Bde, 1st Infantry Div	Scweinfurt, Germany
Army Reserve Winner	HHC 372d Engineer Group	Des Moines, Iowa
Army Reserve Runner-up	352d Combat Support Hospital	Oakland, California
National Guard Winner	HHC 1/114th FA Bn	Greenwood, Mississippi
National Guard Runner-up	111th Engineer Group	St. Albans, West Virginia

outstanding Army food service on the job. The two-fold goal is to stimulate excellence in preparing and serving food to soldiers and to provide added incentive for improving food service operations through unit recognition. Evaluators from IFSEA and the Army Center for Excellence, Subsistence (ACES) at the US Army Quartermaster Center and School travel around the world to judge Food Service Specialists at work during dining facility and field kitchen operations. Active Army, US Army Reserve (USAR) and Army National Guard (ARNG) units receive the awards rather than teams or individuals in five categories.

For the year 2000, ACES must receive finalist nominations and packets for the USAR and ARNG units by July 1 and for the Active Army by August 1. The Department of the Army phase of the evaluation begins in September for USAR and ARNG units and in October for Active Army units. For more information on how to participate, access the ACES web page at <http://www.lee.army.mil/quartermaster/aces/future.html> or telephone MSG Raymond Arnold, SFC Terence Smith or Joy Oliver at (804) 734-3929/3790 or E-mail to these ACES representatives at arnoldr@lee.army.mil, smitht1@lee.army.mil, or oliverj@lee.army.mil.

RC Food Service Training Follows Awards in San Diego

The Reserve Component Food Service Office, Army Center of Excellence, Subsistence (ACES) hosted a workshop for the senior food service leadership of the US Army Reserve and the Army National Guard, March 14-18, in San Diego, CA, after the annual Philip A. Connelly Awards. The ACES planners expected 250 Quartermaster warrant officers and senior NCOs.

The agenda included presentations by the ACES staff involved with the RC portion of the Philip A. Connelly Program, FM 10-23 and FM 10-23-2 updates, FS 2000 demonstrations and the status of AR 30-XX. The US Army Soldier Systems Center – Natick, part of the new US Army Soldier and Biological Chemical Command, displayed a Mobile Field Kitchen-Improved that included the Modern Burner Units and other items coming to the field.

Quartermaster Class I Initiative At Exercise Roving Sands

The staff of the Army Center of Excellence, Subsistence (ACES) is excited about the upcoming Joint Chiefs of Staff (JCS) Exercise Roving Sands in June 1999. The Army will serve as the executive agent for Class I (Rations) in a major field training exercise deployment with more than 20,000 soldiers. The scenario includes the Active Services and Reserve Components, as well as service members from Canada, Denmark, France, Germany, Great Britain and Israel.

Unitized Group Rations (UGRs) will be the main ration demonstrated, particularly the UGR-A. The new US Army Soldier and Biological Chemical Command will validate the polymeric tray and the biological replacement for the steel tray cans. The 337th Theater Area Support Command and its units will demonstrate the Strategic Packing (STRAT-PACK) concept that uses associated automated identification technology.

Simply put, JCS Exercise Roving Sands will allow Army food service professionals to demonstrate emerging field feeding and distribution concepts. These concepts include managing the distribution system for speed – not storage, streamlining organizations to fit combat forces, and reducing life cycle cost with continuous improvement in reliability and sustainability.

Directory - Points of Contact

US Army Quartermaster Center and School

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

The Quartermaster General MG James M. Wright wrightj@lee.army.mil	(ATSM-CG) 734-3458	Operations and Training Management Office Nancy Briggs briggsn@lee.army.mil	(ATSM-AC-O) 734-4402
Assistant Commandant COL Gary L. Juskowiak juskowig@lee.army.mil	(ATSM-AC) 734-3759	Aerial Delivery and Field Services Department Theodore J. Dlugos dlugost@lee.army.mil	(ATSM-ADFSD) 734-5370
Command Sergeant Major CSM Larry W. Gammon gammonl@lee.army.mil	(ATSM-CSM) 734-3248	Army Center of Excellence, Subsistence LTC Timothy P. Fitzgerald fitzgeraldt@lee.army.mil	(ATSM-CES) 734-3007
23d Quartermaster Brigade COL Wayne D. Taylor taylorw@lee.army.mil	(ATSM-TPC) 734-4644	Logistics Training Department LTC Christopher M. Schiefer schiefec@lee.army.mil	(ATSM-LTD) 734-3195
49th Quartermaster Group (Petroleum and Water) COL Donald G. Weir weirdg@lee.army.mil	(AFFL-GC) 734-6026	Mortuary Affairs Center Tom D. Bourlier bourliet@lee.army.mil	(ATSM-MA) 734-3831
Chief, Office of the Quartermaster General COL William G. Mason masonw@lee.army.mil	(ATSM-QMG) 734-4237	Petroleum and Water Department James F. Barros barrosj@lee.army.mil	(ATSM-PWD) 734-2820
Command Planning Group MAJ Wendel Quon quonw@lee.army.mil	(ATSM-CPG) 734-3215	Noncommissioned Officer Academy CSM Mark A. Rudd, Sr. ruddm@lee.army.mil	(ATSM-SGA) 765-2066
Quartermaster Total Force Integration Office LTC H. Bryan I. Holtman holtmanh@lee.army.mil	(ATSM-ACR) 734-3574	Directorate of Combat Developments - QM COL Jack L. Weiss weissj@lee.army.mil	(ATCL-Q) 734-0020
Training Directorate - Quartermaster Rod Mustanski mustansr@lee.army.mil	(ATCL-AQ) 765-1425	Effective 1 Jan 99, the Fort Lee, VA, default E-mail address changed to userid@lee.army.mil (for example, wrightj@lee.army.mil). The former E-mail address will work until 30 Jun 99.	

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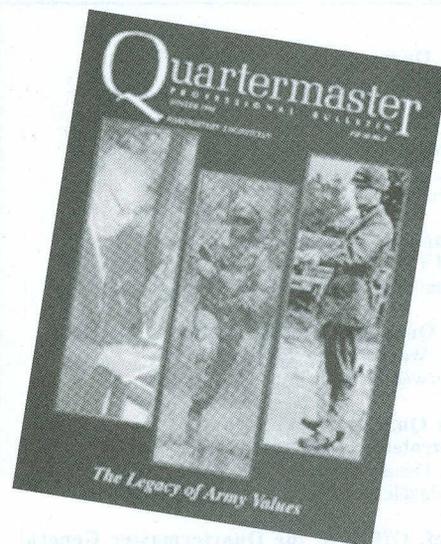
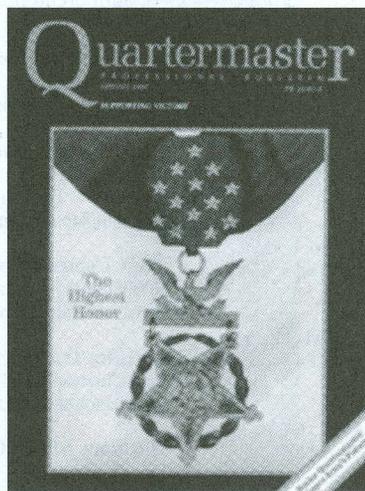
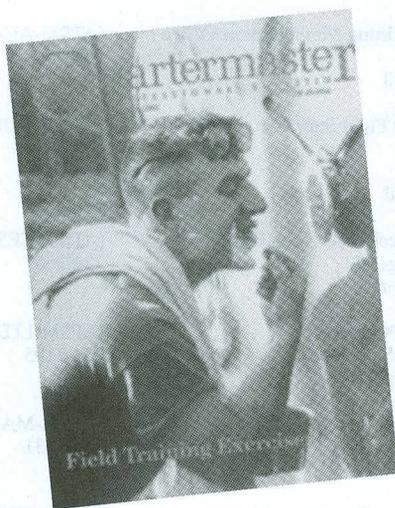
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Quartermasters Online

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

Every training department in the US Army Quartermaster Center and School at Fort Lee, VA - as well as the US Army Quartermaster Museum, *Quartermaster Professional Bulletin*, NCO Academy, 23d Quartermaster Brigade and the 49th Quartermaster Group - has web pages.



Talk Back!

Quartermaster Professional Bulletin READER SURVEY

Please help us serve you better by completing the READER SURVEY on the opposite page and returning it to us through your unit's mailbox or by FAX to (804) 734-3096 or DSN 687-3096. Individual responses are completely confidential, so be as honest as you can. Your responses will let us know how to improve our communication with you in the field.

Content. As a doctrinal and training publication, the *Quartermaster Professional Bulletin* informs personnel of current and emerging developments within the Corps. The publication prints materials for which the US Army Quartermaster Center and School has proponency, including supply, airborne and field services, petroleum and water distribution, mortuary affairs, subsistence and automated logistics training. The content focuses on technological developments; tactics, techniques and procedures; "how to" instruction; practical exercises; training; historical perspectives; and career news.

Not Appropriate. Inappropriate for publication are articles that promote self-aggrandizement, notices such as promotions and assignments, routine news items, information for which the Quartermaster Corps is not the proponent, and personality-type features (except those with historical significance). Public affairs channels target the audiences for these important, but more personal items of information.

Color. The use of color, a continuing editorial concern, has become even more restricted because of shrinking Army dollars. The *Quartermaster Professional Bulletin's* publishing regulations limit color to one color of ink, plus black ink. Therefore, the *Bulletin* cannot print "full color" photographs or covers.

Mailing List. Readers also will notice fewer pages per edition and fewer copies mailed to each address during Army downsizing. The press run is limited to 5,000 copies per quarter, and requests for addition to the mailing list are carefully reviewed.

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- | | | | | | |
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| Cover gets my attention | a | b | c | d | e |
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10th Support Battalion "Sherpas"

Constituted 3 February 1944 in the Army of the United States as Headquarters and Headquarters Detachment, 145th Quartermaster Battalion, Mobile.

Activated 29 March 1944 at Camp Smith, Texas.

Reorganized and redesignated 6 November 1944 as Headquarters and Headquarters Company, 10th Mountain Quartermaster Battalion and assigned to the 10th Mountain Division (organic elements organized from existing units).

Inactivated 30 November 1945 at Camp Carson, Colorado.

Battalion broken up 18 June 1948 and its elements reorganized and redesignated as follows:

Headquarters and Headquarters Company as the 10th Quartermaster Company, an element of the 10th Mountain Division.

Companies A, B, and C as Heavy Mortar Companies, 85th, 86th, and 87th Infantry respectively - hereafter separate lineages.

Allocated 25 June 1948 to the Regular Army.

Activated 1 July 1948 at Fort Riley, Kansas.

Inactivated 14 June 1958 at Fort Benning, Georgia.

Redesignated 1 April 1985 as Headquarters and Supply Company, 10th Supply and Transport Battalion, an element of the 10th Mountain Division, and activated at Fort Drum, New York (organic elements concurrently constituted and activated).

Reorganized and redesignated 16 October 1991 as 10th Support Battalion.

*** WORLD WAR II * NORTH APENNINES * PO VALLEY * SOMALIA ***

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Army Values "S" is for Selfless Service

The voluntary decision by anyone to become a soldier in the US Army implies above all else a firm commitment to SELFLESS SERVICE. A willingness to put the welfare of others first. To sacrifice, if need be, even to the point of giving up one's own life, in service to the nation. Few callings, aside from the military, require such commitment.

An inscription in Arlington National Cemetery, dedicated to American soldiers who died in faraway places, captures well what that spirit of service is all about. It reads as follows:

- Not for fame or reward
- Not for place or rank
- Not lured by ambition or goaded by necessity
- But in simple obedience to duty as they understood it
- These men suffered all
- Sacrificed all
- Dared all – and died . . . NOT IN VAIN.

But selfless service comes in many forms, and not all on the battlefield. An editorial in the *Miami Herald* newspaper right after Hurricane Andrew, talked of another kind of service – humanitarian relief:

"Trained to kill," the editorial noted, "[these American soldiers] came instead to dispense mercy. Garbed in camouflage fatigues, they appeared at times to be robed as Samaritans. Dispatched to us as strangers, they leave us now as friends."

The Army defines Selfless Service as simply: "The ordering where the organization comes before the individual." - *Dr. Steven E. Anders, Quartermaster Corps Historian*