

Quartermaster

PROFESSIONAL BULLETIN

SPRING 2001

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WARFIGHTERS' LOGISTICIAN

Regimental Week Edition

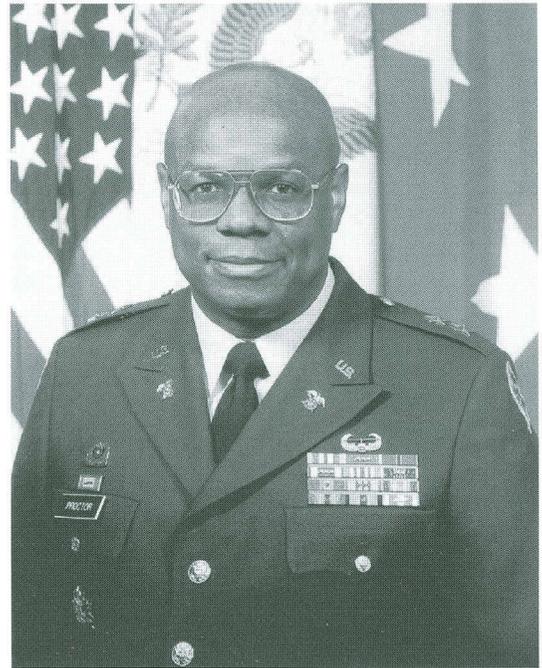


From The Quartermaster General

Greetings from your US Army Quartermaster Center and School (USAQMC&S)! As always, much has happened in the time since last we visited. One of the blessings we enjoy as Americans is a political system that defers to the will of the people. We recently witnessed another peaceful transition of executive power and the induction of a new Commander in Chief, a privilege that is not enjoyed by the vast majority of nations in the world.

Speaking of transitions, our Corps continues to forge ahead with its efforts to meet and anticipate the requirements of a transforming Army. New units, equipment, concepts and doctrine are being examined to deliver a responsive, right-sized and flexible logistics support force capable of providing worldwide sustainment. One such initiative is Officer Basic Course (OBC) Transformation. This project is viewed as a method of ensuring that our brand-new lieutenants are grounded in warrior ethos and certain tactical and technical skills when they report to their first duty stations. More information will follow on this initiative.

Numerous other Quartermaster transformation projects are ongoing, such as the Fabric Repair Specialist (43M)/Laundry and Shower Specialist (57E) military occupational Specialty (MOS) consolidation into a new MOS, Laundry Textile Specialist (92S). Training under this new MOS is slated to begin October 2001 for Skill Level 1 soldiers. Skill Level 3 and 4 training is currently being conducted at the Quartermaster NCO Academy.



Major General Hawthorne L. Proctor

The USAQMC&S co-hosted a Supply-Chain Management Symposium in Richmond, VA, 25-27 Feb 01, with the Association For Enterprise Integration (AFEI). In this forum, senior executives and leading practitioners from across the Department of Defense, industry, academia and the international logistics community discussed their perspectives and identified ways to incorporate the successes of the civilian sector into military applications.

Our food service community continued to demonstrate its commitment to excellence with the 33d annual Department of the Army Philip A. Connelly Program and the 26th annual US Army Culinary Arts Competition, both in March. The Connelly program, established in 1968, recognizes excellence in Army food service in both Active and Reserve Component units. Competition for the FY00 Connelly awards was held October-December 2000. For the Culinary Arts Competition, the objectives are to increase the overall quality of Army food service, improve food service training to soldiers and recognize excellence in the culinary arts. Categories in this year's Culinary Arts Competition included Military Chef of the Year, Senior and Junior Chef of the Year, and an ice-carving competition.

The USAQMC&S hosted the fourth annual Quartermaster Warrant Officer Conference during March. The conference theme was *Quartermaster Warrant Officers for the 21st Century*. From various units around the world, 170 warrant officers arrived at Fort Lee to participate in the three-day event.

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The Quartermaster General

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The Mentor and Mentoring



Command Sergeant Major Larry W. Gammon

Who is the one individual or group of individuals to help shape your career, create a set of ideals and values, and mold you into a competent, productive and accomplished leader? If your answer is vague and shadowed, and another person is not part of the equation, there exists the possibility that you have failed to use all your options for professional development. You, as an individual, have a responsibility to make sure that you are competitive with your peers and have the attributes required of a quality soldier with a passion to serve your country. However, the responsibility is not yours alone. So, who then fits the bill as the person or group of people who will guide you along your career path and provide the sage guidance required for a successful soldier and leader? That individual is known as the **Mentor**.

Before we can fully answer the question above, we must first define **Mentor**. The Oxford English Dictionary gives the meaning of **Mentor** as an experienced and trusted advisor. Webster's Dictionary classifies a mentor as a wise and trusted teacher and counselor. **Mentor** is a word of Greek origin. In Homer's *Odyssey*, Mentor was a friend and teacher of Odysseus and a teacher of Odysseus' son, Telemachus. What do you think a mentor is? Let me share my thoughts on mentors and mentoring.

I'm not sure any one individual can act as the lone mentor for any given soldier over a long period of time. I believe every leader (noncommissioned officer, commissioned officer, warrant officer and civil service employee) has the responsibility to be a mentor. Leaders ensure the standards are attainable, trained and reinforced. One of the most important responsibilities of a leader is to train, coach and mentor subordinates. Does that mean if I spend 20 years of my life in the Army that I will only have one **mentor**? Absolutely Not! Not one soldier in the Army will go through a career with only one leader, one trainer or one mentor. Some folks might maintain a relationship with an old mentor throughout their careers and use them as a sounding board and for guidance, but most people will have several mentors over their careers. Keep in mind that a mentor is not a substitute for personal research, personal planning, hard work and dedication to service.

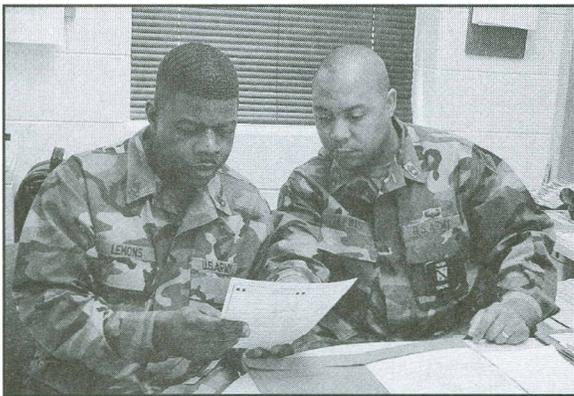
The leaders of today should be developing our future leaders. Former Sergeant Major of the Army William A. Connelly is quoted as saying: "*Good NCOs are not just born—they are groomed and grown through a lot of hard work and strong leadership by senior NCOs.*" As a leader and mentor you should help subordinates internalize Army Values. It's your duty to invest the time and energy to help them reach their fullest potential. Mentors impart values, moral and ethical responsibilities, and standards by which they live.

FM 22-100 (Army Leadership) references **Direct Leadership** actions, namely communication, as an important factor in developing soldiers. So what is direct leadership? Simply stated, direct leadership is face-to-face, first-line leadership. Direct leaders develop subordinates one-on-one. Eventually the influencing, coaching and

mentoring directed one-on-one will impact the whole organization. Another senior enlisted leader, Command Sergeant Major Daniel E. Wright is quoted as saying: *“You must talk to your soldiers...I don’t just mean in formation or groups, but one-on-one. Take time to really talk to a soldier, one soldier a day.”*

How does the Army define **Mentoring**? FM 22-100 (Army Leadership) defines **mentoring** (in the Army) as *the proactive development of each subordinate through observing, assessing, coaching, teaching, developmental counseling and evaluation.* Mentoring is a nurturing process, a trusting working relationship with an opportunity for personal and professional growth. We’ve all heard the term “Growing Leaders.” It’s a proven fact that effective organizational leaders grow leaders at all levels through mentoring.

One key component of mentoring is counseling. Counseling can set the tone for productive progressive mentoring. Sergeant Major Randolph S. Hollingsworth advised that *“Counseling will never replace one person looking another in the eyes and telling the soldier his strengths and weaknesses. Counseling charts a path to success and diverts soldiers from heading down the wrong road.”* Mentoring and counseling go hand in hand.



Photograph by SGM Michael C. Natale

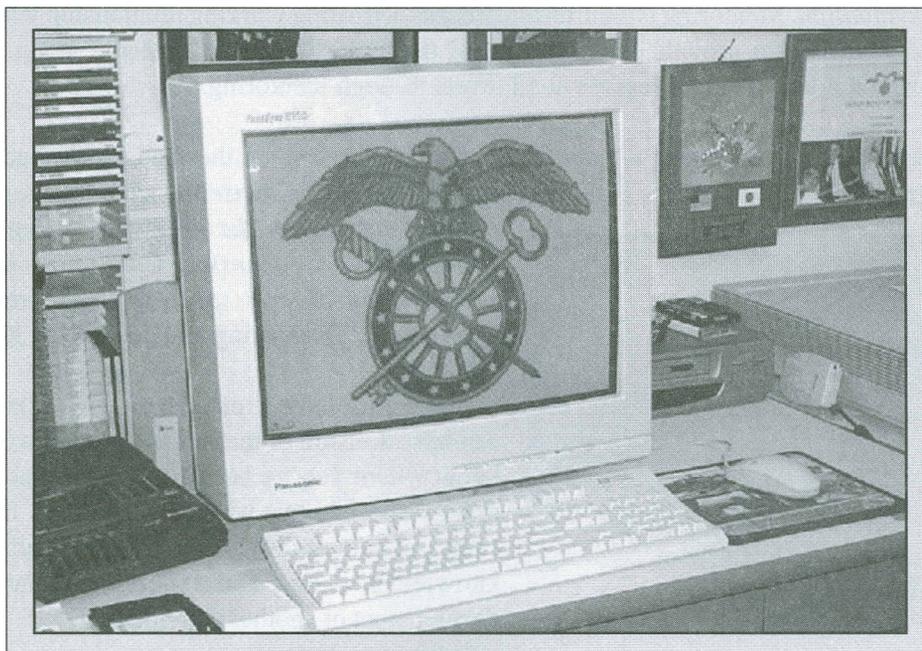
You must have a realistic picture of the past before you can have a vision of the future. In other words, you have to know where you’ve been before you know where you’re going. The mentor, whose experiences helped shape his career, should willingly share with his subordinates all the knowledge, values and experiences that will aid in the development of another individual.

I’m proud to say we’re doing this very thing at our Quartermaster Corps NCO Academy today. The Sergeants Major Mentoring Program provides command sergeant majors and sergeant majors assigned to Fort Lee an opportunity to mentor, specific to military occupational specialties, the Advanced NCO Course and Basic NCO Course students while they are attending the NCO Academy. This mentoring enhances the NCO Corps of the future by providing strong leadership examples, teamwork and counseling for junior and senior NCOs.

We must remember that Army Transformation will institute many changes to make our Corps and our Army a much more viable force for the protection of our country. We should also realize that mentoring, as old as the ages, will continue to play an integral part in the development of our Quartermaster soldiers. Let me conclude by saying that mentoring is the right thing to do! Mentoring benefits the individual, the mentor, the organization and our Army. It is the responsibility of every soldier and civilian to **mentor and be mentored**. We will be a much better Army for it.

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.

Quartermaster History, Heritage and Traditions ... on the World Wide Web



June 16, 2001 marks the 226th anniversary of the United States Army Quartermaster Corps. The Corps has been *Supporting Victory* since the earliest days of the American Revolution. Its record of accomplishments and much heralded achievements over the intervening two-and-a-quarter centuries, both in peace and in war, are a source of continuing pride.

The Quartermaster story – its history – has been told and retold in countless ways. To soldiers in the field, in classrooms, dinings-in, and at ceremonies and special events too numerous to contemplate. Quartermaster heritage and traditions, like family legends, have passed from one generation to the next.

Today it is easier than ever to preserve and learn from the past and to share with others the Corps' proud heritage, thanks to automation. The computer not only facilitates the flow of supplies, parts, weapons and equipment to soldiers wherever they are located – it does the same for History. Quartermaster history, heritage and traditions are now just a click away, a *mouse* click, that is.

The official Quartermaster Corps web site at www.quartermaster.army.mil offers a huge volume of pertinent information on what is happening right now, in the Present. Here you can find the very latest on training and doctrine, personnel pronency, key numbers and addresses, organizational issues and the like. Because of its "updatability," the web ensures that current information is indeed kept *current*.

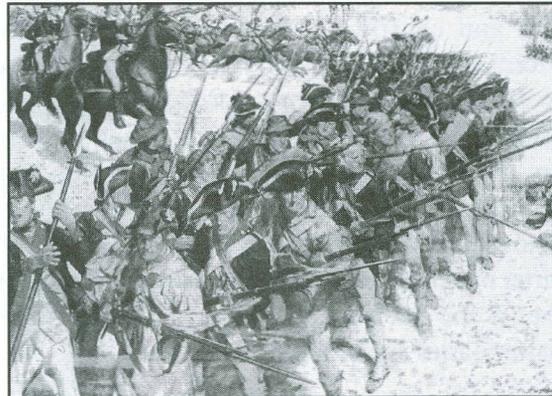
There is also information looking to the Future. On how, for instance, the Quartermaster Corps is responding to the manifold challenge of Army Transformation – is in the forefront of efforts to rethink and redesign logistics as we move forward here in the opening decades of the 21st Century.

And the Past. There is now available an ever-growing body of digitized Quartermaster history. In the pages that follow are samples of the articles, vignettes, pictures, functions, memorable deeds and personalities that make up the history of the Quartermaster Corps Regiment, along with tags showing where such information can now be found online.

A Brief History of the Quartermaster Corps

Dr. Steven E. Anders

The Quartermaster Corps traces its origins to June 16, 1775. On that day, following General George Washington's address accepting command of the Army, the Second Continental Congress passed a resolution providing for "one Quartermaster General of the grand army and a deputy, under him, for the separate army." Major General Thomas Mifflin, the first Quartermaster General, had virtually no money and authority and was dependent upon the several states for supplies. Major General Nathanael Greene, the third Quartermaster General, reorganized the supply system after Valley Forge, establishing the first depot system to support the Army. While his fame as a battle leader is well known, General Greene's outstanding service as the Quartermaster General during the darkest period of the American Revolution has been almost forgotten.



20th Century, Jesup is traditionally regarded as the "Father of the Quartermaster Corps." The supply of clothing and other items was taken over by the Quartermaster Department in 1842.



From 1818 to 1860, the Quartermaster General was Brigadier General Thomas Sidney Jesup, a daring leader and able administrator who did much to enhance the Corps' reputation. During his 42-year tenure as head of the Quartermaster Department, he instituted an improved system of property accountability and experimented with new modes of transportation, including the use of canal boats in the east and camel caravans in the desert southwest, and worked some of the earliest railroads. Because many of his policies remained in effect well into the

During the Civil War, the Department under the leadership of Major General Montgomery C. Meigs supplied the Union Army of over half a million soldiers, ran the Army's first major depot system, and transported unprecedented levels of supplies and personnel throughout the war. Also, in 1862, the Quartermaster Department assumed responsibility for burial of war dead and care of national cemeteries.

In 1912, Congress consolidated the former Subsistence, Pay, and Quartermaster Departments in order to create the Quartermaster Corps much as we know it today - fully militarized with its own officers, soldiers and units trained to perform a host of supply and service functions on the battlefield. With this consolidation came the missions of subsistence and food service. When the Army began purchasing motorized vehicles as early as 1903, the Quartermaster Corps naturally assumed the new petroleum supply mission.

World War I showed the increased importance of logistics in the modern era and also witnessed the first use of specialized Quartermaster units on the

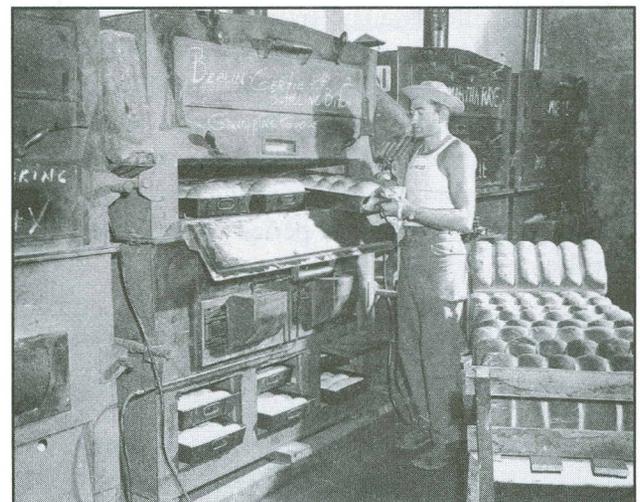
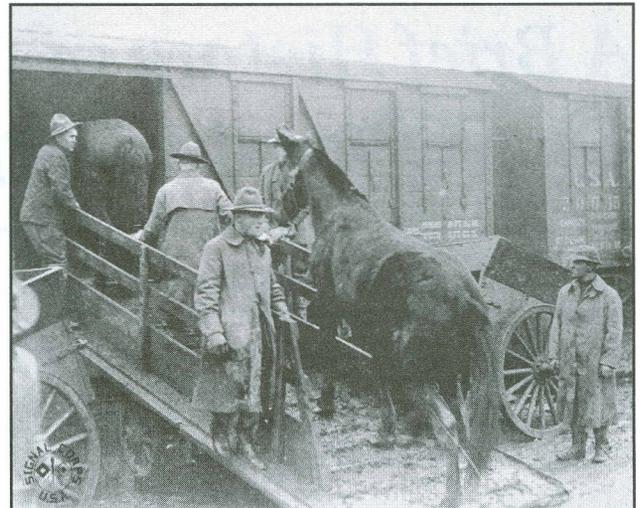
Western Front. Several “logistics warriors” were also singled out for valor in the Great War and received the nation’s highest honors for bravery.

During World War II, the Quartermaster Corps trained thousands of soldiers to fill specialized roles in every theater of operation - from the Pacific Isles and the China-Burma-India theater to North Africa, Italy, and central and northern Europe. They performed heroically at such far-off places as Bataan, Iwo Jima, Leyete, Salerno, Anzio, Normandy and Bastogne. At the height of the war, Quartermasters were providing over 70,000 different supply items and more than 24 million meals each day. When it was over, they had recovered and buried nearly a quarter of a million soldiers in temporary cemeteries around the world. In World War II, 4,943 Quartermaster soldiers lost their lives.

In 1950, the Quartermaster Corps moved swiftly to supply the United States military and their United Nations allies sent to defend South Korea from the Communist North. That same year the Corps assumed a new mission - supply by air that often proved crucial to the sustainment of troops on the Korean peninsula.

The 1965 decision to commit major United States combat forces to the Republic of Vietnam led to a massive logistics buildup. Quartermaster Corps personnel were deeply involved in meeting this challenge. They could be found operating in every area of Vietnam, furnishing vital supplies and services often under the most adverse and dangerous conditions.

Over the past decade, Quartermaster soldiers have upheld the long tradition of service by being among the first deployed in operations Urgent Fury (Grenada) and Just Cause (Panama). History will long record the role of Quartermaster soldiers in providing the logistics support needed to defeat Iraqi forces during Operation Desert Storm. More recently, Quartermasters have provided humanitarian relief to victims at home (hurricanes Andrew and Iniki) and abroad (Operations Provide Comfort, Restore Hope, Provide Promise, and Uphold Democracy).





Over the course of history, Quartermasters have served as mule skimmers, dog trainers, teamsters, bakers, launderers, typewriter specialists, shoe repairmen, depot operators, heraldry experts, paymasters, cemeterial

custodians - and in other capacities too numerous to mention. No other branch of the service can begin to rival the Quartermaster Corps for its diversity of tasks and the many functions provided. Despite all the changes, the fundamental mission of the Corps has stayed the same: to support the individual combat soldier in the field.

- No other branch of the Army can claim so many missions, either historically or at the present.
- No other branch of the Army touches the lives of soldiers on a daily basis as does the Quartermaster Corps. This has been the case since 1775.

America's success on the battlefield is directly related to the quality of the logistical support that has been provided by the Quartermaster Corps.

Volunteer Webmaster for Quartermaster Sites

Historical articles on Regimental Week in this edition are available from three online sites designed and maintained by MAJ Kevin Born, Quartermaster, on a volunteer basis. An award-winning webmaster, MAJ Born updates the web pages for the US Army Quartermaster Museum (www.qmmuseum.lee.army.mil), the museum's nonprofit Army Quartermaster Foundation, Inc. (www.qmfound.com) as well as the nonprofit Association of Quartermasters (<http://members.aol.com/assocqm/quartermaster>).

MAJ Born's information originates with archives of the Quartermaster Corps Historian and the Quartermaster Museum. Online, his links within topics greatly expand the historical information available to soldiers. For example, his web pages about *Distinguished Units of the Quartermaster Regiment* have links to Lineage and Honor statements of many of the units listed.

Editor's Note: The online *Short History of the Quartermaster Corps* has accompanying photographs and illustrations, along with several links (underlined above) to more detailed information on distinguished leaders, past missions and functions.

www.qmfound.com/short.html

Establishing the Quartermaster Regiment



Unveiling the Regimental Colors

Early in 1981, the Army implemented The New Manning System. This system contained two parts: the COHORT (cohesion, operational readiness and training) Unit Movement System and the US Army Regimental System (USARS). Initially the regimental system was limited to the Combat Arms (Infantry, Field Artillery, Air Defense, Armor, Aviation and Cavalry).

The intent of USARS was to establish a greater unit bond among soldiers by affiliating them with a regiment throughout their careers. This was done to foster a sense of belonging and unit identity. In addition, the distinguished histories and traditions of these regiments would be maintained.

In the mid-1980s the combat support (CS) and combat service support (CSS) branches were

incorporated into the regimental system. Unlike the Combat Arms, which each had several regiments, CS and CSS branches retained their "Corps" title. The entire branch was integrated into a regiment under the "whole branch" concept.

The Quartermaster Corps joined the US Army Regimental System on June 13, 1986. Army General Order #9 established the Quartermaster Regiment and named Fort Lee, VA, as the Corps' regimental home. Upon activation, 210,000 Active Component, US Army Reserve and Army National Guard soldiers throughout the world became affiliated with the Quartermaster Regiment. Officers affiliate with the Regiment after the Quartermaster Basic Course, warrant officers after the Warrant Officer Candidate Course and enlisted soldiers with a Rites of Passage Ceremony held during Advanced Individual Training.

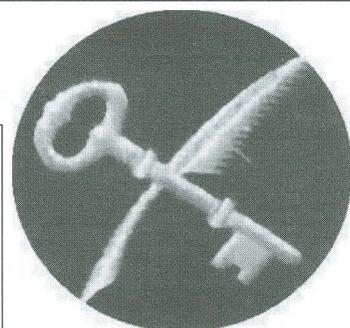
The Quartermaster General commands the regiment. The Quartermaster Center and School's Command Sergeant Major and Chief Warrant Officer serve as Regimental Sergeant Major and Warrant Officer, respectively. The Chief, Office of the Quartermaster General, serves as the Regimental Adjutant.

Distinguished retirees serve as the Honorary Colonel of the Regiment, the Honorary Chief Warrant Officer and the Honorary Sergeant Major of the Regiment. They provide a link between the past and the present, perpetuating the history, customs and traditions of the Quartermaster Regiment.

Editor's Note: Even though the Quartermaster Corps traces its history back to 1775, formal recognition within the Army's regimental system did not occur until 15 years ago, in June 1986. Photographs, biographical material, and information on all Regimental officers, honors, awards and programs are easily obtainable online.

www.qmfound.com/reg.html

Quartermaster Regimental Distinctive Unit Insignia



Editor's Note: The Quartermaster website's heraldry section includes articles on the history of heraldry, many images of medals, flags and badges, plus links to the US Army's Institute of Heraldry homepage.

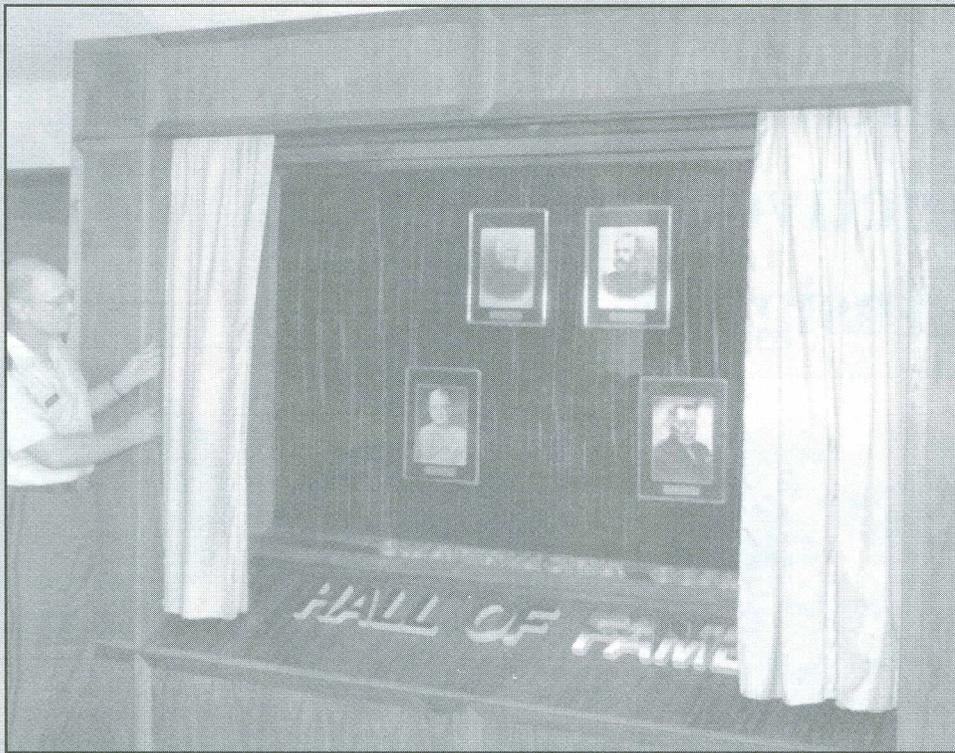
A **Regimental Crest** (formally called the Distinctive Unit Insignia or DUI) was introduced when the Quartermaster Corps joined the US Army Regimental System in June 1986. The DUI is worn above the right pocket on the Class A, Blue and Mess Dress uniform for all Quartermaster soldiers. The central theme of this insignia is the 1896 Quartermaster branch insignia with the "Regimental Eagle." The wreath that signifies honor and achievement is similar to the wreath in the 1885 Post Quartermaster Sergeant insignia. The DUI also contains the Corps motto adopted in 1994, *Supporting Victory*.

The regimental insignia is described as a gold-colored metal and enamel device, 1 inch in height,

consisting of a gold eagle with wings spread and head lowered looking to his right and standing upon a wheel with a blue felloe set with 13 gold stars, having 13 gold spokes and the hub white with a red center; superimposed on the wheel a gold sword and key crossed diagonally hilt and bow up, all on a black background and resting upon a wreath of green laurel terminating at either side below the eagle's wings at the upper end of the sword and key. Attached below the device is a gold scroll inscribed *SUPPORTING VICTORY* in black.

The original regimental insignia was all gold and approved March 31, 1986. The 43d Quartermaster General, Major General Robert K. Guest, changed the DUI design June 7, 1994, by adding color to the insignia.

www.qmfound.com/army_heraldry.html



Quartermaster Corps Hall of Fame

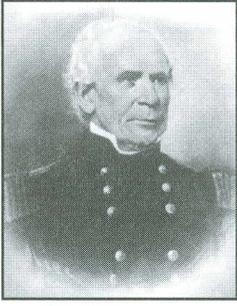
The Quartermaster Hall of Fame Program recognizes retired military personnel and civilians who have made lasting, significant contributions to the history, heritage and traditions of the Quartermaster Corps. Their achievements help foster Regimental esprit and perpetuate the memory of things past. They also serve as a tangible reminder of how others “supported victory” and contributed to our nation’s, our Army’s and our Corps’ well-being over the centuries. It is, in short, a place meant to honor the “best of the best” in Quartermaster history.

The Quartermaster Hall of Fame was established in November 1985 by Major General Eugene L. Stillions, the 39th Quartermaster General, as part of the Quartermaster Regimental honors program. On June 12, 1986, General Richard H. Thompson, then Commander of the US Army Materiel Command and Major General Stillions opened the Hall of Fame in Mifflin Hall at Fort Lee, Virginia.

Anyone many nominate new members to the Hall of Fame, as long as all eligibility requirements are met and completed packets are received in the Regimental Office by the January 31st cutoff date.

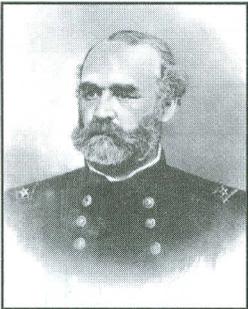
A Selection Board then reviews all new nominations and forwards recommendations to The Quartermaster General for a final determination. Upon approval the honorees, or their next of kin, are notified of the award and are invited to attend an induction ceremony held at Fort Lee during Regimental Week activities in June.

Initially, four distinguished members were inducted into the Hall of Fame (*see following page*). As of June 2000, the exhibit contains photographs and brief biographical sketches of 77 living and deceased members of the Quartermaster Hall of Fame.



BG Thomas Sidney Jesup
16 Dec 1788 - 10 Jun 1860

Thomas Sidney Jesup was appointed Quartermaster General of the Army in May 1818 and served in that office for 42 years - an unprecedented record of achievement. During that period The Quartermaster General's Department, as it was then called, emerged as an important and permanent supply agency based in the nation's capital. Many of the rules and regulations established by Jesup remained in effect well into the 20th Century. Because of his many contributions, Jesup is generally regarded as the "Father of the Quartermaster Corps."



MG Montgomery C. Meigs
3 May 1816 - 2 Jan 1892

Montgomery C. Meigs was appointed Quartermaster General of the Army in May 1861, at the beginning of the Civil War, and served in that office for 21 years. Efficient, hard-driving and scrupulously honest, he molded a large and somewhat diffuse department into a great tool of war. He was one of the first to fully appreciate the importance of logistical preparations in modern military planning. Under his capable leadership, supplies moved forward and troops were transported over long distances with ever greater efficiency. Rarely did Union troops ever suffer from want of adequate materials.



LTG Edmund B. Gregory
4 Jul 1882 - 26 Jan 1961

Having spent the greater part of his military career in the service of the Quartermaster Corps, *Lieutenant General Edmund B. Gregory* brought a well-rounded knowledge to the Office of The Quartermaster General. He served in that key position during the entire World War II period, from April 1, 1940 to January 31, 1946. Head of the greatest procurement and supply activity the Army had ever seen, he also developed the first Army food service program. He was promoted to Lieutenant General in April 1945, thus becoming the first officer in Quartermaster Corps history to hold three-star rank while serving as head of the Corps.



MG Robert M. Littlejohn
23 Oct 1890 - 6 May 1982

Major General Robert M. Littlejohn served as an Infantry and Cavalry officer from 1912 until the end of World War I. For the remainder of his career, from 1920 to 1946, he was concerned exclusively with Quartermaster functions. Assigned to the Office of The Quartermaster General at the time of Pearl Harbor in May 1942, he went to Great Britain as Chief Quartermaster for the entire European Theater during World War II. Preparations for D-Day and after entailed the largest and most complex supply operation in US history. By war's end, Quartermasters in the European Theater of Operations were supplying more than 70,000 items of food, clothing, equipment and other essential goods to millions of GIs ("government issues," World War II slang for "soldiers"). General Littlejohn, as Chief Quartermaster was given unstinted praise and numerous awards for his invaluable service.



1989



1992



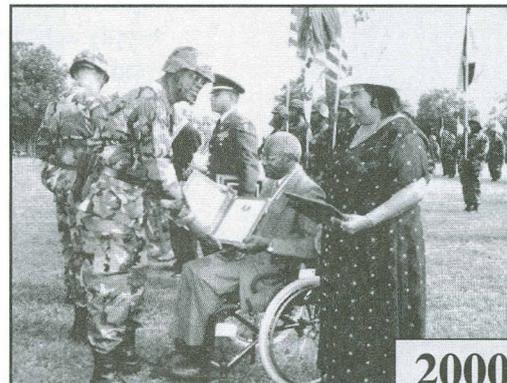
1995



1996



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2000

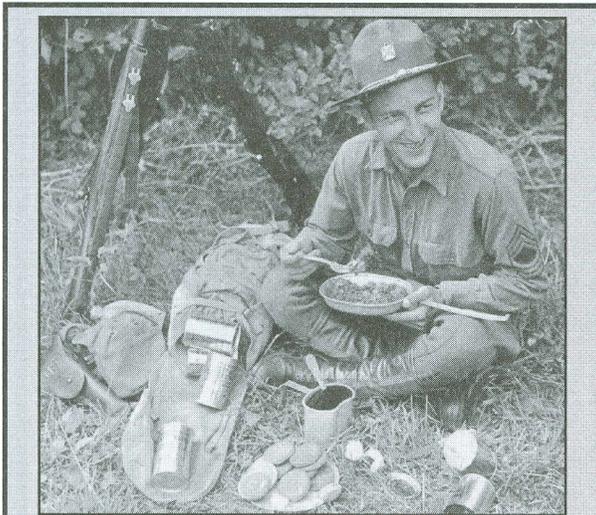
Editor's Note: For complete information on eligibility and nominating procedures, see the Quartermaster Regimental Office website at www.quartermaster.army.mil/oqmg

www.qmfound.com/hof.html



This Week in Quartermaster History

21-27 Oct



Event: Coffee added to the Army Ration
Date: 25 October 1832

Quote of the Week:

[Black coffee] "... strong enough to float an iron wedge, and innocent of lacteal adulteration, it gave strength to the weary and heavy laden, and courage to the despondent and sick at heart."

Quoted in Bell I. Wiley's
Life of Billy Yank, p. 241

From the time of the Revolution through the Civil War, the basis of all Army troop feeding, whether in camp or on the march, was the so-called garrison ration. It consisted of little more than an allotment of bread and meat (occasionally vegetables) and a beverage.

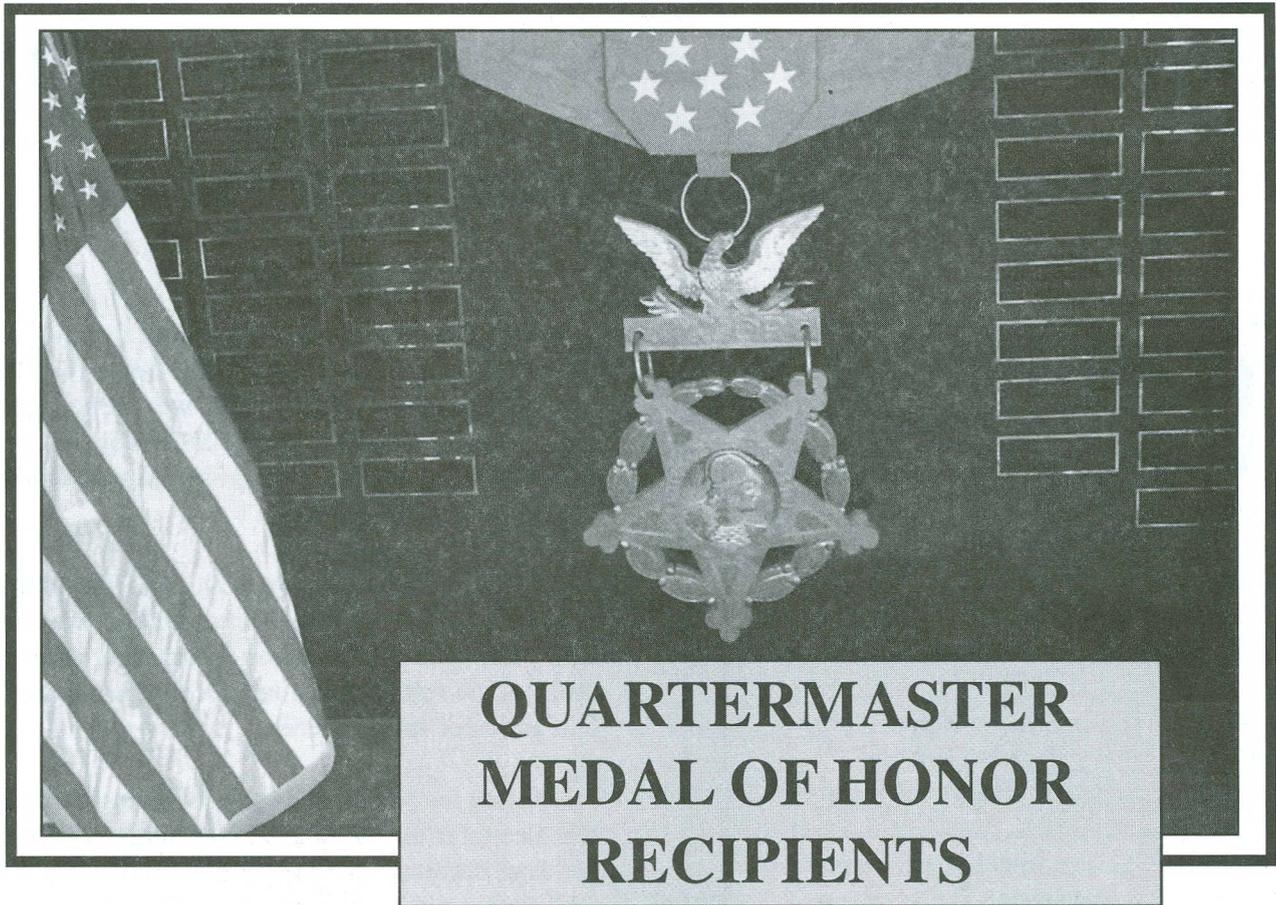
At first that beverage was alcohol. The patriot troops under General Washington did so welcome their allowance of rum, whiskey and other assorted "spirits." (A full colonel could receive as much as a half gallon of spirits a week.)

Noting the "deleterious effects" of including all that alcohol in the military diet, the Surgeon General and later Secretary of War John C. Calhoun began to lobby against its inclusion in the ration. The struggle over this issue continued throughout the 1820s — just as a full-scale Temperance Movement was gaining momentum on the national scene. But no actions were taken.

Then it happened. On **25 October 1832**, President Andrew Jackson, impatient with Congress, took matters into his own hands and signed an Executive Order dictating that *coffee and sugar* were to be substituted for the allowance of rum, whiskey or brandy. From that day until this, coffee has remained a vital component of the US Army soldier's field ration.

Editor's Note: Weekly vignettes drawn from the pages of Quartermaster history, along with quotes and illustrations, are posted online for each week during the calendar year.

www.qmmuseum.lee.army.mil/historyweek



“A soldier will fight long and hard for a bit of colored ribbon,” said Napoleon in 1815, at the end of his career as one of the world’s Great Captains. A similar observation has led most modern armies in his wake to adopt a system of valorous awards and military decorations.

In the United States military, the first award authorized for individual acts of gallantry was a heart-shaped piece of purple cloth called the Badge of Military Merit. Established by General George Washington in 1782, only three soldiers are known to have received it during the American Revolution.

President Abraham Lincoln authorized the first Medals of Honor as we know them today during the Civil War. The award was originally intended for privates and noncommissioned officers who

distinguished themselves by gallantry in action or exhibited other “soldierly qualities.” Later it was awarded to officers as well.

Before the 20th Century, the Medal of Honor was the only award available. By the time of World War I, a whole range of military awards had evolved for varying degrees of valor and service.

From that time on, the Medal of Honor, much like its British counterpart the Victoria Cross, became increasingly difficult to earn. Ever since, its recipients have been held in ever higher levels of esteem.

Thirty-three Quartermaster soldiers or civilians performing Quartermaster functions have been awarded the Medal of Honor.

www.qmfound.com/moh.html

Private George Watson



Citation: For extraordinary heroism in action on 8 March 1943. Private Watson was on board a ship which was attacked and hit by enemy bombers. When the ship was abandoned, Private Watson, instead of seeking to save himself, remained in the water assisting several soldiers who could not swim to reach the safety of the raft. This heroic action, which subsequently cost him his life, resulted in the saving of several of his comrades. Weakened by his exertions, he was dragged down by the suction of the sinking ship and was drowned. Private Watson's extraordinarily valorous actions, daring leadership, and self-sacrificing devotion to his fellowman exemplify the finest traditions of military service.

Background Information

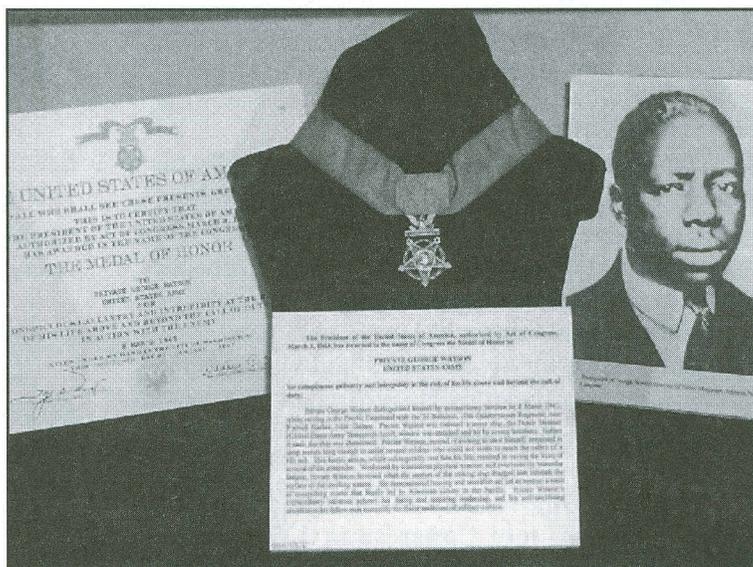
Private George Watson, from Birmingham, AL, joined the Army in September 1942, completed his initial entry training at Fort Benning, GA, and was assigned to the 2d Battalion, 29th Quartermaster Regiment, bound for the Pacific Theater when he was killed in action.

His unit was on board the Dutch steamer *USAT Jacob* near Porloch Harbor, New Guinea, when they came under sudden attack by Japanese bombers. After receiving several direct hits, they were forced to abandon ship.

Many of the victims were either too severely injured or too paralyzed by fear to swim to waiting life rafts. Private Watson risked his own life by repeatedly swimming out to the wounded and dragging them to safety - before he himself was lost.

Private Watson was the first black soldier to receive the Distinguished Service

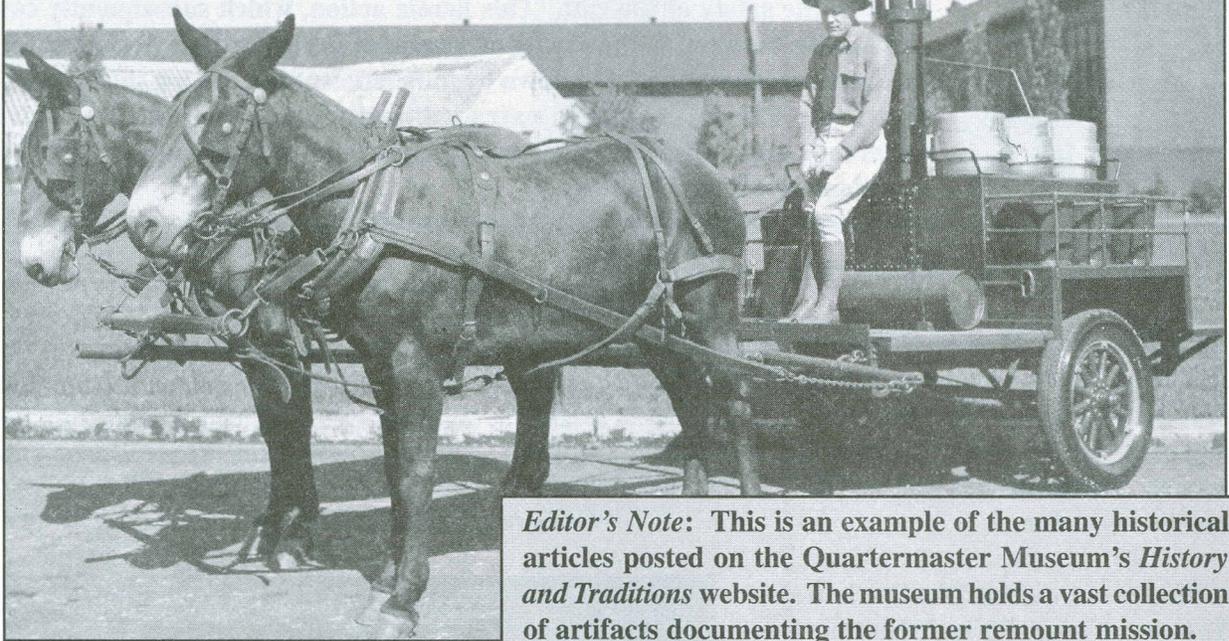
Cross during World War II. Nearly 50 years later, at a crowded White House ceremony on January 13, 1997, President William J. Clinton bestowed the Medal of Honor upon Private Watson and six other African American soldiers from World War II. Finding no next of kin, Private Watson's medal was subsequently enshrined in the US Army Quartermaster Museum at Fort Lee, VA.



Editor's Note: Private Watson and other Quartermaster Medal of Honor recipients are profiled in the History section on the Quartermaster website, and also in archive editions of the online *Quartermaster Professional Bulletin*.

www.qmfound.com/watson.html

The Quartermaster Remount Service



Editor's Note: This is an example of the many historical articles posted on the Quartermaster Museum's *History and Traditions* website. The museum holds a vast collection of artifacts documenting the former remount mission.

The Early Days

The procurement and training of animals for military use has been a function of the Quartermaster Department since its inception in 1775. Animals were used for transporting supplies and men before the use of motor vehicles. At that time, transportation overland meant movement by horses, mules and oxen. The purchase or hiring of horses and wagons, and finding forage for the animals, were major headaches for the early Quartermaster Generals.

The first Quartermaster General, General Thomas Mifflin, told Congress in 1776 that to perform his mission he would need: "200 wagons with four horses each, 50 ox teams with two oxen each; and 50 drays with, one horse each, besides 100 strong horses for the artillery, and 50 for expresses and commissary."

In 1778, Congress adopted General Mifflin's plan for reorganization of the Quartermaster Department and included "a commissary of forage" and "a commissary for horses and wagons" as two of the major officials.

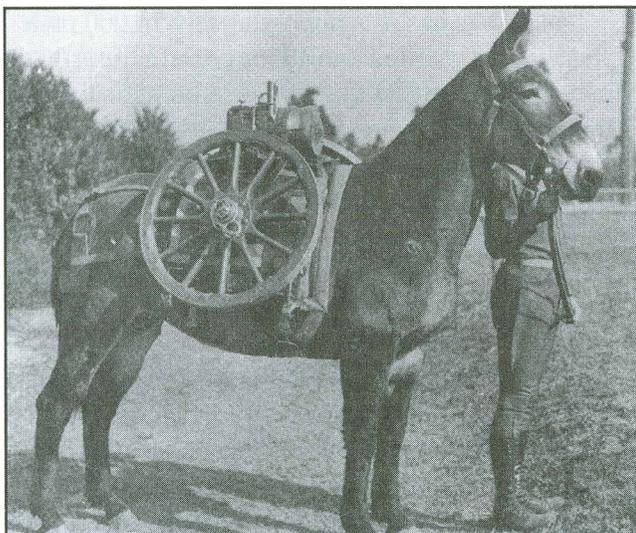
Remount Service

In 1908, Congress authorized the Remount Service, which was to procure horses, condition them, provide initial training, and issue them to using units. Before that time, horses and mules for Army use had been purchased by the Quartermaster Department under contract after advertising for bids. This practice had been quite unsatisfactory in terms of getting a number of older horses, many in poor physical condition. The first remount depot was at Fort Reno, OK. The Front Royal, VA, Depot was opened in 1911.

www.qmfound.com/remount.html

The principle function of the Remount Service during peacetime was to procure, process, train and issue horses, mules and dogs (1942-1948) for military use and to train personnel in animal management. It was also responsible for purchase of forage for these animals. Another function of the Remount Service was supervising the Army's horse-breeding program designed to raise the quality of horses.

The Remount Service's principle functions during war were to supply replacement riding horses and the draft animals required to haul ammunition, water, food and heavy artillery and to evacuate the wounded. Motorization and mechanization in the 1930s reduced the need for animals, but did not make them completely obsolete.



World War I

World War I was the last major conflict in which the United States Army used horses and mules in significant numbers. The Remount Service was enlarged to meet the increased demands of the Artillery, the Cavalry and other units. About 571,000 horses and mules processed through the Remount system, and more than 68,000 of those animals were killed in that war. At the close of the World War I, the Quartermaster Corps maintained 39 remount depots with a capacity of 229,200 animals.

Breeding Program

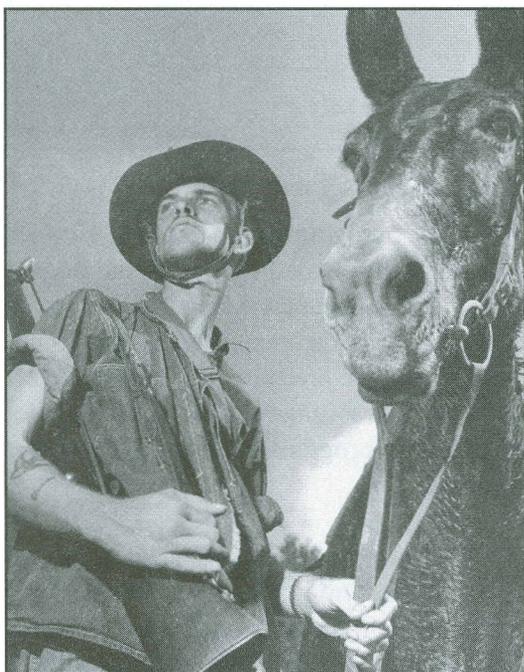
A breeding program originated in 1919 when the War Department created the Remount Board that consisted of prominent civilian horsemen and Army officers who made recommendations for regulating and supervising the breeding of horses. In 1921, the Remount Service assumed total responsibility for the horse-breeding program from the Department of Agriculture.

For the purposes of breeding and purchasing operations, the United States was divided into geographical regions, each with a Remount Depot. At the beginning of World War II, there were seven depots. Reduction in need resulted in six locations by 1944: Front Royal, VA; Lexington, KY; Sheridan, WY; San Angelo, TX; Colorado Springs, CO; and Pomona, CA. The Pomona depot was donated to the Army by W. C. Kellogg, a fancier of Arabian horses. Mr. Kellogg hoped that the Army would continue his efforts to perpetuate good Arabian stock.

The Remount Service performed several functions in the area of horse breeding. The breeding farms were selected as carefully as the animals themselves. Civilian breeders contracted with the Army to breed horses. Records indicate that the Army

purchased approximately 75 percent of the foals resulting from the breeding program, although it assumed no responsibility to purchase foals or pay expenses related to the care and maintenance of breeding stock.

The Army horse-breeding plan continued throughout World War II. Approximately 39,000 foals were produced during the war years. In 1948, Congress transferred the breeding program to the Department of Agriculture. The breeding program was discontinued in 1949, and the remaining stock and equipment was sold by the Department of Agriculture.



World War II

World War II saw the mechanization of the Army. The transportation of supplies, equipment and personnel was primarily conducted with motor vehicles. The horse lost its prominence as a mode of transportation. However, mules continued to have great value because of their ability to negotiate rugged terrain inaccessible by vehicles. This fact was proven in the mountains of Italy and jungles of Burma.

When mobilization for World War II began in 1939, it was predicted that the Army would need 200,000 horses. (In 1940, the Army had 2 horse cavalry divisions, 2 horse-drawn artillery regiments,

and 2 mixed horse and motor transport regiments, with a total authorization of 16,800 horses and 3,500 mules.) The need for horses continuously decreased as Active, Reserve and National Guard units converted to trucks and jeeps. These horses were returned to the remount depots. Only four horses were procured in the 1943 fiscal year and none from then on through the end of the war. Throughout the war period, only 49 horses were shipped from the United States to the armed forces overseas.

There was an unexpected demand in 1943 from the Coast Guard for 3,000 horses to be used by its beach patrols. The Coast Guard patrolled the shores for hostile submarine activity. By 1944, however, the danger ceased and the horses were returned to Remount Depots.

In 1944 and 1945, approximately 14,000 mules were used. Mules could negotiate jungle or mountainous terrain that no horse or vehicle could traverse. Pack mules were used by US forces in Tunisia during the winter of 1942-43 and were employed extensively in the rugged mountain terrain of Italy. In the spring of 1945, the 10th Mountain Division employed thousands of mules in the rugged terrain of northern Italy during its drive through the North Apennines mountains and the Po Valley. Animal pack outfits were also used in the China-Burma-India theater, especially during the active combat operations in Burma. Very often, the Army would procure animals in the theaters where the troops were operating and in emergencies would commandeer animals on the spot.

Remount Service Inactivated

The Remount Purchasing and Breeding Headquarters Offices were closed and the Army Horse Breeding Program was transferred to the Department of Agriculture by Act of Congress on 1 July 1948, along with the Remount Depots, equipment and breeding stock. The Remount Program was liquidated by the Department of Agriculture the following year and all stocks sold at public auction.

Korean War

Horses and mules captured from the Chinese and North Koreans were used for pack transportation. As an interesting sidelight, one of the animals being used

was a former US mule about whose identity there was not the slightest doubt. His Preston Brand was 08K0. He was one of the many mules shipped to China-Burma-India theater during World War II and later commandeered by the Chinese Army.

End of an Era

Two animal pack units, the 4th Field Artillery Battalion and the 35th Quartermaster Pack Company, equipped with mules and a small number of horses were retained at Fort Carson, CO, for training purposes to ensure a means of expansion in case of emergency.

These two pack units were inactivated on February 15, 1957. All of the animals were sold or transferred to other government agencies, including the Forest Service of the Department of Agriculture and the National Park Service of the Department of the Interior. In ceremonies befitting and honoring the long service of this patient but sometimes cantankerous Army animal, the mules were publicly mustered out of the Army, to be replaced by the helicopter.

Upon retirement of the colors and guidons, "Trotter" and "Hambone," mules from each of these units, were brought before the commanding general. Each was given a citation.

The Army still uses horses for ceremonial purposes and in military funerals at Arlington National Cemetery. The US Military Academy at West Point, NY, uses the mule as its mascot - as does the 1st Corps Support Command (COSCOM) at Fort Bragg, NC.



MORE *History, Heritage and Traditions to look for . . .*

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Mortuary Affairs www.qmfound.com/mortuary-affairs.html

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Quartermaster Song www.qmfound.com/song.html

Quartermaster Creed www.qmfound.com/creed.html

Origin of the Term "Quartermaster" www.qmfound.com/term.html

(Continued from Inside Front Cover)

During their conference, our warrant officers provided meaningful input to the Army Development System (ADS) XXI study and to recommendations made during the recent Supply-Chain Management Symposium and also provided insight into the Warrant Officer Professional Development Pamphlet on warrant officer mentorship. Their time on Fort Lee was well spent.

A commemorative ceremony and conference were held on March 21 to observe the founding of the Quartermaster School (March 1, 1910). The retired senior leaders of the Quartermaster Corps were invited to Fort Lee for briefings on current efforts to support the Army's transition and to leverage their knowledge and experience while devising our plan for the future. A Quartermaster Senior Service College (SSC) Conference was conducted 30-31 Mar 01 at Fort Belvoir, VA. We were fortunate to have many of the Army's senior logisticians participate and share their insights with our SSC students. This was a first-time event that will be conducted on an annual basis. Another major event for Quartermasters in March was completion of Phase I of the annual ROWPU Rodeo water treatment competition at Fort Story, VA.

The US Army Women's Museum will be dedicated at Fort Lee on May 11. Fort Lee was chosen as the site for the new museum because of its long and significant ties with the Women's Army Corps. Fort Lee was the home of the First Regular Army Women's Army Corps (WAC) Training Center and WAC School from 1948 to 1954, before it moved to Fort McClellan, AL (1954-1976). The Army Women's Museum is a proper and fitting symbol of appreciation of the innumerable contributions women have made and continue to make in our Army's history. We are proud to have the Army Women's Museum here at Fort Lee.

The Quartermaster General Officer and Senior Leader Conference and Regimental Week 2001 will be June 11-16. This year's theme for Regimental Week is *Quartermasters: Supporting Victory Through Transformation*. This theme underscores the importance of what you are doing to help the Army evolve to meet its future threats. As we look forward with anticipation toward the future, we will also take time and pause to celebrate the life and contributions of former Fort Lee Commander and Quartermaster School Commandant, Major General Fred C. Sheffey Jr., who died this past July.



MG Fred C. Sheffey Jr.

In closing, I again express my utmost appreciation to all Quartermasters for the job you do to keep our forces ready to fight. You are a true embodiment of the new motto *An Army of One* because without your support, we cannot achieve victory.

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

The Quartermaster General's UPDATE Online

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COMMAND GROUP.

Professional Dialogue



Taming the Hydra -

The Three Principles of the Army Food Program

LTC Timothy P. Fitzgerald

The Army Food Program as a Multi-headed Creature

Among the more memorable creatures of Greek mythology is the Hydra: a nine-headed, seemingly invincible foe. As learned by Hercules in his 12 labors, for each head that was cut off, the Hydra grew two new ones. This foe was not to be vanquished by conventional methods. The taming of the Hydra was ultimately possible only through the unconventional thinking of Hercules, with assistance from his servant Iolaus.

As superficially unflattering as it sounds, from my vantage point as the Director, Army Center of Excellence, Subsistence (ACES), I see the Army Food Program as a Hydra...a creature with many heads. This is understandable because feeding soldiers ultimately is a fundamental aspect of command: it is caring for soldiers that *must* be executed and managed at the local level. As business processes external to the Army have changed, numerous decision requirements internal to the Army have migrated to the local level. Local commanders may not even be aware that decisions having economic impact on the Army Food Program are now within their purview. As we attempt to bring economic discipline through the best business practices to the Army Food Program, it is imperative that we provide the appropriate framework for commanders and Army food professionals to make economically beneficial decisions. In short, we must assist those decision-makers while working within the necessary realities of our environment. Consider these realities:

- ▶ In the entire Army Food Program, there is not one single commander whose *sole focus* is the well being of that program. Certainly, the Deputy Chief of Staff for Logistics (DCSLOG) owns staff responsibility. The Quartermaster General has responsibility for training and policy execution (and ACES assists those roles). However, the program has no single “commander.” That is to say, there is not one “head,” if you will allow me to continue the analogy, which exercises command authority over all aspects of the program every day.
- ▶ As with many other Quartermasters, the Army food professionals are scattered across the Army in units of almost every ilk. Nowhere outside of ACES is there any great concentration of Army food professionals keeping an eye on the micro and macro aspects of the Army Food Program. The Forces Command, Army (FORSCOM) the largest major command (MACOM) in the continental United States (CONUS), has two Army food professionals known as MACOM Food Advisors on the staff. The US Army Training and Doctrine Command (TRADOC) also has two, while the Army Materiel Command (AMC) has one. Thus, influences on the Army Food Program are spread among multiple heads, if you will. Each “head” is related, but sees the world from a slightly (or largely) different perspective.
- ▶ Every commander at every level has an interest in the feeding of soldiers. Given the nature of a commander’s job, there is no way that any commander can understand the extended impact of local decisions on the Army Food Program. Commanders at every level base their decisions on

input provided by food advisors at the brigade, division, corps and installation levels. Thus, we can add to the number of “heads” in the Army Food Program the number of commanders, command sergeants major, first sergeants and their food advisors among the ranks every day.

- ▶ On any given day, the Active Army operates more than 330 dining facilities. In these facilities, managers and shift leaders make daily decisions about menus and groceries that are below the level sufficient to warrant the involvement of a commander or food advisor. So we must add these Army food professionals to the already considerable number of “heads” in the Army Food Program.

One begins to envy Hercules – he dealt with only nine.

Background: Building the Creature

Succinctly put, the Army Food Program is characterized by decentralized execution in the extreme. Adding to the complexity of the Army Food Program are two watershed changes to the way we do business. In the 1990s, as the Department of Defense (DOD) removed itself from the wholesale food business, the services implemented the Subsistence Prime Vendor program. The Subsistence Prime Vendor program gives the Army food professional access to the considerable choices available in the robust food distribution network of the United States. At about the same time, the Army eliminated the Army Master Menu and established Army Menu Standards. This obligated the Army food professionals at the local level to design their own menus.

Army food professionals generally agree that these changes in distribution methods and menu planning were good for the Army Food Program. These changes, however, did not come without challenges. Perhaps largest among these is that the local Army food professional suddenly was faced with multitudinous decisions. Perhaps more importantly, from an Army perspective, these changes put into the hands of the local Army food professional decisions having an impact on the overall economic health of the Army Food Program.

The Hydra Dilemma

So the dilemma faced by the Army Food Program compares with Hercules and the multi-headed hydra. With so many “heads” in position to influence the Army Food Program, and in a system as decentralized as this one, how can we begin to ensure that decision makers are acting in the best interest of the overall economic health of the program?

Enter Hercules

To help deal with the “Hydra Dilemma,” ACES sought the advice of the Business Strategy Planning Group. This group, an *ad hoc* assembly of Army food professionals and industry professionals, serves as a “think-tank” for the Army Food Program. ACES uses the Business Strategy Planning Group to help deal with issues that do not respond to traditional remedies. The group is encouraged to get “way outside the box,” with the only restriction that ideas should focus on those aspects of the Army Food Program that we can control. We do not waste time crafting solutions that require changes to the environment beyond any reasonable means to implement.

One of the first conclusions drawn by the Business Strategy Planning Group is that traditional Army methods involving prescribed solutions via Army Regulation would, at best, achieve a “one size fits none” solution. Consider that the Active Army is served by 21 Subsistence Prime Vendors in CONUS alone. Each of these companies has its own business strategy, its own means of leveraging manufacturers and, indeed, its own way of doing business. No prescriptive solution can anticipate and accommodate the

innumerable situations brought by such a business environment. While we do not propose abandoning Army Regulations, the Business Strategy Planning Group surmises there is a need for a guidepost against which daily decisions can be evaluated.

Taming the Creature - Principles of the Army Food Program

The foundation of that guidepost comes in the form of the following three principles:

- ▶ Provide Quality Foods to Soldiers.
- ▶ Make the Best Business Decisions To Support Quality Foods.
- ▶ Revise Processes to Support Better Business Decisions.

These principles can be seen as akin to the Seven Army Values. The principles of the Army Food Program are similar guidelines. Once properly understood and internalized by the Army food professional, these principles will serve as a guidepost which points the decision maker in generally the correct direction without need of strict, all-encompassing directives from the top.

It is easy to be fooled by the simplicity of these principles. In fact, it is the simplicity of the principles that makes them work. In 1990, I studied under Dr. Roger J. Spiller, then head of the Military History Department at Command and General Staff College, Fort Leavenworth, MO. Dr. Spiller contended that for any model to be useful it must pass three tests. It must be simple, it must be flexible, and it must be expandable.

The three principles of the Army Food Program collectively pass these tests. They are simple rules. They are flexible enough to allow for locally unique circumstances that could never be envisioned by those who write regulations. The three principles work equally well at micro and macro levels of the Army Food Program.

In our model, each principle is supported by the following one. The overarching principle is that soldiers will receive quality foods. The bedrock principle is that the Army will revise outmoded processes in order to make the best decisions possible from economic and business standpoints.

The Three Principles in Detail

Provide quality foods to soldiers. This is etched in stone. In my view, this is the acid test of the Army food professional, a standard by which we measure ourselves as professionals. We are supported in this effort by the Subsistence Prime Vendor program and the Operational Rations Program, each of which can provide the best products to soldiers. This principle especially protects the soldier in the field because it rules supreme and will prevent the inclusion of inferior products that cannot perform in a field environment.

This principle does not stand alone, however. The hard work for the Army food professional is to make this happen while adhering to the remaining principles. The Army food professional cannot hide behind claims of “taking care of soldiers” to justify poor business practices. Incumbent in this principle is the expectation that Army food professionals will ensure that food is prepared and displayed well. It also implies that we continue the Army tradition of the highest food safety standards: the Army food professional recognizes standards that are a matter of *force protection*.

Make the best business decisions to support quality foods. For years, we have heard talk of better business practices in the Army. The Army Food Program has a better opportunity than many areas of

the Army to make this so. In garrison, our business is remarkably close to commercial feeding or to university food services. We already have business models toward which to strive. For us to achieve better business decisions, it is key that the Army food professional recognizes that, as a decision maker, he is a part of the management of the Army Food Program – not merely a manager of a particular dining facility. This principle, put into practice by the Army food professional, will eliminate decision-making based on personal preference, whim or the continuance of business as usual. The Army food professional must understand that upon his shoulders are balanced the needs for quality foods *and* economic efficiency.

To understand and make the best business decisions requires an entirely new skill set for the Army food professional. Our managers need to understand the concepts that our civilian counterparts understand such as center of plate costs, eye appeal, product and restaurant marketing, for examples. To make the best business decisions, the Army food professional must understand the economics at work that impact his facility and the overall Army Food Program.

ACES has institutionalized the training of these skills. In October 2000, ACES implemented training changes that rejuvenated the technical training in the Advanced Noncommissioned Officer Course (ANCOC) and the Basic Noncommissioned Officer Course (BNCOC) to reflect the skills needed by the enlisted Army food professional. Concepts that were previously reserved for Advanced Food Service Management and Warrant Officer Courses are now introduced and targeted to the grade and duties of the NCO in training. Add to the mix the hands-on experience that the 92G (Food Service Specialist) can gain in the growing NCO Training With Industry program (now operating on five college campuses around CONUS). This results in a powerful combination of tools to give the Army food professional the skills needed to execute effectively in today's environment.

Another implicit element of this principle is that an open, honest partnership must exist between the Army as the customer and the Subsistence Prime Vendor or Unitized Group Ration-A (UGR-A) assemblers. While our business partners are happy to give us whatever we ask for, this does not ensure that our requests are the best business decisions we can make. For the Army food professional who has generally grown up in the public sector, our private sector business partners can be the source of previously unrecognized strategies to reduce the Army's grocery bill and make the best business decisions.

Revise processes to support better business decisions. Of the three principles, this one may be the toughest. This one forces the Army food professional to transcend the way we do things, to see how our current processes stand between us and the better business practices. To illustrate, let me cite two real examples.

This year it was brought to our attention by one of our Subsistence Prime Vendors that Army dining facilities are that distributor's only customers buying canned ham. As an alternative, the Subsistence Prime Vendor suggested a buffet ham that is a far superior product - at 10 cents less per pound. In making this change, the Army wins, as does the Subsistence Prime Vendor. The process change at work here is learning to use the Subsistence Prime Vendor as a source of updated product information instead of purchasing in perpetuity a product selected for Army use who knows how long ago.

We continue to perpetuate the installation Menu Board. While the Menu Board is a good forum for dealing with installation issues, in today's business climate it does not go far enough. When we seriously study our environment, it becomes apparent that installation boundaries are arbitrary and false boundaries for the Army Food Program. Even MACOM boundaries are false boundaries in some aspects of the Army Food Program. In almost every region of CONUS, we find that one Subsistence Prime Vendor services multiple Army installations. By making purchasing decisions at the dining facility or installation

level, we fail to leverage the potential cost savings of all Army purchases made from that one Subsistence Prime Vendor. In fact, by failing to coordinate our purchases with other installations served by the same Subsistence Prime Vendor, we are, in some cases, unwittingly raising the cost of groceries as we purchase a given commodity.

ACES is testing one remedy for this, the Regional Purchasing Coordination Team (RPCT), with cooperation by the FORSCOM, TRADOC and AMC. In the RPCT, installations served by the same Subsistence Prime Vendor agree on a purchasing strategy for common items, allowing us to leverage the total buying power of the Army *vis-a-vis* a given Subsistence Prime Vendor. Where installations X, Y and Z can agree to use a single brand of cake mix, for example, the Subsistence Prime Vendor can deliver that cake mix at a lower cost in many cases. The process under revision here is the process by which we add and modify food catalog items with the Subsistence Prime Vendor. Using electronic communications, we can transcend the artificial barriers of the installation to our own economic betterment. Indeed, once we prove success of the RPCT, the next logical step is to coordinate purchases with all DOD customers serviced by common Subsistence Prime Vendors.

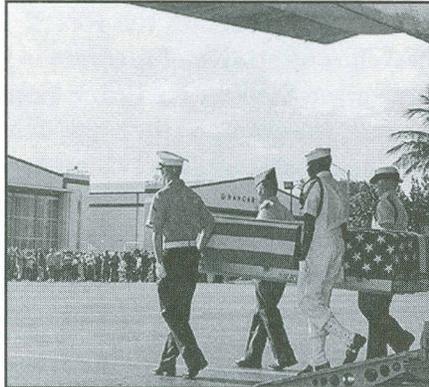
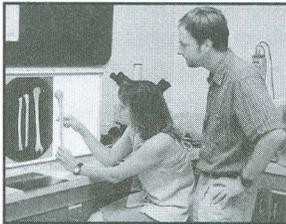
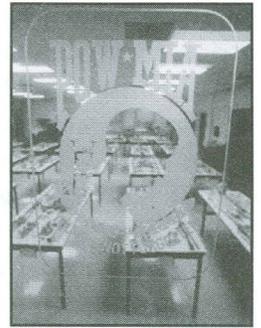
The previous examples serve to demonstrate that we cannot afford to do business in today's environment using yesterday's processes. Every day that slips by applying old techniques to current issues is an opportunity wasted and dollars down the drain for the Army Food Program.

Can We Slay the Hydra?

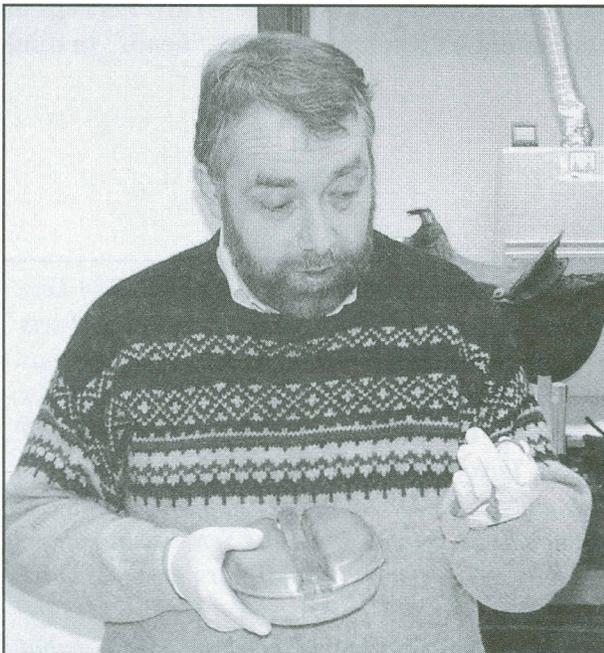
The Business Strategy Planning Group is charged to focus on those aspects of the environment that we can influence. We will never alter the fact that commanders at every level take an active interest in the feeding of their soldiers. Nor should we! The objective of the group then is to instill a set of simple guiding principles that - when supported by education and woven into the fabric of the Army food professionals' ethos - helps all decision makers work along the same lines. ACES will continue to train the Army food professional in these principles. I am confident that the DCSLOG and The Quartermaster General will continue to stress the economic participation of commanders across the Army. Perhaps all of this will not allow us to slay the Hydra. However, we are intent on teaching all those "heads" to think to the benefit of the Army Food Program.

LTC Timothy P. Fitzgerald, Director of the Army Center of Excellence, Subsistence (ACES) at Fort Lee, Virginia, for almost three years, expects to retire from the US Army in April 2001. He has a bachelor of arts degree in business administration from Furman University, in Greenville, South Carolina, where he was commissioned a Quartermaster through the Reserve Officers' Training Corps. His military education includes the Quartermaster Officer Basic and Advanced Courses and the US Army Command and General Staff College. Military leadership positions include Platoon Leader, Technical Supply Platoon, 5th maintenance Company, Kaiserslautern, Germany; and Commander, Company D, 3/48th Infantry (BT), Fort McClellan, Alabama. Staff positions at the battalion and brigade levels include S1, 548th Supply and Services Battalion, Fort McClellan; S2/3, 411th Base Support Battalion, Heidelberg, Germany; S4, Military Police School Battalion, Fort McClellan; and S4, 2d Regional Training Brigade, Fort McCoy, Wisconsin. At Fort McCoy, LTC Fitzgerald worked closely with the US Army Reserve and the Army National Guard as Chief, Combat Support Assistance Division, Readiness Group, and as Deputy Director, Standards and Evaluation, US Army Training and Doctrine Command's Regional Coordinating Element. He also has served on the general staffs of two major commands, US Army Europe and Forces Command, Army.

Museum's Curator Takes Expertise Overseas



For years, the US Army Quartermaster Museum has exported its vast research capabilities around the world by answering written requests and, most recently, fielding questions sent by E-mail on a daily basis. State and federal agencies, for example, routinely ask for help identifying military-related items from photographs taken at excavation sites. Luther D. Hanson, curator, usually receives such requests.



Photograph by MAJ Kevin Born

Curator discussing artifacts at the US Army Quartermaster Museum, Fort Lee, VA

The curator's resources include the extensive Quartermaster exhibits, collections, library and archives within the museum itself at Fort Lee, VA. The curator works one-on-one with individuals who come to Fort Lee for research, often for unit histories or information about family members who were Quartermasters. The museum's staff provides research assistance to more than 500 individuals per year, drawing from more than 5,000 reference books, documents and photographs. Hanson also assesses and catalogs donations of artifacts, such as battle flags and boots, for the Quartermaster Museum's continuously changing exhibits. The museum hosted 68,924 military and civilian visitors in 2000, and Hanson took turns with other staff members leading tours and conducting special programs.

Hanson himself has become an invaluable resource. On "loan" to the Army Central Identification Laboratory, Hawaii (CILHI) for a week this winter, Hanson used his experience, knowledge and keen memory to help the CILHI advance some complicated cases of service members killed in defense of their country. The CILHI maintains 13 standing search and recovery teams that travel the world conducting surveys and excavations of crash and burial sites associated with the loss of United States personnel.

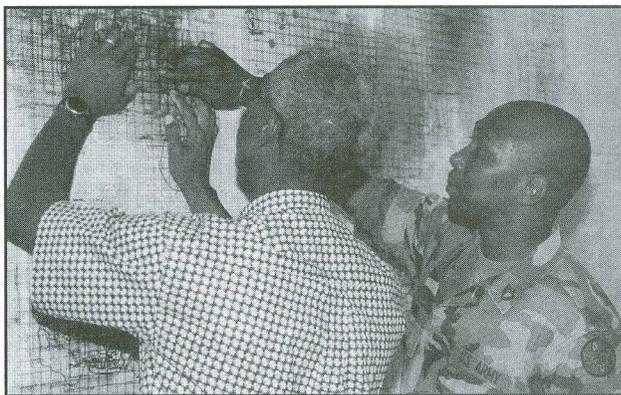
In one instance while on "loan," the Quartermaster curator sat at a table and sorted

through a bag of metal buttons recovered from the dirt at an excavation site. He categorized the buttons by the branch of military service and time period of the personnel wearing the uniforms when they died. He is skilled at making connections between isolated artifacts and the time periods the artifacts represent. He helped CILHI technicians in Hawaii compile specific reference materials related to military artifacts to aid them in future research.

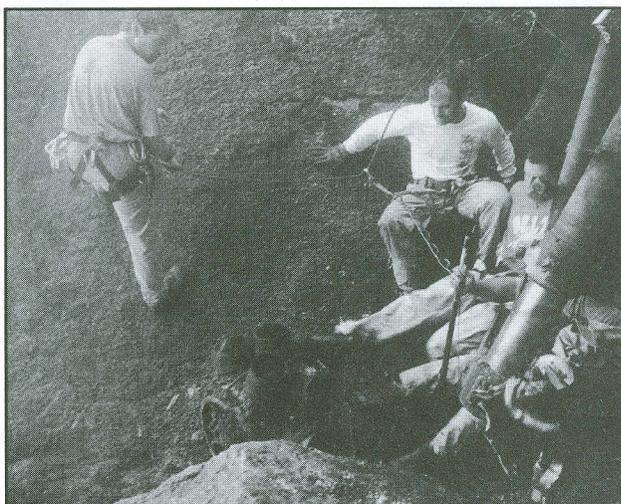
Another purpose of the curator's visit was to explore the possibilities of the CILHI's request for a direct link with the Quartermaster Museum to the CILHI's field sites, such as Korea and Vietnam. The CILHI personnel headquartered at Hickham Air Force Base already E-mail written questions to the museum staff at Fort Lee. The direct link from field sites anywhere in the world will mean that the CILHI personnel can photograph artifacts as found "in the dirt" and then quickly E-mail the images to the museum for help with identification while the excavation is in progress. The curator will be looking at a photograph instead of interpreting a written description or sorting through out-of-place artifacts brought to Hawaii later for identification.

The CILHI is a field-operating element of the Casualty and Memorial Affairs Operations Center, US Total Army Personnel Command (PERSCOM). The CILHI's mission is threefold: search for, recover and identify remains of American military personnel, certain civilian American personnel, and certain allied personnel unaccounted for from World War I,

For research online, the US Army Quartermaster Museum maintains an extensive web site at www.qmmuseum.lee.army.mil that expands constantly with updated web pages and links to other sites with military history. The museum's web pages, for example, have unit histories and insignia, what happened this week in Quartermaster history, actual museum exhibits and historical photographs online, and Quartermaster contributions during the Korean War, World War II and World War I. Also, the museum's Army Quartermaster Foundation, Inc. has a web site at www.qmfound.com with a wealth of information.



*Photographs from the
Army Central
Identification
Laboratory, Hawaii*

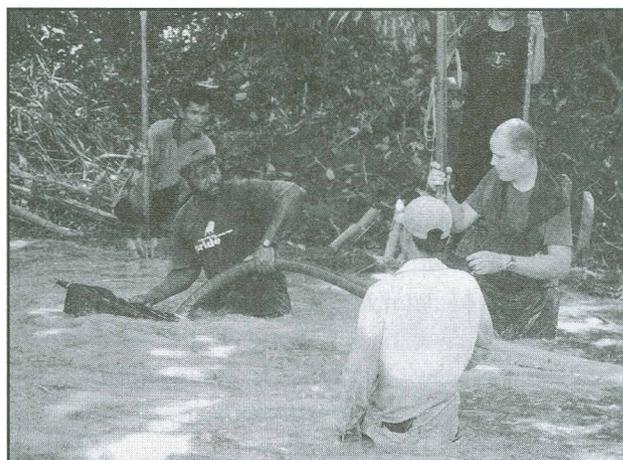
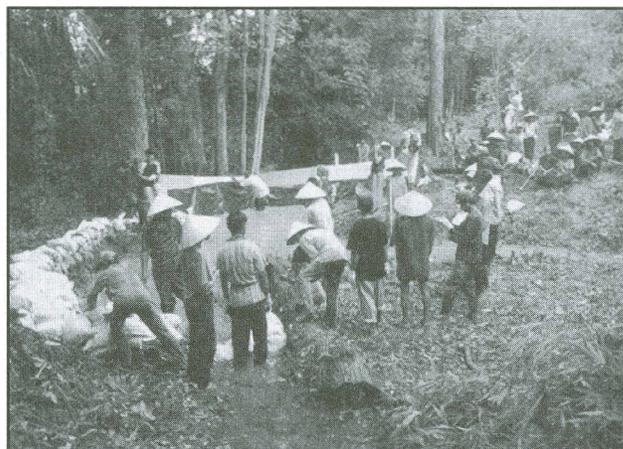
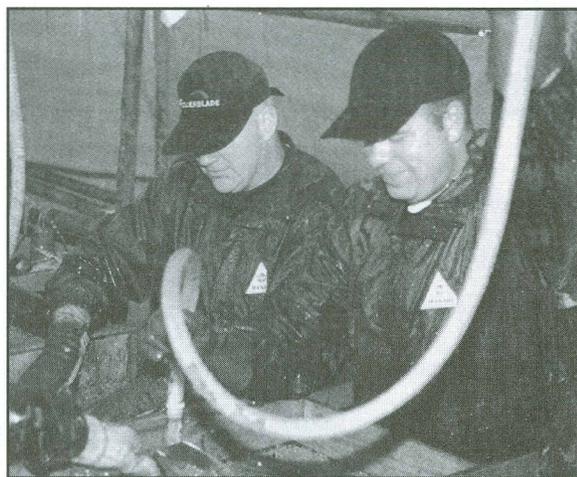


World War II, the Korean War, Southeast Asia, and other conflicts and contingencies. The CILHI personnel also conduct humanitarian missions and provide technical assistance as requested by the appropriate geographic commander-in chief. The CILHI mission ranges from the rain forests of South America to the deserts of the Middle East, the glaciers of Tibet and the jungles of New Guinea. In recent years, much of the CILHI's emphasis has been the former battlefields of the Vietnam Conflict (Vietnam, Laos and Cambodia), but with the collapse of the former Soviet Bloc there now is unprecedented access to sites involving Cold War losses. Access to North Korea began in 1996 to resolve the more than 5,500 cases of US service members whose remains were never recovered.

The CILHI is divided into four major sections: Command and Support, Search and Recovery Operations, Casualty Data Analysis, and the Laboratory. Forensic anthropologists from the CILHI

scientific staff supervise the archaeological techniques used to recover the human remains and material evidence from the sites. Each team is made up of a team leader (anthropologist), team noncommissioned officer (NCO) in charge, mortuary affairs specialists who are Quartermaster soldiers, medic, and photographer. An explosive ordnance technician, linguist, and aircraft wreckage specialist can augment the team. Each year, teams spend more than 220 days around the world sifting and recovering through bone fragments, aircraft wreckage, personal clothing and other artifacts. Medical and dental records, witness interviews and maps are also used.

Once remains are brought to Hickam Air Force Base, 21 forensic anthropologists and 2 odontologists begin analyzing the casualty data. Also involved are mortuary affairs specialists, historians, museum curators and other specialized scientists. Computers, microscopes, radiological equipment and the latest technology employs mitochondria DNA and dental comparison as the mainstays of identification.

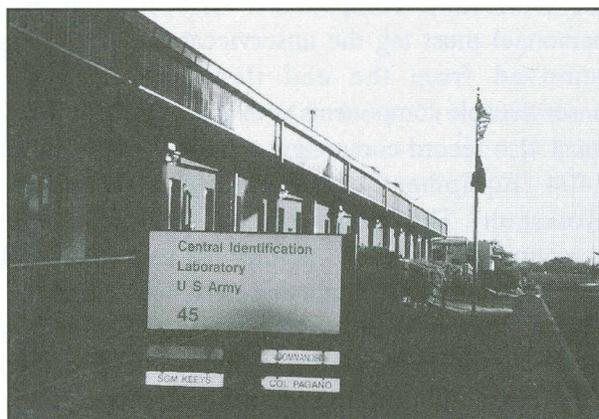
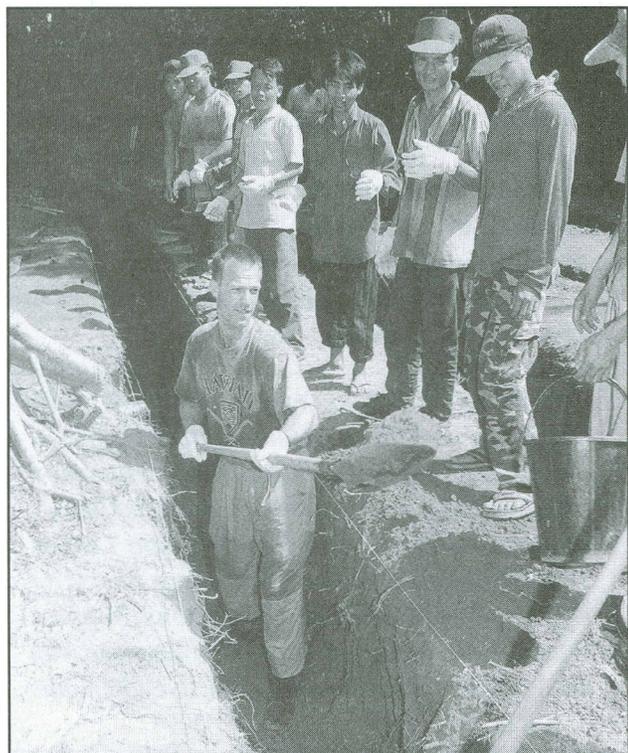
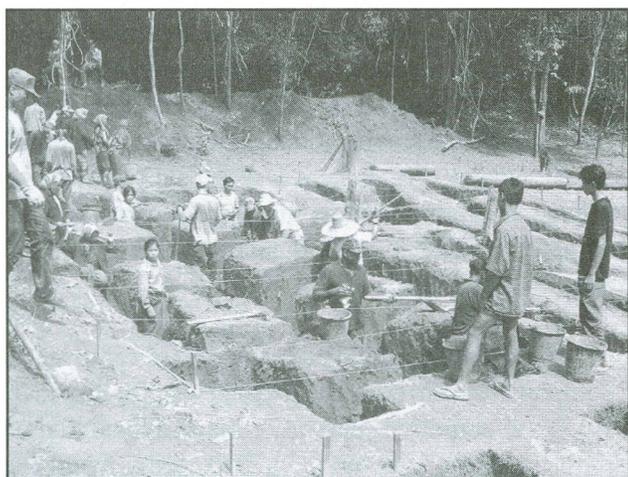


Throughout the identification process, the CILHI personnel seek assistance from federal and private agencies including the U.S. Pacific's regional medical center, the Armed Forces Institute of Pathology, the Federal Bureau of Investigation, the Armed Forces DNA Identification Laboratory and military museums.

Simultaneously, but independently, the anthropologists develop a biological profile of an individual based on skeletal remains. Once completed, the anthropologists compare their profile with the known, recorded features of a missing individual. Researchers compare records and military historical data to determine whether the remains

match information in files from battlefield and crash reports, previous excavations and other data. Gradually, the staff of all the CILHI sections combine the scientific findings and the background information to confirm and identify remains. If conclusive identification is found, the findings are forwarded the Casualty and Memorial Affairs Operations Center for referral to the Service Mortuary Affairs Office and then to the family of the deceased.

Since 1973 at their present location, CILHI personnel have identified 933 service members: 658 from Southeast Asia, 20 from the Korean War, 240 from World War II and 15 from the Cold War. Currently, the CILHI is trying to resolve more than 400 cases pending from the Korean and Southeast Asian conflicts. The CILHI tries to provide a family with answers and to let the family know what happened. With the CILHI's commitment and the Quartermasters' continued role in the fullest possible accounting of all service members killed in defense of their country, the promise of *Not To Be Forgotten* will continue.



Differences Between Controlled Substitution and Controlled Exchange

CPT Brandon Klink

When properly implemented, controlled substitution and also controlled exchange are efficient ways to return non-mission capable (NMC) equipment to a fully mission capable (FMC) status. For controlled substitution, serviceable components from unserviceable and economically reparable items are removed for immediate reuse to restore a similar item or weapon system to FMC status. For controlled exchange, the commander authorizes exchange when a valid requisition is submitted to replace the unserviceable item and when the required components are not available before the required delivery date (RDD).

When using controlled substitution, the unit must protect the piece of equipment from which it removes the serviceable components. Also, maintenance personnel must tag the unserviceable components removed from the end item and keep the unserviceable components with the equipment. They must also record component removal on DA Form 2404 (Equipment Inspection and Maintenance Worksheet). Throughout this process, maintenance personnel must closely monitor the cancellation of requisitions against faults that have been corrected. This monitoring will become even more important as the Army implements the single stock fund, so that units do not prematurely deplete their maintenance budgets. Finally, the donor piece of equipment must not be degraded to an uneconomically reparable condition.

When using controlled exchange, the unit first must have approval from the commander, generally the battalion commander. The unit may take parts from its own equipment only when all the reparable material belongs to that unit and when controlled exchange is the only reasonable way to return the unit's Equipment Readiness Code (ERC) "A" and "P" items to a fully mission capable status. The ERC is a one-digit code explaining an item's importance

to a unit's combat, combat support or combat service support mission. The ERC "A" items are primary weapon systems and equipment essential to a unit's assigned mission. The ERC "P" items - pacing items - are major weapon systems or equipment systems so important that they are subject to continuous monitoring and managing at all levels of command. Controlled exchange may not be used for equipment involved in an accident until the investigating officer has formally released it. Also, controlled exchange may not be used on operational readiness float (ORF) assets. ORF assets are kept at direct support units to "float" to supported units that cannot perform their combat or combat support missions because their equipment is NMC.

"Cannibalization" is the authorized removal of components from equipment designated for disposal. Approval authority generally rests at a level higher than battalion commander. End items awaiting disposition instructions will not be cannibalized without approval from the National Inventory Control Point (NICP). During combat, commanders may authorize the cannibalization of disabled equipment only to make repairs easier on other equipment for return to combat. Parts will not be cannibalized for stockage at the battalion level. Finally, cannibalization of ORF assets is not authorized for the same reasons that units are not allowed to use ORF assets for controlled exchange.

CPT Brandon Klink is a recent graduate of the Combined Logistics Captains Career Course at Fort Lee, Virginia. His military education includes the Quartermaster Officer Basic Course. Previous assignments include Platoon Leader, Transportation Platoon Leader and Executive Officer, 528th Special Operations Support Battalion at Fort Bragg, North Carolina, and with the 2d Infantry Division at Camp Hovey, Republic of Korea.

Bringing Army Laundry Operations Into the 21st Century

CPT Keiry R. Langkamp

The capabilities of the Laundry Advanced System (LADS) are revolutionary compared to its predecessor, the M85 Laundry Unit. The Quartermaster General identifies LADS in his briefings on Army Transformation as part of the combat service support community's equipment modernization program to improve operations and reduce the requirement for water distribution. Logisticians need to know the advantages and disadvantages that field service companies (FSCs) can expect with the LADS.

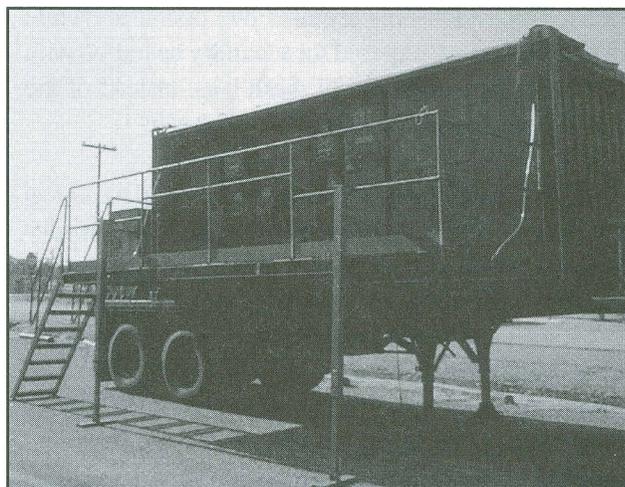
The primary advantages of the LADS are an increase in output of clean laundry, a decrease in water consumption, a decrease in manpower requirements and an increase in the operator's ability to monitor the system easily. The LADS introduces a new waterproofing technology, as well as a steam- and air-based drying process. The LADS' shortcomings are a decrease in the ability to deploy and an increase in reliance on automation. Also, previously fielded units are discovering minor design problems. However, the advantages of the LADS far outweigh its disadvantages.

LADS Advantages

The fielding of the LADS calls for one LADS unit to replace four M85 units. The LADS can process up to 400 pounds of laundry per hour. In contrast, the M85 only processes 120 pounds of laundry per hour. Also, the turnaround time for a soldier's clean laundry with the LADS is 24 hours. In comparison, a soldier waits for an average of two days for laundry cleaned by the M85. One factor affecting quicker turnaround time with the LADS is the use of mesh bags filled with laundry. No longer must soldiers



Laundry Advanced System



secure each piece of clothing with an alphanumeric pin as required with the M85. Combining washables into mesh bags for the LADS gives the field service soldiers more time to receive dirty laundry and to issue clean laundry.

In addition to processing a greater volume of laundry per hour, the LADS also saves water. The daily water consumption rate of the LADS is only 500 gallons compared to four M85s that require more than 24,000 gallons of water a day. The LADS design includes a built-in distillation system. During distillation, the machine reuses and recycles water by heating dirty water, capturing the steam and cooling the steam in order to make clean distilled water for the rinse cycle. The reusing and recycling of water not only reduces the amount of water required during operation, but also significantly reduces the amount of wastewater. Four M85s produce more than 24,000 gallons of wastewater a day. Now, with more than 97 percent of the water

recycled in the LADS, only 40 gallons of wastewater are produced. This percentage is highly significant during deployment planning. Previously, the M85 units needed great quantities of water trucked in to support the 24,000 gallons of water a day requirement. Also, the planning for removal of the 24,000 gallons a day of M85 wastewater became an environmental concern. Now with the LADS, a 3,000-gallon collapsible water tank can support operations for five days, and the wastewater can be easily disposed.

As discussed, one LADS is designed to replace four M85s. The LADS only requires two operators, while eight operators are required for a laundry operation with the M85. The LADS use of mesh bags instead of the M85 pinning process also saves manpower.

The LADS new cycling process also saves manpower. The LADS operates with a dry-to-dry process. With the dry-to-dry process, washing, rinsing, spinning and drying all occur in one receptacle. The LADS operator has only to place the mesh bags of dirty laundry into the receptacle and push the start button. The average processing time is 65 minutes. The bags are then removed from the receptacle, ready for return to the customer. The LADS dry-to-dry process is significantly different from the M85 process. During the M85 process, the operator places the individually identified clothes in the first receptacle or "drum" for washing and rinsing. Then the operator transfers the wet clothes to the second receptacle, the extractor, to spin away all residual water from the first drum. Finally, the operator removes the clothes from the extractor and places them in the third receptacle for drying.

Monitoring the system and performing organizational maintenance are easier with the LADS. Soldiers can complete more than 87 per cent of the required maintenance on the LADS at the organizational level. To increase the ease of monitoring the system, the LADS is designed with a display panel for the operator. This panel displays information in plain text for the operator's continual monitoring of the LADS status. Operators can see all aspects of the operation, such as water levels and temperatures. This feature is so advanced that the panel even shows the operator when the machine is

running out of soap or when the lint trap is full. The LADS is designed for increased responsiveness through early problem identification. In contrast, the M85 does not have a single control panel.

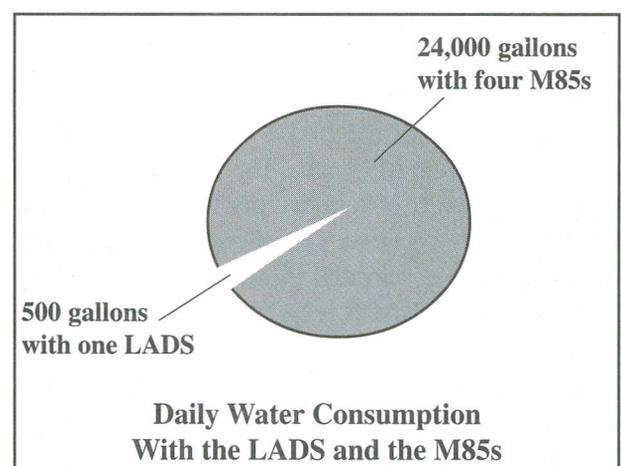
New technology introduced with the LADS is the application of a Teflon-based laundry additive to Gortex and rain gear in order to waterproof this clothing. The operator adds a liquid product called Stormshed before the final rinse cycle. This liquid bonds with the fibers of the rain gear and results in a resilient fabric that repels water.

Lastly, another technological advantage of the LADS is its indirect heat-transfer process during the drying cycle. The M85 uses a diesel fuel solvent to dry clothes. The use of fuel often leaves the clothes smelling like diesel when they come out of the dryer, which decreases soldier morale. The LADS uses a system that essentially circulates heat, in the form of steam and air, to dry the clothes. The LADS drying method allows return of fresher-smelling clothes to the customer.

Disadvantages

Fortunately, the disadvantages identified with the LADS are few and, in many cases, correctable. The first disadvantage of the LADS is deployability. Unlike the M85, the LADS cannot be airlifted in C130 and C141 aircraft. However, the LADS can be airlifted with larger aircraft such as a C17 or C5.

Another disadvantage of the LADS is increased reliance on automation. The operator's display panel offers early detection of problems. However, the



display panel can make the soldier too reliant on automation for the answers. This increased reliance can result in the soldier not performing the proper preventive maintenance checks and services (PMCS). Field service soldiers need to know the components of the LADS.

The most notable disadvantage plaguing the LADS is that minor design deficiencies associated with being a “new” system are being discovered as the system is tested in the field. However, modifications are constantly being made to enhance and improve the LADS.

The LADS will revolutionize the Army’s laundry operations in the 21st Century. FSCs can plan on increasing clean laundry output, decreasing water consumption rates, decreasing manpower requirements, and increasing the ease of monitoring the system and performing organizational maintenance.

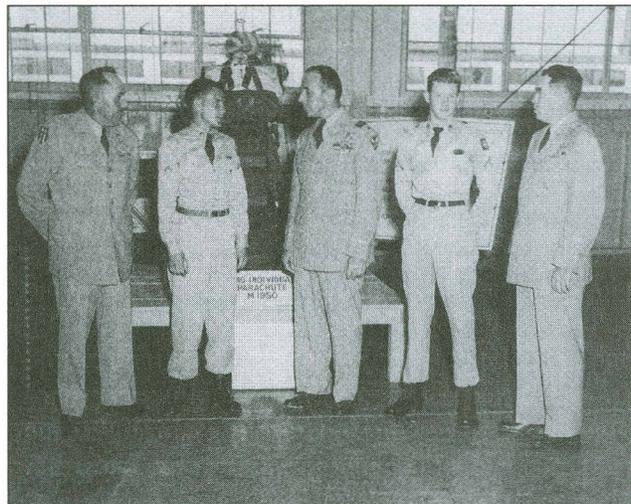
The author personally thanks Donald R. Lynn, Chief of the Field Services Division, Airborne and Field Services Department, US Army Quartermaster Center and School at Fort Lee, VA (lynnd@lee.army.mil) and Jonathan Given, LADS Project Officer, Soldier Systems Command, Natick, MA (jonathan.given@natick.army.mil) for acting as the subject matter experts for her research on the LADS.

CPT Keiry R. Langkamp is a recent graduate of the Combined Logistics Captains Career Course at Fort Lee, Virginia. Her previous assignments include III/V Platoon Leader, Supply Support Activity Platoon Leader and Adjutant for the 127th Aviation Support Battalion, 1st Armored Division in Hanau, Germany.

50th Anniversary of First Quartermaster Aerial Resupply Course

With the advent of large airborne units during World War II and the increased importance of aerial resupply of troops on the ground, there was a lengthy postwar debate on who and how the critical “supply by air” mission should be handled. New functions included the storing, maintaining and issuing of all types of airborne equipment. Discussion also involved development of new load-bearing platforms, airdrop techniques and procedures, and the very important mission of *training* airborne personnel.

As a result of numerous studies, committee meetings and board recommendations the Quartermaster Corps formally assumed major responsibilities in this field in the Spring of 1950. The year after assuming the mission, the Quartermaster airborne program got off to a flying start with the opening of the first Parachute Packing, Maintenance and Aerial Delivery Course at Fort Lee, VA, on 21 May 1951. The Quartermaster General, MG Herman Feldman, gave a brief address at the opening ceremony. A few minutes later, 4 officers and 55 enlisted soldiers began training. The year 2001 marks the 50th anniversary of that aerial delivery course and its first graduates in August 1951. – From



In this 1951 photograph, MG L.L. Lemnitzer (far left), Commander of the 11th Airborne Division, LTC A.E. Dodge (center), Department Director at the Quartermaster School, and BG Andrew T. McNamara (far right), Acting Post Commander at Fort Lee, VA, are shown talking to the two top graduates of the first aerial resupply course.

the Quartermaster Home Page, *This Week in Quartermaster History*, 10-26 May.

www.qmmuseum.lee.army.mil/historyweek

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Fort Stewart ROWPU Team Wins Best Overall in Rodeo	SUMMER 2000
Roundup of ROWPU Rodeo Winners	SUMMER 2000
Bulk Water Purification, Storage and Distribution Operations in Cold Weather	AUTUMN 2000
CPT Jesse Morehouse Carl Hottel	
Reducing Replacement Costs of ROWPU Elements	AUTUMN 2000
CPT Laurian G. Cuffy	



The Advanced Food Sanitation Center for Force XXI

CPT Dale C. Destefano

The Advanced Food Sanitation Center (AFSC) is a great improvement on the outdated Mess Kit Laundry and the Food Sanitation Center currently fielded throughout the military services. In testing, the AFSC has proven safer and easier to operate for soldiers and Marines. Also, the AFSC should improve field feeding operations in Force XXI as more cost effective and less degrading to the environment than the two older systems.

The AFSC was developed by the Department of Defense Combat Feeding Program at the US Army Soldier Systems Center, Natick, MA. Portions of the kit were tested at the US Army Quartermaster Center and School, Fort Lee, VA, before initial field testing at Fort Drum, NY, to units of the 10th Mountain Division. The new sanitation center will be available by Autumn 2001.

The current Mess Kit Laundry consists of three M67 immersion heaters and three 32-gallon waste cans. The waste cans are filled with water, and the heaters bring the water to the desired temperature in each can. This temperature is difficult to attain and then to maintain. The biggest concern: the immersion heaters use MOGAS (military gasoline), a highly flammable and volatile fuel. MOGAS produces a lot of vapors and tends to ignite and even explode whenever a spark is present, making safe operation difficult and risky. These M67 immersion heaters are also characterized as clumsy to operate. The Mess Kit Laundry is ineffective for maintaining proper sanitation around food, especially with the large pots and pans used in the field.

The Food Sanitation Center does improve upon the Mess Kit Laundry. The Food Sanitation Center consists of military-unique components, including three stainless steel sinks in place of the waste

cans. This system also replaces the M67 immersion heater with the M2 burner. The M2 burner has been the primary heat source for field feeding and sanitation since 1960. However, because the M2 uses MOGAS, the burner must be removed from the kitchen for safe fueling and tank pressurizing. The M2 also must be preheated and ignited outside of the kitchen and then carried back while lit for placement under the kitchen sinks.

One M2 burner is placed under each sink in the Food Sanitation Center to directly heat the water to the desired temperature. This introduces drawbacks to the Food Sanitation Center. The soldier working over the Food Sanitation Center's sink also has to stand over the open flame of the M2 burner, increasing the risk of burn injuries. The M2 burners also gave off large quantities of carbon monoxide gas that is lethal if not properly ventilated. Finally, the M2 requires a great deal of maintenance and large quantities of fuel.

The AFSC for Force XXI is similar to the Food Sanitation Center, but safer and more efficient. The Food Sanitation Center's three M2 burners have been replaced by a single Modern Burner Unit (MBU). The MBU burns JP8, a fuel far less volatile and therefore safer than MOGAS. The MBU has a dripless fueling system and requires no preheating. Soldiers can both fuel and ignite the MBU inside the kitchen, making these operations safer. The MBU's efficiency and ease-of-use allow the soldiers more time for cooking and less time maintaining the burners.

The single MBU, used with a new water heater in the AFSC, can heat the water for all three sinks at one time. Each AFSC sink is equipped with individual steam valves that provide independent control of the

water temperature. Individual valves make maintaining the minimum temperatures of 110, 120 and 170 degrees Fahrenheit for the washing, rinsing and sanitizing cycles much easier. Also, the sinks in the Food Sanitation Center drained from the back wall, requiring the soldiers to tip the basins to get the water to drain properly. The AFSC's new sinks have center-mounted drains that provide quick drainage and contribute to cleaner sinks.

A grease separator in the AFSC filters out much of the grease and food from the wastewater. This wastewater, called "gray water," can then be partially disposed on site into a sump pit (a hole dug and filled with gravel where wastewater either evaporates or leaks into the ground) or taken off site and disposed at the nearest wastewater treatment facility. The Natick Soldier Center is preparing to award a joint service, five-year production contract for a program to create a "gray water" treatment system to augment the AFSC by the end of 2002. This system will automatically treat field kitchen wastewater on site, eliminating the need to contain, pump or transport the "gray water" for disposal.

The AFSC provides a significant savings in production and equipment costs over the Food Sanitation Center. Most of the components are

commercially produced. This will allow significant savings in procurement costs, currently estimated at exceeding \$4,000 per Food Sanitation Center. These AFSC components also meet the National Sanitation Foundation standards. The steam-heating AFSC system for Force XXI not only costs less than the Food Sanitation System with three M2 burners, but also enhances the quality, efficiency and safety of the system as a whole.

The AFSC is a major improvement over the Mess Kit Laundry and the Food Sanitation Center in the field today. The AFSC's efficiency of design will contribute to the safety, well-being and health of both the cooks and the soldiers for whom they cook.

CPT Dale C. Destefano is a recent graduate of the Combined Logistics Captains Career Course at Fort Lee, Virginia. He previously served with the Defense Energy Support Center in Germany and Croatia as the Plans Officer; and with the 5th Maintenance Company, 51st Maintenance Battalion, Kaiserslautern, Germany, as Ground Support and Engineer Platoon Leader, Class IX Platoon Leader and Accountable Officer. CPT Destefano was enlisted for three years in Military Intelligence and then attended the United States Military Academy at West Point.

US Army Women's Museum Dedication

Thousands of women Army veterans will have the opportunity to participate 11 May 01 in the dedication ceremony for the new US Army Women's Museum at Fort Lee, VA. The Acting Secretary of the Army, Dr. Joseph W. Westphal, will be the guest speaker. Open to the public, the dedication is one of the highlights of a five-day Army Women's Reunion at Fort Lee, May 9-13.

Due to base closure and realignment, the former Women's Army Corps (WAC) Museum at Fort McClellan, AL, was closed when Fort McClellan closed. Fort Lee was chosen as the new museum's site because of its historical ties to the WAC. Fort Lee was the home of the First Regular Army WAC Training Center and WAC School from 1948 to 1954, before the move to Fort McClellan.

The newly constructed facility has been renamed the US Army Women's Museum to represent all women who have served in the Army from the Revolutionary War to the present day. The legacy of the first female corps to today's female soldier will be represented by the 5,000 artifacts, large collection of archives, more than 300 videos and 40 exhibits displayed in this unique 13,325-square-foot museum. Visitors will learn of women's struggles, persistence, patience and, above all, their will to prevail in the face of opposition as they served alongside their male counterparts. The museum dedication is open to the public. However, all other events during the reunion are for registered reunion members only.



CAREER NEWS

Professional Development

As the Army transformation continues in the 21st Century, we at the Quartermaster Branch, US Total Army Personnel Command (PERSCOM) will update Quartermasters about some changes, developments and trends in the assignment and professional development areas. **For more information about Quartermaster Corps officer and noncommissioned officer (NCO) issues, access the PERSCOM web site at www.perscom.army.mil and the Office of the Quartermaster General web site at www.quartermaster.army.mil/oqmg/ (Officer Proponency, Warrant Officer Proponency and Enlisted Proponency). Quartermaster warrant officers can access their PERSCOM Quartermaster Warrant Officer Page at www.perscom.army.mil/OPwod/tolbert.htm.** To help enlisted soldiers keep track of PERSCOM's new communication tools, the Enlisted Personnel Management Directorate distributed a wallet-sized information card that lists a soldier's career manager's telephone number, E-mail address, FAX number, and telephone Interactive Voice Response System (IVRS) instructions and telephone number. Enlisted soldiers can get their pocket cards at their personnel servicing battalions.

Quartermaster Officer 'Wellness' Report

*LTC Michael R. Chambers, Chief, Quartermaster Officer Personnel Management
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I am proud to present the "wellness" of the officers in the Quartermaster Corps. As our already diversified logistical mission continues to change, our 2,896 Quartermaster officers stand ready to accept and complete the Army's missions. Our Army again is undergoing a major transformation into a force that is highly mobile and ready to execute the dynamic missions of the 21st Century. Whether serving in the continental United States or anywhere else around the globe, Quartermaster officers continue to perform their missions in an unprecedented manner. The latest promotion board selected 23 Quartermaster officers to the rank of colonel with a remarkable 10.9 per cent below-the-zone selection rate.

PERSCOM is modifying procedures to assign not only the right officer to the right job at the right time, but also to assist Quartermaster officers with the best opportunities for professional development. The latest personnel initiative is the intensified focus on junior officers. For example, Quartermaster officers graduating from the Combined Logistics Captains Career Course (CLC3) have 20 per cent more assignment options than in the past. For a CLC3 class with 25 Quartermasters, PERSCOM now offers 30 assignments. Officers request their top three assignments six months before attending CLC3 in order to let PERSCOM know what they want so that the assignment officer can request assignments to line up with the officers' preferences. The Army's needs always must be met first, but now the officers' preferences weigh much more heavily in the assignment process. The first officers to experience this change will be Quartermasters attending CLC3 in June 2001.

The opportunities for challenges and rewards continue in Functional Area 90 (Multifunctional Logistician) and in the three other nonoperational career fields. Quartermaster officers continue to lead the way.

Results of the FY00 Colonel Promotion Board

LTC Lee Hansen, Lieutenant Colonel Assignments Officer

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Here are the results of the FY00 Colonel Army Competitive Category (ACC) Board:

Zone	# Sel/# Con	QM % Sel	Army % Sel
PZ	14/33	42.4%	52.0%
AZ	4/45	8.9%	9.5%
BZ	5/46	10.9%	7.4%

Primary Zone Statistics (14 Selected)

Gender	# Sel	% Sel
Male	12/29	41.0%
Female	2/4	50.0%

Civ Ed	# Sel	% Sel
Doctorate	0/0	0.0%
Master's	12/23	52.0%
Bachelor's	2/10	20.0%

Race	# Sel	% Sel
White	11/24	45.8%
Black	2/4	50.0%
Other	0/2	0.0%

Comm Source	# Sel	% Sel
USMA	1/2	50.0%
ROTC	9/25	36.0%
OCS	4/4	100.0%
Other	0/2	0.0%

FA	# Sel	% Sel
48	1/1	100.0%
49	1/1	100.9%
52	0/1	0.0%
90	12/30	40.0%

Age	
Youngest	40.0
Average	44.0
Oldest	48.0

- | | | | |
|------|-----------------|------|----------------------------------|
| AZ | Above the zone | OCS | Officer Candidate School |
| BZ | Below the zone | PZ | Primary Zone |
| Civ | Civilian | QM | Quartermaster |
| Comm | Commissioning | ROTC | Reserve Officers' Training Corps |
| Con | Considered | Sel | Selected |
| Ed | Education | USMA | United States Military Academy |
| FA | Functional Area | | |

Pinning on the Gold Oak Leaf, Command and Staff College

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Regular Army Oath

As soon as you pin on your gold oak leaf, you need to ensure that you execute the Regular Army (RA) Oath of Office. All officers, regardless of standing at the time of promotion to major, must make sure they are administered the oath if they desire to become or remain RA officers. The oath is certified on a DA Form 71 (Oath of Office – Military Personnel).

The DA Form 71 must be forwarded through your command to the Accessions Branch, PERSCOM. PERSCOM then releases the orders that officially appoint officers into the RA. **Officers who fail to take the RA oath within the first 30 days of promotion may be involuntarily accessed as reserve officers and then mandated to retire at 20 years of service.**

Quartermaster Branch is now working with the Accessions Branch to validate the RA status of Quartermaster majors. If you have any questions about RA status, check with your Personnel Servicing Battalion to verify your RA status or contact your field grade technician at PERSCOM's Quartermaster Branch (E-mail to virgilm@hoffman.army.mil).

Command and Staff College

Congratulations to the Command and Staff College (CSC) Class of 2001 for the graduation from Fort Leavenworth, MO, and to students attending foreign staff colleges. While the Class of 01 is awaiting report dates for new assignments, the incoming class is preparing for Command and Staff Colleges around the world. I will provide a little insight into the process of slating officers selected for resident CSC.

Historically, Quartermaster Branch receives 40(+) seats at CSC schools each year. The number varies, based on the size of the year groups under consideration. This seat allocation includes slots for Air Force, Navy and Marine CSC as well as foreign staff colleges.

The timing of CSC attendance from point of selection will vary, based on a number of factors. An analysis shows that about 35 per cent of any given class consists of officers selected in that year, with 65 per cent who have previously deferred attendance for reasons such as lack of slots, branch qualification, recent changes of station, or many other professionally important reasons.

CSC slating comes from the combined list of newly selected officers and the officers selected but deferred from previous lists. This list is prioritized into one Quartermaster Branch order of merit list (OML). It is important to note that the OML does not exclude officers from CSC attendance but does prioritize officers for attendance. All officers selected for resident CSC attendance will attend a CSC (discounting the onetime DA-directed constructive credit as a one-time Army "fix" to bring CSC backlog into line). Slating factors include time on station (TOS) including date eligible for return from overseas (DEROS), year group (YG), branch qualification status, below-the-zone (BZ) promotion, and number of times deferred. A complex computer model assesses these factors and provides a baseline OML. This baseline is adjusted to ensure the Quartermaster Branch complies with guidance from the Army Chief of Staff and PERSCOM's commanding general. Each officer receives a numerical score, and PERSCOM begins the slating process from that score.

An officer who is relatively senior in terms of YG, has met all TOS requirements, needs branch qualification and may have been deferred once already will probably be higher on the list than a recently selected or promoted

major who was just recently selected for CSC and just arrived at his duty position outside the continental United States (OCONUS). Between these two extremes lie the remaining population of Quartermaster officers selected for CSC.

As a general rule, the more senior the officer, the higher the standing on the OML. Likewise, longer TOS raises an officer's overall score because of stability factors, both personal and professional. Officers who previously have been deferred will be slated ahead of recently selected officers, when all else is equal. Officers must understand that they may not be slated for the course due to a shortage of seats, even if they meet the minimum slating guidance.

After the OML is established, a preliminary slating is conducted. In some cases, officers slated high on the list may be deferred at their requests (or the requests of their commands) based on branch-qualifying opportunities. Also, officers with unique language capabilities may be in position to take advantage of a foreign service school with special language requirements. (This invariably opens up an extra CSC slot versus taking one from a peer.) After a series of prescreens and briefs through the PERSCOM command structure, the Director, Officer Personnel Management Directorate (OPMD) approves the list of slated officers before release to the field.

The premise of the slating process is to put officers into school consistent with their professional development requirements in a fiscally responsible manner. Quartermaster Branch aims to meet the professional and personal needs of each selected officer while adhering to Department of the Army slating guidance and Army requirements.

Captains Need To Keep Files Updated for Promotion Boards

*MAJ Mike McKinney, Branch-Qualified Captain Assignments Officer
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The FY01 Major Promotion Board convenes 17 Apr 01. Now is the time for Quartermaster captains in the above-the-zone category (date-of-rank to captain from 01 Oct 94 and earlier), primary zone category (date-of-rank to captain between 02 Oct 94 to 01 Oct 95) and below-the-zone category (date-of-rank between 02 Oct 95 to 01 Oct 96) to update and prepare their files.

Lessons Learned from Board Preparations:

- * Make sure your current duty title is on your Officer Record Brief (ORB).
- * Two months from the date the board will convene, send awards and documents to your branch manager. The microfiche personnel may not process these documents before sending your microfiche for the board.
- * Scrub your file to correct everything five to six months before the board will convene.
- * Get a physical now and get results updated on your ORB.
- * Go to your Personnel Servicing Battalion (PSB) with a copy of your ORB and make all the corrections to your assignment history now.
- * Ensure your Airborne, Air Assault, Ranger and Pathfinder ORDERS are on your microfiche – not the certificates given to you.
- * If you are prior enlisted and wear a badges that are on your DD 214 (Certificate of Release or Discharge from Active Duty), get the orders for badges and certificates for Meritorious Service Medals and valor awards added to your microfiche.
- * Get a recent photograph and mail it personally to the Quartermaster Branch. Do not allow the photographer to tell you he cannot give you a copy. Do not take “no” for an answer.
- * Get a photograph early and take a hard look at it. If the uniform is wrinkled or the collar too tight, either get it pressed or buy a new shirt. The photo is the first thing every board member will see.

- * Ensure that all of your OERs and Army Evaluation Reports (AERs) are on your microfiche, legible and in order. Believe it or not, many files have reports out of order or missing.
- * You are responsible for the condition of your file. We will assist you.

Many officers attempt to get photographs and changes at the very last minute. At least two months before your promotion board's convening date, request a copy of your microfiche. To receive a copy of your microfiche, write a memorandum stating your name, grade, social security number* and address. Then mail, FAX or E-mail the completed memorandum to PERSCOM, ATTN TAPC-MSR-S, 200 Stovall Street, Alexandria, VA 22332-0444. FAX to DSN 221-5204 or (703) 325-5204. E-mail to offrcds@hoffman.army.mil. (**This E-mail request must come from a personal E-mail address, such as "johndoe@aol.com"**).

*Any requests without a social security number cannot be processed. **Do not send microfiche requests to your assignment officer.** It takes **longer** for your request to be processed if you send it to your branch.

When you check your microfiche:

- ✓ Make sure your OERs are all there and properly sequenced.
- ✓ Ensure all awards are properly documented on the microfiche. Certificates and orders that show the permanent order number for the award will be put on the microfiche.
- ✓ Send changes directly to the microfiche section, not through the Quartermaster Branch. If you send them to the branch personnel, all we will do is forward your documents to the microfiche section. When you send in the corrections, ask the microfiche section to return a corrected copy to you.
- ✓ Remember, your microfiche is your OFFICIAL file. You must take the lead to ensure it is correct!

How To Add Documents to Your Microfiche

Make copies of original documents and FAX them, with a copy of the cover sheet, to DSN 221-5204. In the upper right hand corner of each document, write your social security number legibly. It usually takes about three to five days for the documents to hit your microfiche.

Ensure your ORB has your current duty position and correct dates for your last photograph and OER. Check your military and civilian education levels. Your PSB can make most of these changes and offer you help.

Do not forget documenting your physical examinations. They must be within five years. Remember that scheduling and completing physicals take time.

Make sure awards and decorations match on your photograph, microfiche and ORB, especially the Meritorious Service Medal and above. The microfiche now displays award certificates and not orders as they once did.

One Helpful Note: Ensure PERSCOM has your most current duty phone and E-mail address. We might have to reach you to make corrections. Locating officers overseas is a challenge, but E-mail can get quick answers.

Most photography laboratories are extremely helpful and professional. Give the personnel enough time. Remember your photograph is not only used for your promotion board, but also often during the process of assignments and nominations. The standard now is the digital photograph. Full-length photographs are being phased out.

For more information about board preparation, access this link Internet link: <http://www.perscom.army.mil/opfamdd/board.htm>

How To Get Your Parachutist Badge Orders

Many Quartermaster officers going before the major promotion board were missing permanent orders awarding the parachutist badge on their microfiche. The certificate will no longer be placed on your microfiche. Review your file. If the parachutist orders are not in your file, contact the Academic Records Department at Fort Benning, GA. That department maintains such records for 10 years. FAX requests to Mr. Simmons, Directorate of Information Management, Post Publications/Records Holdings, FAX 835-6317, DSN (voice) 835-2014/1265.

How To Get Your Air Assault Badge Orders

Call the Air Assault School's Operations NCO at DSN 363-3881. The school will accept a FAX of the diploma and distribute orders once a month. The FAX number is DSN 635-2113.

How To Get Awards for Operation Joint Endeavor, Joint Guard and Joint Forge

Officers who served during *Operation Joint Endeavor* or *Joint Guard* may be eligible for BOTH the Armed Forces Expeditionary Medal (AFEM) and the Armed Forces Service Medal. Officers who served in *Operation Joint Forge* and later may be authorized only one of the two medals. The officer can choose either. Veterans' preferences differ right now between the medals, with the AFEM having more preference for some benefits. For further information, refer to MILPER Message #157.

New Accessions, Advanced Course and Board Results for Lieutenants

CPT Dina Nehring, Non-Branch Qualified Captain and Lieutenant Assignments Officer
nehringd@hoffman.army.mil, DSN 221-5281 or (703) 325-5281

New Accessions

I welcome our newest Quartermaster officers to the Quartermaster Corps! I received a final list of all newly accessed Quartermaster officers from Cadet Command in mid-February and began the assignment process at that point. I am comparing each cadet's duty assignment preference sheet to the allocated duty assignments so that the right officer is sent to the right place at the right time. If you have any questions about Officer Basic Course dates or first duty assignment, forward them through Cadet Command. Cadet Command schedules the Officer Basic Course for all Reserve Officers' Training Corps (ROTC) graduates and processes the orders that bring ROTC graduates to active duty. The first duty assignment is on those orders. For any special concerns or extenuating circumstances, please feel free to contact me.

Board Results and the Combined Logistics Captains Career Course (CLC3)

The files for all officers in YG98 were reviewed for promotion to captain during the 7 Nov 00 promotion board. Published about 120 days from the board's convening date, board results will be available in early March. All eligible Quartermaster officers should expect promotion sometime between the 42d and 48th month of Active Federal Commissioned Service. Officers selected for promotion will be scheduled to attend the Combined Logistics Captains Career Course (CLC3) beginning in FY02. Letters have been sent to all officers in YG98 to discuss future CLC3 dates with their senior raters. Please return these letters by 15 Mar 01 so I can begin the slating process. If you did not receive the letter, please contact me immediately and I will send you a copy.

CLC3	REPORT	END		CAS3	REPORT	END
02-01	12 Nov 01	4 Apr 01		02-04	9 Apr 01	22 May 01
02-02	14 Jan 02	22 May 02		02-05	29 May 02	12 Jul 02
02-03	10 Mar 02	18 Jul 02		02-06	20 Jul 02	12 Sep 02
02-04	25 Apr 02	5 Sep 02		02-07	17 Sep 02	30 Oct 02
02-05	13 Jun 02	24 Oct 02		03-01	4 Nov 02	19 Dec 02
02-06	30 Jun 02	13 Dec 02		03-02	3 Jan 03	14 Feb 03
02-07	17 Sep 02	13 Feb 03		03-03	19 Feb 03	3 Apr 03

**Upcoming Dates for the Combined Logistics Captains Career Course (CLC3)
and Follow-on to Combined Arms and Services Staff School (CAS3)**

During the second or third week of CLC3, I meet with each Quartermaster student to discuss the current status of each file, future assignments and career progression. Officers who have not served in an assignment outside the continental US (OCONUS) should be prepared to go overseas. Officers who are returning from OCONUS assignments get first priority for assignments within the continental US (CONUS). Six months before you begin CLC3, please send me your preference statement for assignments after you complete CLC3 so I can begin to plan future assignments for all officers. Statements via E-mail are acceptable. Assignment options will be finalized during the PERSCOM visit to CLC3. Quartermaster Branch will work diligently to try to place officers in one of their top three assignment preferences. Please realize that assignment options are approved by PERSCOM's Distribution Division using the Officer Distribution Plan that puts the needs of the Army first.

Career Management for Company Grade Quartermaster Officers

*CPT Michael E. Sloane, Quartermaster Future Readiness Officer
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For useful information as you stay focused on your current duty position and manage your Army career, I am available all day, every day, by E-mail or telephone. Also, I invite you to visit PERSCOM's Quartermaster Branch web site at <http://www.perscom.army.mil/opqm/qm.htm>. In most cases, this site can answer your questions. If you have more concerns, simply call me or send them to me via E-mail.

Contact me if you are a branch-detailed officer within six months of your detail's expiration date. I can tell you when you are scheduled to attend the transition course and how to best prepare for this course. Because of the unique properties of this program, feel free to call me any time to assist in your proper development and placement.

If interested in the Logistics Executive Development Course/Florida Institute of Technology (LEDC/FIT) program, access the web site http://www.perscom.army.mil/opqm/LEDC_FIT.htm for the LEDC/FIT prerequisites. I recommend discussing with your assignment officer whether or not LEDC/FIT is suited for you. This is a very competitive program with a limited number of available positions (typically six per class). The classes begin in August and January of each year, but the January class usually has fewer applicants because of the permanent change of station required to Fort Lee, VA. To be selected for LEDC/FIT, you must be branch qualified.

To become branch qualified as a captain, you must successfully command a company or detachment for a minimum of 12 months. The goal for Quartermaster captains is 18 months with two Officer Evaluation Reports

(OERs). The following questions will help determine whether or not your command is a branch-qualifying command: Is your senior rater a lieutenant colonel or higher? Does your company or detachment consist of 35 or more soldiers for whom you maintain Uniform Code of Military Justice (UCMJ) authority? Are you accountable for property? Have you signed a property book? Have you successfully commanded for 12 months or more?

After a successful command, you have a few assignment options. Between 80 and 90 per cent of branch-qualified captains serve in the US Army Recruiting Command (USAREC), Reserve Officers' Training Corps (ROTC) or Active Component/Reserve Component (AC/RC) positions. The demand or requirement for branch-qualified captains equals or exceeds supply at almost any given time. This is a tremendous opportunity for officers to get into the civilian sector to serve in their assigned positions as ambassadors for the Army. More specifically, officers serving AC/RC or recruiting assignments are stabilized for 24 months and can request an extension by submitting a DA Form 4187 (Personnel Action). The ROTC assignments are not as abundant as they once were because of a shift from military officers to civilian contractors in assistant professors of military science (APMS) positions. However, if assigned to an ROTC position, you will be stabilized for 36 months. Other interesting options to consider after command include advanced civil schooling, Training With Industry (TWI) and various troop assignments.

I would like to discuss the USAREC company command opportunity. General Eric K. Shinseki, Army Chief of Staff, made recruiting one of his top priorities. His guidance is that only the best officers will be assigned to recruiting assignments. Brigadier General Dorian T. Anderson, Director of PERSCOM's Officer Personnel Management Directorate, approves only officers who have strong performance files. He personally reviews and approves every officer nominated for USAREC assignments. Currently, 30 branch-qualified Quartermaster captains serve in USAREC commands.

Strive to keep your file updated and your information current at PERSCOM. A field grade technician and a company grade technician stand ready to assist in updating your records. E-mail or telephone them with your most current mailing address, E-mail address and telephone number whenever you make a change:

Monique Virgil, field grade technician, at DSN 221-3681 or (703) 325-3681 or E-mail to virgilm@hoffman.army.mil

Frances Scott, company grade technician, at DSN 221-8123 or (703) 325-8123 or E-mail to scottf@hoffman.army.mil

Warrant Officer Conference 2001

The fourth annual Quartermaster Warrant Officer Conference, 12-15 Mar 01, at Fort Lee, VA, hosted 170 participants. Senior logisticians briefed a wide range of topics including Training With Industry (TWI), benefits, Velocity Management and warrant officer professional development. This year the attendees divided into seven groups with an assigned topic and group leader. The seven topics were Mentorship, Future Focus of the Conference, Educate Officers/NCOs on the Role of Warrant Officers, Review Skill Level 10 Tasks, Warrant Officer Attrition, Assignment Orientated Training, and Supply Chain Management. Each group leader will gather feedback and solutions to his group's topic for presentation at next year's conference.

Warrant Officer Efficiency Reports

*CW4 James C. Tolbert, Career Manager for Quartermaster Warrant Officers
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A portion of the Army's definition of a warrant officer states: "The Warrant Officer is a highly specialized expert and trainer who, by gaining progressive levels of expertise and leadership, operates, maintains, administers, and manages the Army's equipment, support activities, or technical systems for an entire career." Technical expertise is the foundation for warrant officers. Therefore, warrant officer efficiency reports must focus on technical performance. Evaluators must address the following four key areas in warrant officer efficiency reports:

- ▶ The warrant officer's attributes
- ▶ The warrant officer's technical contributions during the rating period
- ▶ The impact of the warrant officer's performance and contributions
- ▶ The warrant officer's potential

All too often, warrant officer efficiency reports are written with comments heavy on an officer's attributes and potential, but without comments on an officer's "technical contributions." Appendix B, AR 623-105 (Officer Evaluation Reporting System) recognizes that the professional development, utilization and evaluations of warrant officers differ from those of commissioned officers. As a result, the rating chain must recognize that warrant officers basically are appointed to serve in technical military occupational specialties (MOSs). Therefore, warrant officer evaluations should focus on potential for continued service in the [technical] position for which warrant officers are trained and qualified, while demonstrating [potential] as Army officers in their technical MOSs. A warrant officer's personal [attributes] are evidenced by leadership qualities and managerial talents as related to the ability to effectively communicate, associate with others and perform a variety of tasks. Warrant officers are also evaluated on the ability to develop plans and supervise the execution of those plans [impact of performance].

During the course of a tour of duty at PERSCOM, career managers will review thousands of Officer Evaluation Reports (OERs) as part of their normal duties. Career managers at PERSCOM also will advise both the rated officer and the officer's rating chain on their assessments of the officer's performance as documented on efficiency reports. Regardless of the block checked (ACOM=above center of mass and COM=center of mass), both the rated warrant officer and the rater/senior rater should make sure that the narrative encompasses all four areas of attributes, contributions, impact and potential. The following are parts of a sample OER narrative for "CW3 Buck" that target each of the four areas:

Officer Attributes: "CW3 Buck is the most outstanding warrant officer I have ever served with. He is a soldier and leader first, and maintains those skills at a level that equals his technical acumen."

Technical Contributions: "Particularly noteworthy was his contribution to the warfighting ability of the battalion and brigade by keeping the M2 Bradley Fighting Vehicles operationally ready."

Impact of Performance: "...he has earned the respect and trust of every commander in the brigade. His fellow technicians acknowledge him as the best technician in the division."

Potential: "CW3 Buck has the ability to meet any challenge.... Promote this superstar below the zone to CW4; he possesses unlimited potential to CW5."

A good narrative by a senior rater will comment on the warrant officer's attributes, technical performance during the rating period, the impact of that performance, and the officer's potential to serve in positions of increased responsibility. (See Figure 1.)

NAME		SSN	PERIOD COVERED
PART V - PERFORMANCE AND POTENTIAL EVALUATION (Rater)			
a. EVALUATE THE RATED OFFICER'S PERFORMANCE DURING THE RATING PERIOD AND HIS/HER POTENTIAL FOR PROMOTION <input checked="" type="checkbox"/> OUTSTANDING PERFORMANCE, MUST PROMOTE <input type="checkbox"/> SATISFACTORY PERFORMANCE, PROMOTE <input type="checkbox"/> UNSATISFACTORY PERFORMANCE, DO NOT PROMOTE <input type="checkbox"/> OTHER (Explain)			
b. COMMENT ON SPECIFIC ASPECTS OF THE PERFORMANCE AND POTENTIAL FOR PROMOTION. REFER TO PART III, DA FORM 67-9 AND PART IV, b. AND c. DA FORM 67-9-1.			
<p>CW3 Buck is an outstanding warrant officer who has served in a tough and challenging environment. Through his innovative maintenance techniques and efficient shop operations, he has earned the respect and trust of every commander in the brigade. Noteworthy was his ability to maintain the battalion and brigade's fleet of M2 Bradley Fighting Vehicles 100% operationally ready. He is touted as the the best technician in the division. He is a soldier and leader first, and maintains those skills at a level that equals his technical acumen. CW3 Buck has the ability to meet any challenge and thus is able to serve at any level in the Army. Promote this superstar below the zone to CW4; he possesses unlimited potential to CW5.</p>			
c. IDENTIFY ANY UNIQUE PROFESSIONAL SKILLS OR AREAS OF EXPERTISE OF VALUE TO THE ARMY THAT THIS OFFICER POSSESSES. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.			
PART VI - INTERMEDIATE RATER			
PART VII - SENIOR RATER			
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE <input checked="" type="checkbox"/> BEST QUALIFIED <input type="checkbox"/> FULLY QUALIFIED <input type="checkbox"/> DO NOT PROMOTE <input type="checkbox"/> OTHER (Explain below)			
b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)		c. COMMENT ON PERFORMANCE / POTENTIAL	
<input checked="" type="checkbox"/> ABOVE CENTER OF MASS (Less than 50% in top box. Center of Mass if 50% or more in top box) <input type="checkbox"/> CENTER OF MASS <input type="checkbox"/> BELOW CENTER OF MASS RETAIN <input type="checkbox"/> BELOW CENTER OF MASS DO NOT RETAIN		<p>CW3 Buck is the most outstanding warrant officer I have ever served with. He has earned the respect and trust of every commander in the brigade. Particularly noteworthy was his contribution to the warfighting ability of the battalion and brigade by keeping the M2 Bradley Fighting Vehicles operationally ready. His fellow technicians acknowledge him as the best technician in the division. He is a soldier and leader first, and maintains those skills at a level that equals his technical acumen. CW3 Buck has the ability to meet any challenge. Promote below the zone to CW4. A future CW5.</p>	
d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.			

Figure 1. Narrative That Targets Attributes, Contributions, Impact and Potential

The importance of a rater commenting on all of these areas in narrative form is supported in Appendix B, AR 623-105, that states: "...evaluations for warrant officers should focus on the officer's performance as Army officers while demonstrating potential for continued service in their technical positions."

92A/92Y FAST TRACK Program Closes

*MAJ David V. Gillum, Deputy Branch Chief, Enlisted Personnel Management
gillumd@hoffman.army.mil*

One hundred sergeants with the 92A (Automated Logistical Specialist) military occupational specialty (MOS) who were eligible for promotion were accepted for reclassification as 92Y (Unit Supply Specialist) before the 92A/92Y FAST TRACK Reclassification Program closed 12 Jan 01. Of those 100 Quartermasters, 15 have completed required training and been reclassified. Six of the reclassified soldiers have been promoted to staff sergeant in MOS 92Y. Congratulations to the Army's newest 92Y noncommissioned officers.

92Y Joins the Special MOS Alignment Promotion Program (SMAPP)

The Army continues to have sergeant shortages in the 92Y (Unit Supply Specialist) military occupational specialty (MOS). As a result, the Army now includes the 92Y MOS in the Special MOS Alignment Promotion Program (SMAPP). SMAPP allows promotable corporals and specialists who qualify in an MOS with promotion stagnation to reenlist for the retraining option or to request reclassification into 92Y.

After training completion and award of MOS 92Y, soldiers will be promoted on the first day of the second month following graduation from the 92Y course. Volunteers for the program must meet the following prerequisites:

- Must be in the rank of corporal/specialist promotable.
- Must meet all qualifications for retraining to include Noncommissioned Officer Education System (NCOES) training in the Primary Leadership Development Course (PLDC). As an exception, soldiers who are scheduled for PLDC may apply for the SMAPP. Soldiers taking the exception must include the following information with their request: PLDC class number, start date, end date and training location. These soldiers will be given a training date that begins after PLDC completion. Soldiers who do not successfully complete PLDC will not be guaranteed promotion under the SMAPP.
- Must be serving in an overstrength MOS or in an MOS that constantly has cutoff scores above 550. Soldiers within three years of the Retention Control Point should be encouraged to apply under the SMAPP.
- Must be fully eligible for reenlistment retraining or voluntary reclassification according to RETAIN qualification files, DA Pamphlet 351-4 (US Army Formal Schools Catalog), DA Pamphlet 611-21 (Military Occupational Classification and Structure), AR 614-200 (Enlisted Assignments and Utilization Management) and AR 601-280 (Army Retention Program). Soldiers who are not in the reenlistment window may be eligible through voluntary reclassification.
- Must complete all phases of training.
- Must obtain the necessary clearance before promotion if attending training with an interim clearance.

After SMAPP approval, soldiers who fail to complete training, who become disqualified for award of the new MOS or who are removed from the promotion list will not be promoted under the SMAPP.

If eligible for the SMAPP and you need more information, see your unit career counselor today. The POC at PERSCOM for career counselor questions is Mr. Hamilton at DSN 221-6947 or E-mail to hamiltod@hoffman.army.mil. The PERSCOM POC for reclassification is Mr. Brumbaugh at DSN 221-6841 or E-mail to tapceprf@hoffman.army.mil. The PERSCOM POC for promotions is SFC Harris at DSN 221-0266 or E-mail to harrisj@hoffman.army.mil.

STAR MOSs and the Quartermaster Corps

Quartermaster soldiers missed opportunities for promotion to sergeant this March, simply because they had not appeared before a local promotion board. The Corps has 10 military occupational specialties (MOSs), and four of them could have promoted more soldiers. Take a look at the following table:

MOS	3 Months as STAR MOS	# Of Promotions Available
77L	42	29
92G	New this month	22
92M	21	21
92Y	26	134

Simply put, the Army needs more sergeants, and the STAR MOSs have promotions available. This is good news for specialists in the 77L (Petroleum Supply Specialist), 92G (Food Service Specialist), 92M (Mortuary Affairs) and 92Y (Unit Supply Specialist) MOSs. If you are in the primary or secondary promotion zone and have not yet appeared before a promotion board, it's time to start working for the chance.

Talk to your NCO support channel. Let your first-line supervisor know you want to go before the board. The Army and the Quartermaster Corps need you in the NCO ranks. Start preparing yourself for the promotion board. If you think you are ready for the increased responsibility, let your squad leader and platoon sergeant know. They will help you prepare both for the board and for assuming the duties of an NCO.

A message to all Quartermaster NCOs: you have a responsibility here too. It is vital that you identify the soldiers with the potential to serve as noncommissioned officers. Find them, teach them, mentor them and get them before a promotion board. Noncommissioned officers are the backbone of the Army. Find the Quartermasters who are ready for the challenge.

Quartermasters Show Hollywood 'How We Are'

The 109th Quartermaster Company provided a rifle team to perform a 21-gun salute to add realism to the Hollywood depiction of Army soldiers for a funeral scene in an upcoming film titled *Hearts in Atlantis*, based loosely on the 1999 novel of the same name by Stephen King.

"It shows how we are," said MAJ Andy Ortegon, Department of Defense project officer with the Office of the Chief of Public Affairs, Los Angeles, CA. "If we don't come out and show them how we do the job, they'll create it. A lot of the time, it is not the actual way we would do it. So we help them to make a better product, and we help ourselves by portraying us the way we are."

At the Home of the Quartermaster Corps at Fort Lee, soldiers with the military occupational specialty of 92M (Mortuary Affairs Specialist) are trained to search for, recover, evacuate and identify and make proper disposition of deceased personnel and their personal effects.

The Quartermasters on the rifle team were among the military personnel who traveled from Fort Lee, VA, last January to a cemetery in nearby Richmond and stayed in character for filming the motion picture. Soldiers from Garrison acted as a flag-folding detail, and a Fort Lee band trumpeter will receive a credit line for his performance of *Taps*. The film tells the story of a boy in the 1960s who befriends a mysterious man played by Sir Anthony Hopkins, an Academy Award winner. The Fort Lee soldiers were in a scene set in Connecticut, 40 years after the boy has grown up.

QUARTERMASTER

UPDATE



Photograph by SPC Erika Gladhill

The 46th Quartermaster General, MG Hawthorne L. Proctor (left), and CSM Larry W. Gammon (right), Regimental Command Sergeant Major, led the applause at this year's Philip A. Connelly Awards ceremony in Anaheim, CA.

Army Food Excellence Recognized By 33d Annual Philip A. Connelly Awards

The Armywide winners of the Philip A. Connelly Awards for excellence in preparing and serving food in dining facilities and field kitchens were honored 3 Mar 01 with an awards ceremony in Anaheim, CA. The Department of the Army and the International Food Service Executives Association (IFSEA) cosponsor this competition strictly for soldiers in the field. Awards are presented during the annual IFSEA conference.

Named for the late Philip A. Connelly, former IFSEA president, this awards program began in 1968. The competition is divided into five categories: small dining facilities (serving 200 or less), large dining facilities (serving 201 or more,) active Army field kitchens, and US Army Reserve and Army National Guard field kitchens. The awards recognize outstanding Army food service on the job.

Evaluators from IFSEA and the US Army Quartermaster Center and School at Fort Lee, VA, travel around the world to judge Quartermaster food service specialists at work. The multilevel competition begins at the lowest military echelon. Major commands hold competitions to select finalists to represent their commands for visits by the Connelly evaluation committees.

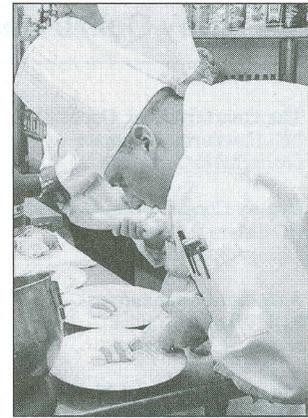
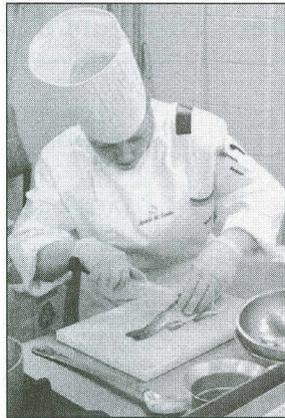
Philip A. Connelly Awards		
Category	Unit	Location
Small Garrison Winner	701st (Main) Support Battalion	Kitzingen, Germany
Small Garrison Runner-up	HHC, 172d Infantry Brigade (Separate)	Fort Wainwright, Alaska
Large Garrison Winner	95th AG Battalion (Reception)	Fort Sill, Oklahoma
Large Garrison Runner-up	593d Corps Support Group	Fort Lewis, Washington
Active Army Field Category Winner	3d Corps Support Command, 377th Transportation Company (HET)	Grafenwoehr, Germany
Active Army Field Category Runner-up	HQ&A Company, 325th Forward Support Battalion, 25th Infantry Div (Light)	Schofield Barracks, Hawaii
Army Reserve Winner	HHC, 143d Transportation Command	Orlando, Florida
Army Reserve Runner-up	1012th Quartermaster Company (89th RSC)	Fremont, Nebraska
National Guard Winner	712th Maintenance Company (GS)	Camp Hartwell, Windsor Locks, Connecticut
National Guard Runner-up	245th Aviation (AVIM)	Tulsa, Oklahoma

Fort Bragg Top Culinary Arts Winner: 'Installation of the Year' For Second Time

Military chefs won 29 gold, 66 silver and 135 bronze medals at the 26th Annual US Army Culinary Arts Competition hosted by the Army Center of Excellence, Subsistence, US Army Quartermaster Center and School, 7-16 Mar 01, at Fort Lee, VA. The 209 soldiers from 22 installations worldwide competed for individual and team honors, with all judging by strict American Culinary Federation standards. A total of 298 static exhibits were entered.

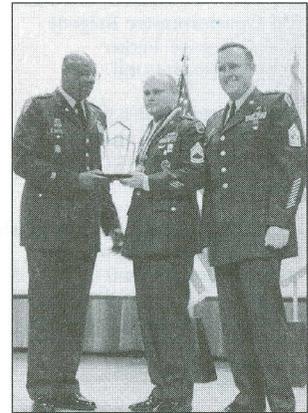
Installation of the Year went to Fort Bragg, NC, again this year with the highest combined average. Fort Campbell, KY, placed second and Fort Lewis, WA, placed third. Also from Fort Bragg, PFC Delfi Colon was named the Senior Chef of the Year and PFC Amanda Gardas the Junior Chef of the Year. Soldiers from Fort Stewart, GA, won the Field Competition, with Fort Bragg in second place.

In a new category for 2001, SFC David Russ from Korea won Distinguished Military Chef of the Year with the highest scores in multiple events, including an American Culinary Federation category, live contemporary cooking and ice carving. Other changes in this year's competition were live cooking events where the public could watch military chefs in action, a nutritional hot food challenge, ice carving, and a culinary knowledge bowl sponsored by the American Culinary Federation. The competitors from all the services



Photographs by CPT Sarah L. Flash

PFC Amanda Gardas (top left) won US Army Junior Chef of the Year; PFC Delfi Colon (top right) won US Army Senior Chef of the Year; and SFC David Russ (far right) was the Distinguished Military Chef of the Year. SFC Russ was presented the award by MG Hawthorne L. Proctor and CSM Larry W. Gammon.



included five Montana National Guard soldiers, four Marines, one Air Force and one Navy cook.

New Look in Army Dining Facilities

The Army is proposing several changes to help dining facilities "kick it up a notch" in 2001. First, new uniforms for military food service personnel in garrison dining facilities are being tested at Fort McNair in Washington, DC. So far, the feedback from the cooks has been overwhelmingly favorable. Proposed uniforms include chef's coats, kerchiefs, hats for serving line wear, and new chef's shoes.

In addition to the idea of having the soldier see a "chef" behind the serving line, the Army Center of Excellence, Subsistence (ACES) has some ideas for new flatware and chinaware. Copying an Air Force initiative, ACES is proposing the use of Euro-sized flatware in a heavier weight of stainless steel. This flatware holds up better and looks better, and it is really hard to fit into the pockets of battle dress uniforms. The proposed chinaware includes a patterned glass salad bowl, four choices of dinner



Photograph by SPC Erika Gladhill

New Uniforms on Display

plate patterns and small plates, bowls and mugs in plain white. The dishes are fully tempered and almost impossible to break.

Directory - Points of Contact

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Photographs by SGT Raymond Piper

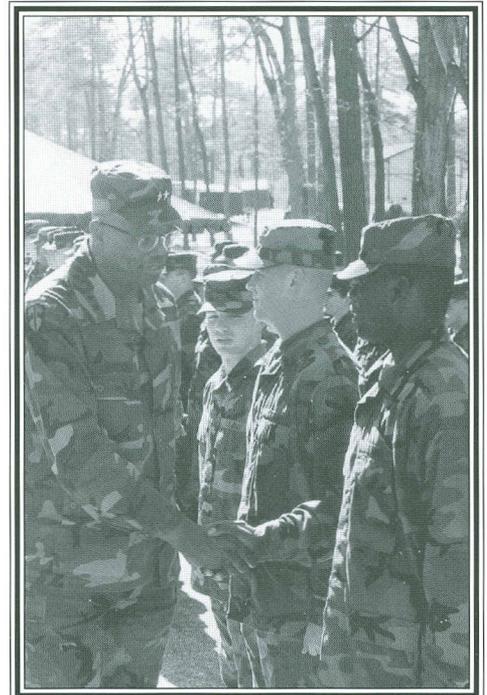
14th Quartermaster Detachment

Constituted on 5 November 1962 as the 14th Quartermaster Team, United States Army Reserve. Assigned on 1 February 1963 to Fifth United States Army and activated at St. Louis, Missouri.

Reorganized on 1 November 1965 and redesignated as the 14th Quartermaster Detachment. On 15 March 1972, the detachment was inactivated and relieved from assignment to Fifth Army.

Reactivated 16 September 1988 as the 14th Quartermaster Detachment, Greensburg, Pennsylvania, and assigned to First United States Army under the 99th United States Army Reserve Command.

The 14th Quartermaster Detachment was mobilized at Greensburg and ordered to active duty on 15 January 1991, in support of the Persian Gulf crisis. On 25 February 1991, after only six days in the theater of operations, the detachment suffered the greatest number of casualties of any allied unit during Operation Desert Storm when an Iraqi SCUD missile destroyed the temporary barracks where the unit was housed. Fifty-three days after activation on 13 March 1991, the 14th Quartermaster Detachment reverted to the command and control of the 99th United States Army Reserve Command. To remember the 13 Quartermasters who lost their lives after the SCUD attack in Dhahran, Saudi Arabia, the Petroleum and Water Department dedicated a new training area to the 14th Quartermaster Detachment at the US Army Quartermaster Center and School. The US Army Reserve company of soldiers from Greensburg had trained at Fort Lee immediately before deployment for their wartime mission, water purification and distribution services. A wreath-laying ceremony has been held at the training area every year for the past 10 years. Current members of the 14th Quartermaster Detachment and soldiers in courses at Fort Lee are prominent participants in the commemorations for their fallen comrades.



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