Quartermaster

PROFESSIONAL BULLETIN

SPRING 2003

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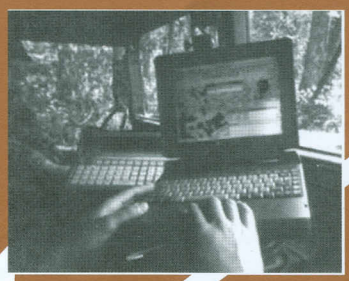
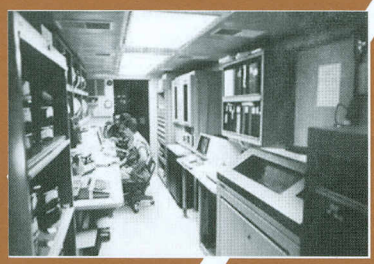
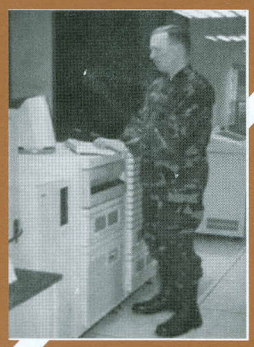
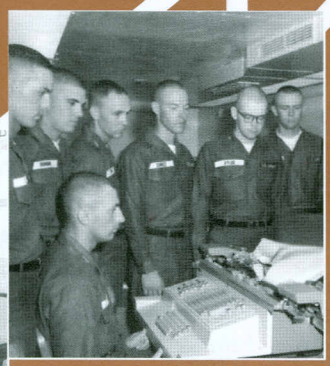
WARFIGHTERS' LOGISTICIAN

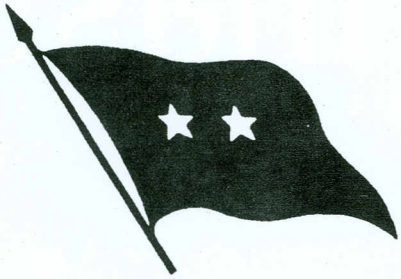




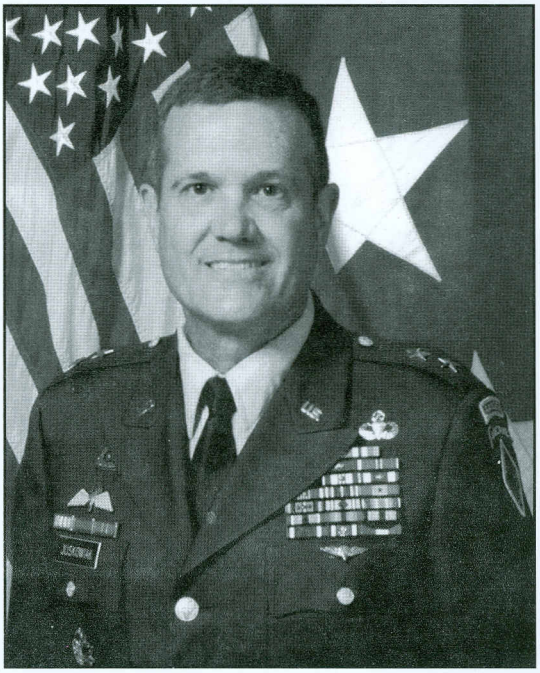




Logistics Training Department Special Edition



From The Quartermaster General



Major General Terry E. Juskowiak

Greetings from the US Army Quartermaster Center and School (USAQMC&S). During this past quarter, the increased threat of terrorist activity has caused an increased security posture at Fort Lee, VA, and across the nation. Quartermasters have been supporting our nation's efforts to combat terrorism and are deployed to support the enforcement of United Nations' sanctions against Iraq, if required. We wish Godspeed and safe return to the many soldiers and units of the Quartermaster Corps who have already deployed in support of these endeavors.

During the first quarter of FY03, the USAQMC&S trained 5,746 soldiers, marines and civilians. We are projecting that we will train a total of 25,654 for this fiscal year (a 7 percent increase over the last fiscal year).

The USAQMC&S will host Quartermaster Regimental Week, 14-17 May 03. One of the highlights of this year's celebration is the dedication of the Gregg Training and Leader Development Corridor in Mifflin Hall. This corridor will be dedicated in honor of a true Quartermaster hero, LTG (Retired) Arthur J. Gregg, for his many years of selfless service to our Corps and to our nation.

Another highlight of Regimental Week will be the opening of the "Supporting Victory Gallery" at the US Army Quartermaster Museum. This gallery is the culmination of the nine previously installed, functionally oriented Quartermaster galleries dating to 1997. The "Supporting Victory Gallery" will provide an overview of the Quartermaster Corps' many significant contributions in our nation's wars (beginning with the Revolutionary War) and will highlight important Quartermasters in our proud history.

This edition of the *Quartermaster Professional Bulletin* is dedicated to the Logistics Training Department (LTD), one of five training departments within the USAQMC&S. The LTD trains more students each year than any other department in the school. The LTD conducts advanced individual training for Quartermasters with the military occupational specialties (MOSs) 92A (Automated Logistical Specialist) and 92Y (Unit Supply Specialist), as well as the Quartermaster Officer Basic Course, the Warrant Officer Basic and Advanced Courses, and the branch-specific technical phase of the Combined Logistics Captains Career Course (CLC3). (For a complete list of the department's courses, see the article titled "Logistics Training Department: An Overview" in this special edition.)

Supply management has changed dramatically since the days when Quartermasters with the MOS 76P (Stock Control and Accounting Specialist) used manual cards and forms to receive, issue and account for supplies. Gone are the rows of cabinets filled with hundreds of stock control records. Gone too is the specialist standing on the loading dock of the supply support activity (SSA) manually counting and recounting incoming stocks.

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Quartermaster
PROFESSIONAL BULLETIN

The Quartermaster General
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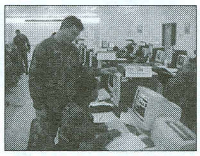

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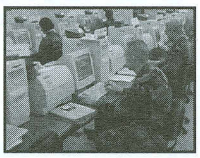

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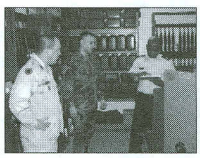

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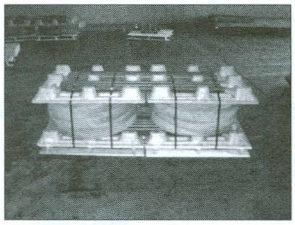
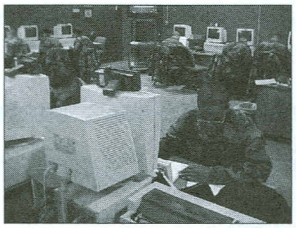
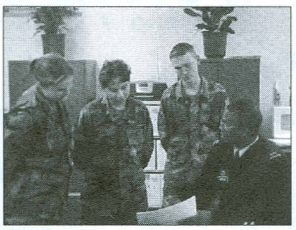
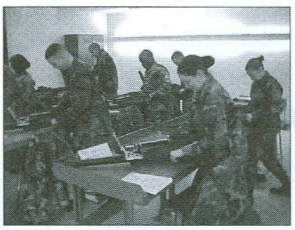
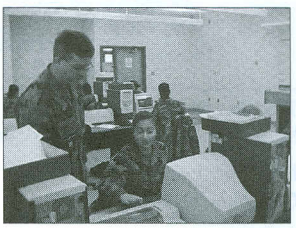
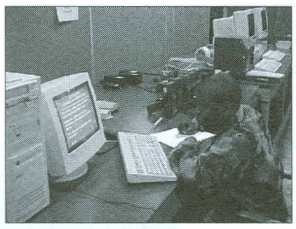
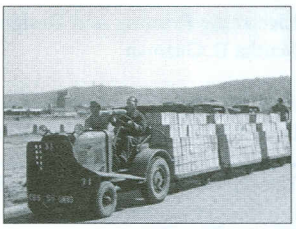







Special Edition

Logistics Training Department

Learning from the Past,
Commanding in the Present,
Leading into the Future.

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OUTSIDE BACK COVER: Designed by LT Kurt H. Ellis during the Officer Basic Course, Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, VA.

PHOTOGRAPHS: CW3 Gerald R. Jordan, Supply Excellence Award evaluator for unit supply, was primary digital photographer for the Logistics Training Department's courses and activities presented in this special edition.

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Quartermaster Professional Bulletin

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Training Distribution Management

Brigadier General Scott G. West, Deputy Commander, US Army Quartermaster Center and School
Lieutenant Colonel Brent R. Nase, Director, Logistics Training Department

You just signed into the Theater Support Command (TSC) after graduating from CLC3 and you can't wait to get down to a battalion so you can line yourself up for command. You have been stoked for this for the past 2 years. Then, the bomb drops. The G-1 calls to welcome you and inform you of your assignment to the TSC's Distribution Management Center. Suddenly, you're way out of your comfort zone. You feel like your world just collapsed on you. You think of 100 ways to try to get out of it, but soon realize it's time to face the music. You're about to embark on your development as a Distribution Manager. Day one on the job, the first thing that hits you is nothing you have done in your career has prepared you for this. Sure would have been great if someone had a course on distribution management.

Welcome to the real world. Although the functions of providing supplies and services to the warfighter remain the core competency of the Quartermaster Corps, gone are the "iron mountains" and huge stockpiles of materiel. Gone is the redundancy associated with echeloned supplies from theater to company level. Today, the Army looks to Quartermasters to provide precision supply support through management of distribution as it fights and wins our nation's wars. Although the types of stocks and methods of delivery have changed over the years, the Quartermasters' ability to fulfill the warfighters' requirements has not changed. Distribution, the fusion of the supply and transportation functions, incorporates the ability to "know" the sustainment requirements of the warfighter with great accuracy, "see" where the materiel is located, exercise dynamic control of that materiel and optimize transportation to get the right materiel to the right place at the right time.

In order to take this step forward, the Army must be able to manage the distribution pipelines from the factory to the foxhole. The word "pipelines" is used because Army distribution chains are, indeed, plural. Our warfighting formations have multiple methods of sustainment, and materiel enters a theater of operations in several channels. If Quartermasters are to be effective distribution managers, we must learn to manage each of these channels. These days, the term "end-to-end" is fashionably overused. Quartermasters, as distribution managers, must define those "ends" and tie operational requirements to the flow of materiel in the distribution network. To do that, we must have visibility of assets in the pipelines and the ability to control the flow of those items. The intent at the US Army Quartermaster Center and School is to teach Quartermasters the tactics, techniques and procedures (TTP) required to gain visibility and control delivery.

FM 100-10-1(Theater Distribution) defines distribution management as the process of planning and synchronizing the time-definite delivery of materiel, equipment, units, personnel and services to and within the area of operations. Distribution management is not just materiel. In simple terms, it involves the control of anything that must be distributed among multiple users.

For Quartermaster proponency purposes, we needed to "neck down" this definition. **Distribution management** is a logistics control process that applies situational understanding from both the operational and logistical common operating pictures in order to **dynamically control and synchronize** the flow of materiel through the distribution pipelines, including retrograde and lateral distribution. The last part of the definition - retrograde and lateral distribution - is critical to future success and is often overlooked in distribution management schemes. Our ability to move materiel in any direction through the pipelines provides an economy of effort that actually becomes a force multiplier. In this manner, distribution management becomes a key enabler of logistics

transformation, by reducing materiel requirements to only those that are needed and by leveraging stockage positioning to reduce the total cost of sustainment.

A definition of dynamic control is also required before we go further. **Dynamic control** is the distribution manager's ability to rapidly set and change priorities and modes of transportation in response to the warfighter's requirements. If Quartermasters cannot dynamically control the delivery of supplies and materiel, we remain at the mercy of the transportation system and will be forced into the comfort and expense of a stockage-based supply system.

How do Quartermasters currently train the TTP associated with distribution management? To tell the truth, we teach the technology but do not assimilate the technologies into distribution management. The technologies are dispersed throughout advanced individual training (AIT), noncommissioned officer (NCO), warrant officer and officer instruction. Many of the technologies that are available in the field are not yet fielded at the US Army Quartermaster Center and School or are in such small quantities that it is not feasible to provide practical hands-on experience to the students. The trend is toward overviews of individual systems without an integration of those systems. There is no culminating experience to test the students' ability to apply the techniques that they are taught.

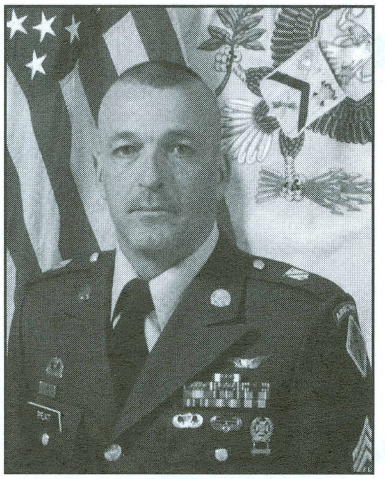
Distribution Management Training Facility

We have a plan of action that will change that. The Logistics Training Department is developing a Distribution Management Training Facility. The intent is to provide an automated training facility, with a small teaching team, where students are first taught the technologies that are available or will soon be fielded. We envision that officers, warrant officers and NCOs will take this training together as a learning team, performing as the staff of a theater-level distribution management center engaged in joint distribution management. The learning team will be provided practical exercises and scenarios in a live-virtual-constructive environment to practice distribution management TTPs. LIVE in that the learning team will be engaged in the actual distribution management functions. VIRTUAL in that the theater-level joint operation will be simulated. CONSTRUCTIVE in that the simulation combined with the teaching team will perform the functions of other agencies related to those functions of the distribution management team.

The Distribution Management Training Facility is a new method of instruction for the US Army Quartermaster Center and School. We will conduct team teaching and train all levels of Quartermaster leaders - officers, warrant officers and NCOs - side by side as they are in the field. We will not train distribution management only to one subset of Quartermaster leader. All Quartermaster leaders must know their responsibilities on a distribution management staff. Trained distribution management staffs will provide the synergy required for logistics commanders of the future.

Although the Distribution Management Training Facility will be a central location for distribution technologies, it is not meant to just train technology. We intend to train Quartermasters how to use the technology to formulate the complete logistics picture. As a central technology laboratory, the Distribution Management Training Facility is designed to change, providing a seamless integrated method for including emerging technology into Quartermaster instruction. As technologies are developed, the Distribution Management Training Facility can be used for testing and changing distribution management TTP.

Quartermasters are known as the "Warfighter's Logisticians." In current and future operations, distribution management is the key to maintaining that role. The instruction provided in the Distribution Management Training Facility will ensure our success sustaining our Army.



NCO Success

Command Sergeant Major Bradley J. Peat

I want to personally congratulate our command sergeants major and sergeants major selected by the CY02 board. The Quartermaster Corps held strong this year, with a selection rate of 13 percent. The Army's overall rate was 15.7 percent. A total of 50 out of 390 Quartermaster master sergeants in the zones of consideration were selected. Also, congratulations are in order for 39 Quartermaster master sergeant alternates selected to attend Class 54, United States Army Sergeants Major Course.

The CY03 selection board for sergeant first class convenes 29 May 03. Do not wait until the last minute to update photographs and promotion packets.

AKO Accounts and Career Management

Army Knowledge Online (AKO) accounts are critical to career management. If you have not already done so, I also strongly encourage you to establish an AKO account that allows you access to your personnel records and the latest professional information. Your AKO account will give you access to the new Assignment Satisfaction Key (ASK) site. Through ASK you can view or update assignment preferences and personal contact information and also review current assignment instructions from your computer at home or work. Assignment managers use your ASK preferences when considering your next assignment. They also consider ASK preferences before those of soldiers who do not use the automated system. The Soldier Assignment Module (SAM) integrates ASK information to identify soldier assignment preference and determine eligibility, and the SAM contains features for managing drill sergeant/recruiter nominations.

In addition, the Army Enlisted Record and Evaluation Center (EREC) uses the AKO account to correspond with soldiers managing their Official Military Personnel File (OMPF). As of 31 Dec 02, a new military personnel (MILPER) message 03-074 for Limited Stop Movement was implemented. Affected soldiers are advised to monitor their assignments by using the ASK feature. When the stop movement order ends, the Enlisted Personnel Management Division at the US Total Army Personnel Command (EPMD PERSCOM) will consider soldier preferences and voluntary locations as identified in the ASK. Update your assignment choices so assignment managers will have their most recent preferences. Remember: you are still your best career manager.

News from the Regiment

Regimental Week is scheduled for 14-17 May 03 and the Quartermaster Regimental Ball for 26 May 03 at the US Army Quartermaster Center and School, Fort Lee, Virginia. This year the Quartermaster noncommissioned officers will have the honor of leading the regimental parade.

CSM Online

For more information about NCO career management and other current issues, such as briefings from the most recent Quartermaster Sergeants Major Conference, go to The Regimental Command Sergeant Major Page on the Quartermaster Home Page at www.quartermaster.army.mil, Command Group.

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Accessing for the Future

Chief Warrant Officer Five James C. Tolbert

To my fellow Quartermaster warrant officers, I offer a hearty greeting from Fort Lee, VA. This past winter, much has been accomplished to set our Quartermaster Warrant Officer Accession Program on an irreversible course towards the future. At the beginning of 2003, new Quartermaster warrant officer prerequisites were posted at www.usarec.army.mil on the US Army Recruiting Command (USAREC) web site. This year will mark the first time in which Quartermaster soldiers are accessed from three USAREC accession boards.

Recently, the Warrant Officer Proponency Office at Fort Lee created a Quartermaster Warrant Officer Accession Brochure designed to educate, attract and spark interest among our Quartermaster soldiers. Today the products of past recruiting efforts are here at the US Army Quartermaster Center and School attending the first of three Warrant Officer Basic Courses (WOBCs) that will be conducted this year. In this first WOBC, there are 33 newly appointed Quartermaster warrant officers who began their training on 5 Jan 03. Interestingly, just seven short months ago, they were wearing the ranks of sergeant, staff sergeant and sergeant first class. Now they're continuing on a quest towards careers as Quartermaster warrant officers. From several interactions with them, I can tell you they are all excited and eager to continue their Army careers as Quartermaster warrant officers.

In total, the warrant officer accession program encompasses four pillars critical to its overall success: **Accession, Recruitment, Training and Mentorship**. These serve as the foundation for our Corps, from which everything else is built. To assure the future success of the Corps, we must have a viable program in place to regenerate talent into our ranks. We must attract, train and sustain that talent so that we offer these soldiers the best chance possible to succeed as warrant officers.

Accession

Just as the Army replaces its ranks each month by accessing privates and lieutenants, we must also have a process to continually access soldiers to serve as future warrant officers. In the past, Quartermaster soldiers were accessed from only one USAREC accession board a year, usually in the May timeframe. Accessing Quartermaster soldiers only once a year obviously results in the introduction of new talent in the formation once a year. Current world events have resulted in a significant increase and sustainment in the Army's operating tempo (OPTEMPO). This OPTEMPO increase, coupled with mandatory and planned departures within our force each year, mean that we cannot continue to maintain warrant officers in our force structure by replacing them only once a year!

Now, with the increased number of USAREC accession boards for Quartermaster soldiers, every five to six months a new Quartermaster warrant officer will be introduced to the field. This great news is the result of extensive coordination and support from Army G1 (Army Chief of Staff, Personnel), the US Total Army Personnel Command's Career Manager/Accession Branch, and USAREC. This year Quartermaster

soldiers accessed in March will join the formation as Quartermaster warrant officers in January 2004, July accessions in May 2004, and November accessions in September 2004. The constant injection of new talent into an already talent-rich Corps will ensure that Quartermaster warrant officers remain on an irreversible path to success now and into the Army's 21st Century transformation campaign.

Recruitment

Conventional wisdom dictates that if we increase the need to access, we must have a process to pursue that need. Here at Fort Lee, we are accomplishing that on many fronts. Once a quarter we visit the Noncommissioned Officer (NCO) Academy to educate NCOs on the roles and functions of warrant officers. Naturally our visit sparks interest from many soldiers who are both curious and interested in the warrant officer program. Ironically, I've found that a sizable majority of soldiers first develop their desire to become a warrant officer by dealing with or observing a warrant officer in the field. This is always great news to hear; yet it should remind us all that we're not only being observed by our superiors, but also by our soldiers as well. Please be conscious of this as you conduct yourselves in the field. Take time to talk with soldiers, show interest in what they're doing and be curious about their future plans. Offer time to assist and mentor them. These small gestures will pay huge dividends in the long term no matter what their future plans are.

On another front, the new Quartermaster Warrant Officer Accession Brochure lists each of the four military occupational specialties (MOSs) for Quartermaster warrant officers and briefly outlines the prerequisites for each MOS. It also lists the mandatory Army and the basic Quartermaster prerequisites that each applicant must meet. The brochure is an abbreviated version of the Quartermaster prerequisites fully outlined on USAREC's web site.

Training

The Army's goal is to access soldiers who are between their 5th and 8th year of service to serve as future warrant officers. This is a transformation from past efforts to access mid- to late-career NCOs with 12 or more years of service. To accommodate this change, we must modify the manner in which we train younger warrant officers. Soldiers with more time in service naturally bring more experience to the warrant officer ranks than those with fewer years of service. However, we believe accessing a younger soldier affords the Army the opportunity to utilize them longer as warrant officers over the course of a normal Army career. Since they bring less initial experience than their older counterparts, we must establish a different training paradigm so that we build a solid technical foundation early on. Here at the US Army Quartermaster Center and School, our goal is to provide as much technical training as possible for them to store in their "tool kits" for use in the field. Our intent is to aid them in establishing a solid technical foundation that we realize must be further developed and supplemented during their early years as warrant officers.

Mentorship

While we strive to establish a sound technical foundation for these new warrant officers, we also realize that the bulk of their training must continue in the field. Constant mentorship will most certainly set these young officers on a proper and steady course as the Army's future technical officers. Senior warrant officers must reach out and embrace them so that their transition into the officer corps is seamless, welcoming and sustaining.

While attending WOBC, new Quartermaster warrant officers are afforded the opportunity to select a mentor. This is an important series of events that we take very seriously. The senior warrant officers who serve as mentors will ultimately aid them throughout their initial years as warrant officers. We advise them to select a senior warrant officer who is also assigned at their initial duty location. We want to ensure that the mentoring partnership is sustained and effective throughout their initial years as warrant officers. While all of us need mentoring from time to time, I ask that senior warrant officers take on this added responsibility with purpose, vigor and enduring care.

In total, the Quartermaster Warrant Officer Accession Program extends across all components. We are one Corps, with one purpose and one fight for total victory for one Army team. It doesn't matter

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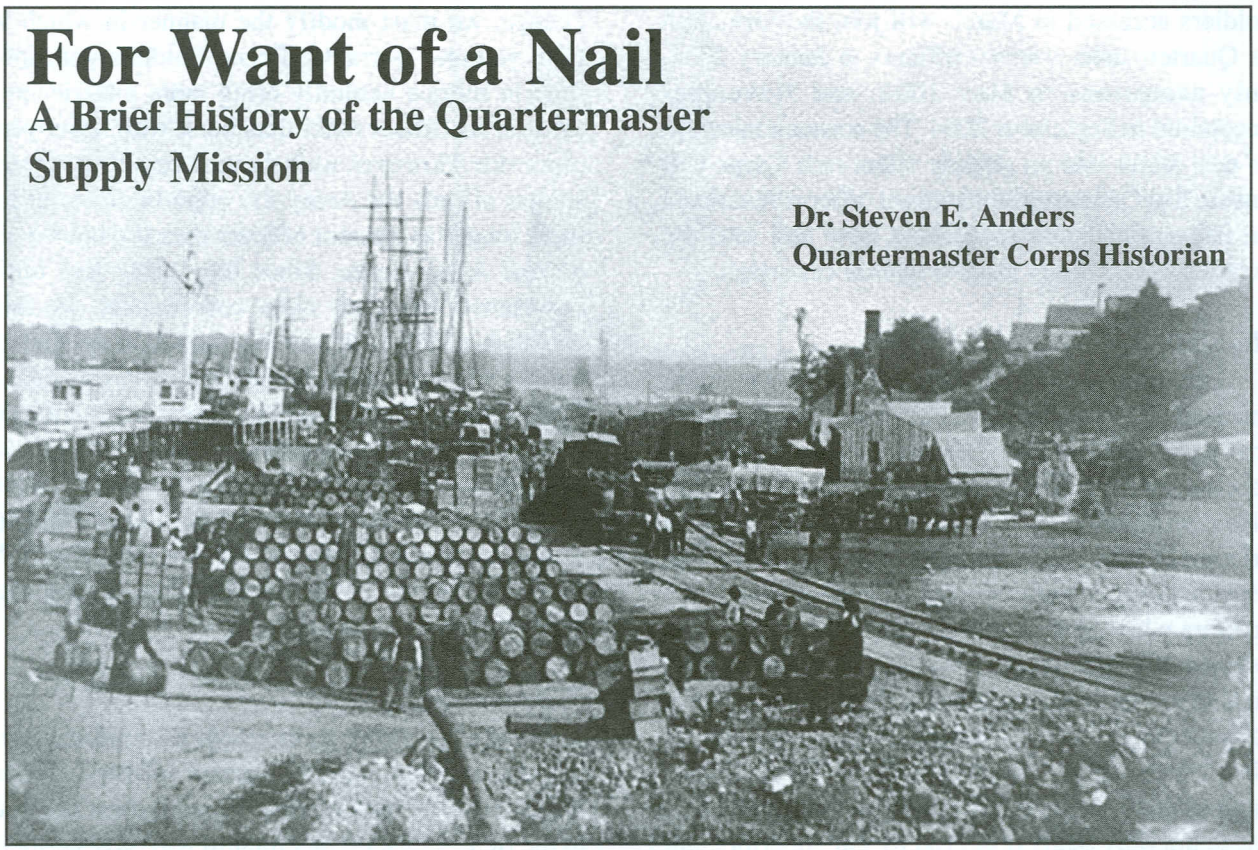
For Want of a Nail

A Brief History of the Quartermaster Supply Mission

Dr. Steven E. Anders
Quartermaster Corps Historian



Without supplies neither a soldier nor a general is good for anything.

Clearchus of Sparta
Speech to the Greek Army
401 B.C.

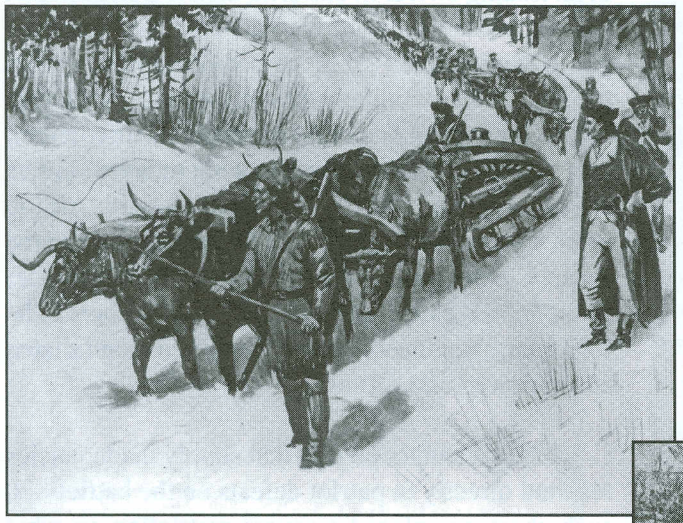
Key to Victory. Old Clearchus certainly knew whereof he spoke. History relates numerous instances where entire armies were lost (or nearly lost) when their supplies ran out. Alexander the Great managed to get himself cut off from his naval lifeline while campaigning in 327 B.C. Forced to undertake a desperate 300-mile trek through what is now southern Iraq, he eventually saw as much as three-quarters of his Macedonian army swallowed up by the shifting sands of the Gedrosian desert.

Fast forward 2,000 years to the American Revolution where a similar catastrophe completely undid a less capable British commander. "Gentleman Johnny" Burgoyne found himself isolated at the end of a fractured supply line. Faced with a starve-or-fight situation at the battle of Saratoga, NY, he wound up surrendering his entire force to the American patriots. Add to that the image of Napoleon's *Grande Armee* dying en masse on their forlorn retreat from Moscow in 1812. Or French paratroopers in the spring of 1954, casting agonizing glances toward the skies over Dien Bien Phu, praying for signs of relief in Vietnam. All are painful reminders that without needed supplies an army is no good for anything.

Confederate General Nathan B. Forrest is credited with having given us a wonderfully succinct definition of military supply operations. He simply called it "gittin' stuff." Of course, there is nothing simple about it. It is a laborious, often painstaking process that entails at least three separate acts: *procuring* the necessary items, *storing* them until ready for use, and finally *distributing* the supplies among the soldiers or user units for which they are intended. Implied too is some form of requisitioning technique, along with proper accounting procedures, various maintenance considerations, and much more for a supply system to work effectively. However,

when that system fails to work or becomes seriously threatened, or undermined, as the preceding examples illustrate, the results can be fatal.

In the United States Army it has always been one of the primary missions of the Quartermaster Corps to provide the supplies that individual soldiers need most to survive in the field. It is no accident that the image of the *Key* is so prominently displayed in the Corps' regimental insignia. It symbolizes the traditional "keys to the storehouse." Other missions have

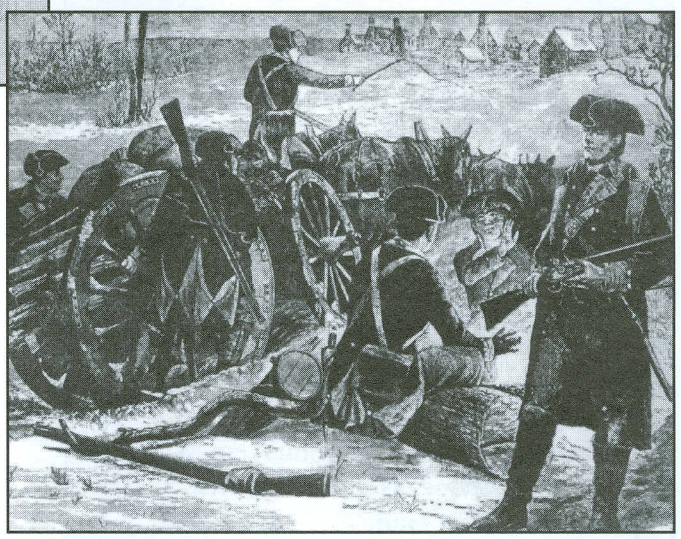


come and gone, but the role of Quartermaster as chief supply master for the Army has remained fixed throughout, from the Revolutionary Era to the present. Fixed but not unchanged. Indeed the scope, scale and the overall way in which the Corps has carried out its supply mission have changed enormously over the past two-and-a-quarter centuries.

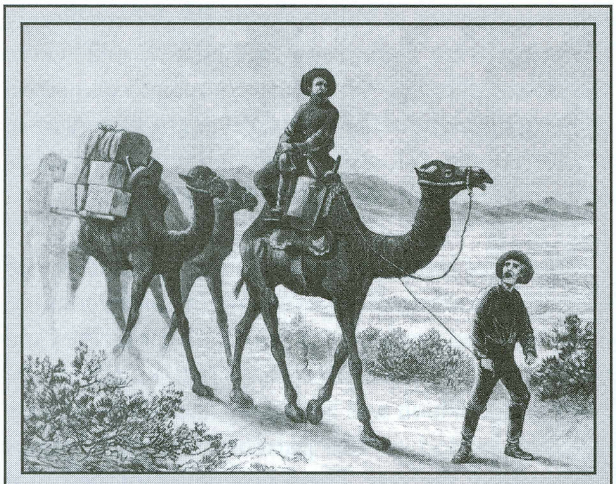
Revolutionary Beginnings. General George Washington had ample reason to complain, as he so often did, of the Continental Army's flawed supply system during the American Revolution. Chronic shortages led to widespread hardship throughout the war. Of their retreat from New York in November 1776, for instance, one of his sergeants wrote that "our soldiers had *no* shoes to wair *(sic)*; was obliged to lace on their feet the hide of the cattle we had kill'd the day before." Similarly, those who trudged over ice and snow-covered roads on Christmas Eve 1776 to win the battle of Trenton, NJ, were still wearing summer clothes, and many were without shoes. Even worse shortages occurred the following winter at Valley Forge, PA, where bloody footprints were again seen in the snow and where the mournful cry of "No meat! No meat!" was heard echoing throughout the camp. Yet again, even worse, at Morristown, NJ, a year later. All telling evidence of a supply system that refused to work.

Some of the problems were unavoidable. Since the colonies were not as yet a manufacturing country, many finished products (such as cloth for clothes and blankets, and canvas for tents) had largely to be imported. Which was both risky and costly. Money indeed added to the patriots' logistics woes throughout the war. There was never enough of it to ensure the purchase of adequate supplies. Congress' attempts to print and allocate more money only fueled inflation and led to devaluation of Continental currency. This rendered farmers, shopkeepers and artisans all the more reluctant to sell to Army supply agents.

Even when agents succeeded in acquiring needed goods – through direct purchases, contracting, state



quotas, foraging, impressments and the like – they faced no less a burden with efforts to store and distribute them. The Quartermaster General's Department in the Revolution had neither the organization nor the personnel needed to effect proper storage of supplies. Nathanael Greene, as Quartermaster General, created a series of supply magazines (mostly for temporary storage of food and forage) that served as a "line of communication" and



In the 1850s a line of isolated forts protecting the western frontier stretched across the Great American Desert. Often separated by hundreds of miles, these far-flung outposts were connected by neither navigable streams nor practical roads.

It was generally felt that an animal that could move swiftly, pack a heavy load for long distances and live off the land would be the answer to the problem of providing a line of supply and communications between forts. The solution lay in pack mules . . . or possibly camels.

The suggestion of importing camels for servicing military outposts was given strong support by Secretary of War Jefferson Davis in 1853. In 1856, 75 camels were landed in Indianola, Texas. With patience, the Army learned to cope with the animal and its harness. Subsequent expeditions from Texas to California proved the camels could travel every day twice as far as mules, while packing a heavy load.

Although the camel experiment weathered every major test, it was interrupted by the Civil War and eventually abandoned when the first transcontinental railroad became a reality.

Courtesy of the US Army Quartermaster Museum

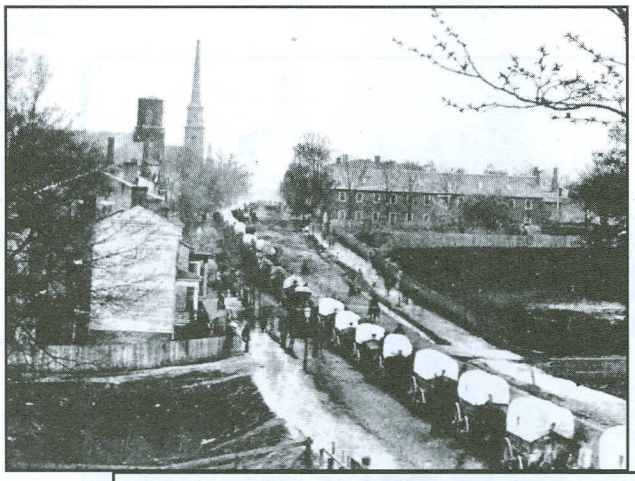
allowed Washington's army to move more effectively in the wake of Valley Forge. But these hardly qualified as well-run *depots*, which is what the Army really needed.

Distribution remained the single most vexing problem for Revolutionary Era logisticians. The Quartermaster General and his deputies in the field contracted with civilian agents and wagoners to move supplies from place to place. Goods typically went from agent to agent, until finally reaching the hands of an issuing officer in uniform, then to a Regimental Quartermaster Sergeant who actually disbursed the goods with a small group of detailed soldiers from the line. It was a tenuous process at best. With little means for control or careful supervision, distribution was subject to vast amounts of what today would be characterized as "waste, fraud and abuse." All too often wagoners absconded, or left supplies along the roads. Clothes were at times deposited in barns under the supposed care of private individuals – there to be forgotten, abandoned, then rediscovered months later, all mildewed and rotting.

While it cannot be said that supply inadequacies resulted directly in patriot defeats on the battlefield, such shortages placed a severe restriction on what Washington and others might have wanted to do. In fact proposed campaigns had to be postponed or put off indefinitely for want of needed clothes, food, arms, and especially wagons and other means of transportation. Certainly the soldiers themselves suffered unduly because of those shortages.

Reform and Reorganization. The many lessons that might have been learned from supply failures in the Revolution were all but lost in the decades that followed. Colonel Josiah Harmar's and General Arthur St. Clair's ill-fated expeditions against the Indians of the Old Northwest in 1790-91 both failed miserably, in part because of monumental supply shortages. One historian aptly described the civilian contractors and supply agents at that time as "venal rogues, without conscience, who would sell a soldier's life like a pound of flour." It took nearly another two decades, until after the War of 1812, for the many repeated calls for reform to finally take root.

In 1818 Congress established a permanent Quartermaster Department in Washington, DC, with Brigadier General Thomas Sidney Jesup as Quartermaster General. From that point on, supply operations in the United States Army took a decided turn for the better. Jesup immediately set about defining the principles of a well-run supply system. He also drafted new rules and regulations for more effective movement of goods and personnel, and for much stricter accountability on the part of the officers and civilians charged with carrying out Quartermaster operations. Economy, efficiency and accountability, as Jesup well knew, were the things most lacking in the supply system of old. Moreover, when put to the test in the ensuing four decades – notably in the Seminole War (1835-42), the Mexican War (1846-48) and various frontier expeditions in the late Antebellum Period – Jesup ultimately succeeded where others had failed.

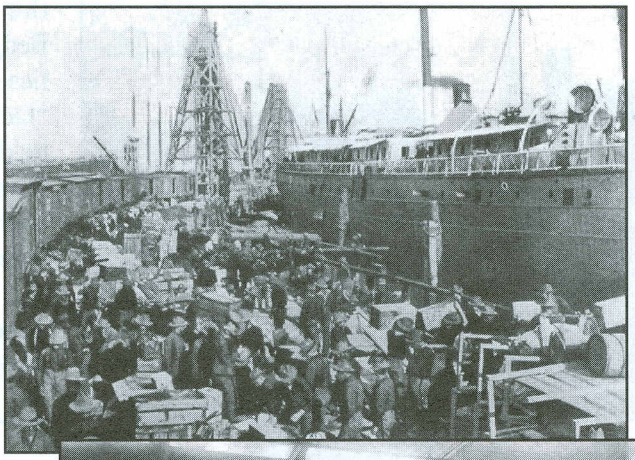


Civil War Supply. When the Civil War began in the spring of 1861, the Union army quickly expanded from a few thousand to nearly a half million soldiers – all of whom looked to the Quartermaster Department for supplies and equipment. As Lincoln's Quartermaster General, Major General Montgomery C. Meigs invariably receives high marks from professional historians for his skillful handling of wartime supply operations.

The Army looked to the major urban and industrial hubs, from Chicago, St. Louis and Cincinnati in the west, to Washington, Baltimore, New York and Boston in the east – and to the various depots established at each of these locations (to the so-called "army behind the army") to procure or manufacture the ever-growing list of supply items needed by a modern force in the field. New technology in the form of telegraphs and steam-powered ships and locomotives allowed for long distance logistics communication and more effective distribution of supplies.

The Civil War indeed saw the introduction of a full-fledged, well-organized, logistics supply *system* running from "factory to foxhole" (as it might be described in today's terms). Items such as shoes, apparel, tents, leather goods, ambulances and wagon wheels left the factories and were deposited in huge area *base depots*. From there they moved by ship or train to still larger *advance depots* in or near the main theaters of operations that allowed armies to act independently from the base area. The largest advance depot for the Union Army was City Point (present-day Hopewell, VA,) which was used to sustain the Armies of the James and the Potomac for the last nine months of the war. With the exception of City Point and a few other major depots that were run by colonels and lieutenant colonels, the job of Depot Commander usually fell to a Quartermaster captain, whose responsibilities far outweighed what the pay grade would suggest. *Temporary depots*, landings, railroad sidings and open storage dumps – all purposefully located at convenient points for final delivery or pick up by user units – formed the last link in the Civil War supply chain.

In spite of the many and varied instances of fraud and corruption that surfaced from time to time, broken contracts, the issuance of shoddy goods and whatnot, and wastage on a sometimes monumental scale – the system overall worked remarkably well. It got even better as the war progressed. General Ulysses Grant, for instance, thought City Point Depot in 1864 the best-organized Quartermaster supply operation ever. As for General Meigs, he could recount only two instances during the entire war – after General William Rosecrans' defeat at Chickamauga and following the capture of Savannah – when Union supply lines were seriously disrupted, if only for a relatively short time.



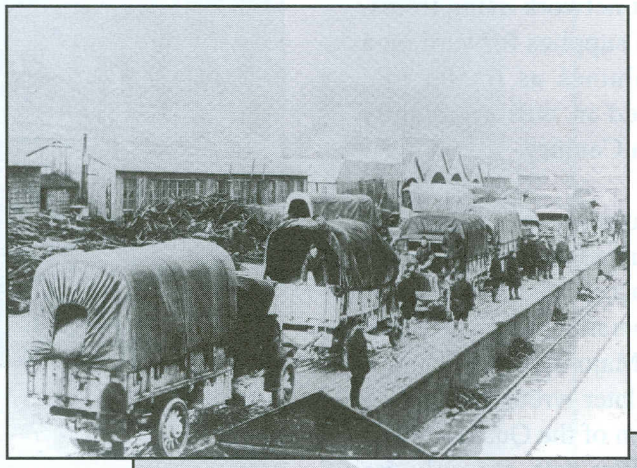
Road to Professionalism. The three decades following the Civil War found the Army mainly pulling garrison duty on the western frontier, while engaged in relatively small-scale Indian campaigns, or stationed at coastal fortifications guarding the country's main harbors. A whole new generation of officers and noncommissioned officers (NCOs) was coming to maturity with very little systematic instruction, and no experience in handling large bodies of men. For Quartermasters coming of age at century's end, that meant no formal supply training and no firsthand experience solving the complex problems of logistics support for large units. All that inexperience and lack of training – and *unpreparedness* – found full exposure in 1898, with the sudden outbreak of the Spanish-American War.

The "Splendid Little War," as Secretary of State John Hay once called it, got off to a less than auspicious start at the staging area in Tampa, FL. When the new Depot Commander arrived there in mid-May, he was horrified to discover that no less than 1,000 train cars loaded with supplies were already sidetracked in and about the city. Adding to his woes, the depot had only 5 government-owned wagons and 12 contracted wagons to unload them. Said one account: "Freight was arriving at the rate of 50 cars a day and could be unloaded at the rate of only two or three." Despite such difficulties, the force deployed successfully within a matter of weeks. However, the mass confusion, crowding and congestion that so marred the embarkation was replicated, in fact made worse, at the point of debarkation in Cuba.

In the months following the Spanish-American War, the Quartermaster Corps, along with the other supply bureaus had to endure a torrent of both official and unofficial criticism. Cries of inadequate supplies, unhealthy living conditions, Army indifference, wholesale neglect and abuse (and of course "embalmed beef") shall forever be linked to the Cuban enterprise – even though the campaign itself was abundantly successful. Nor did anyone seem to take full note of the many outstanding supply achievements toward the end of the conflict.

Looking back positively though, the Spanish-American War's many-lamented logistical shortcomings focused long overdue attention on the need for reform. For Quartermaster supply personnel that meant the need for better training, enhanced executive and administrative skills, better foresight and improved planning to avoid the problems of the recent past. In a word, more *professionalism.*

As the new century opened, the Quartermaster General began arguing more insistently the need for a "service corps," meaning uniformed troops specifically recruited, tested and trained to carry out Quartermaster functions, in lieu of hired civilians and untrained soldiers detailed from the line. It worked. On 24 August 1912, Congress passed an act consolidating three supply bureaus (the Quartermaster, Pay, and Subsistence Departments) into a single Quartermaster Corps. At the same time Congress *militarized* the new Corps with the creation of a "service corps" of enlisted men to serve as clerks, engineers, firemen, carpenters, blacksmiths, packers, teamsters and laborers. By 1916 their numbers had expanded to nearly 6,000. This foreshadowed the development of Quartermaster military occupational specialties (MOSs) in the years ahead and also the transfer of Quartermaster officers and enlisted personnel into permanently organized, separate supply and service type units.



At the start of World War I, there were only four types of Quartermaster field units: bakery, truck, pack, and wagon companies. By the time of the Armistice, some 26 different types of Quartermaster units were operating in France. Among them were various depot and supply units, each filled with trained personnel and specialized types of equipment. Schools had also opened in both Philadelphia, PA (1910) and Jacksonville, FL (1918) to train Quartermasters. There young officers were learning the basic maxims: that "supply is a function of command" and "the impetus of supply is from front to rear." Fledgling officers and NCOs alike practiced requisitioning and providing supplies, property accountability, inventory procedures, and business management skills.

For sure, General "Black Jack" Pershing had still to contend with a host of major supply difficulties, especially in the hectic early months of the war, as he prepared to send the American Expeditionary Force (AEF) to France. Numerous accounts refer to shipping delays, faulty supplies and equipment, defective goods such as gas masks, wagons without wheels, and trucks without motors, so on and so forth. Such accounts as the one where a division Quartermaster opened a box of underwear, and was shocked to discover 12 dozen infants' nightshirts!

This all made for valid criticism (not to mention hugely entertaining press copy). However, the real story lies in the amount of change that had occurred – in Army supply policy, training, techniques, organization and equipment – in such a relatively short period of time. That thousands of trained Quartermaster supply personnel in France (under the

supervision of the Services of Supply (SOS)) had the knowledge and the skill needed to create and sustain a vast array of depots (base, intermediate, and advanced) from the coast to the interior of France; and an equally vast network using trains, trucks and wagons to move supplies forward on a steady basis – speaks volumes as to the role *professionalism* now played in military supply operations in the early 20th Century.

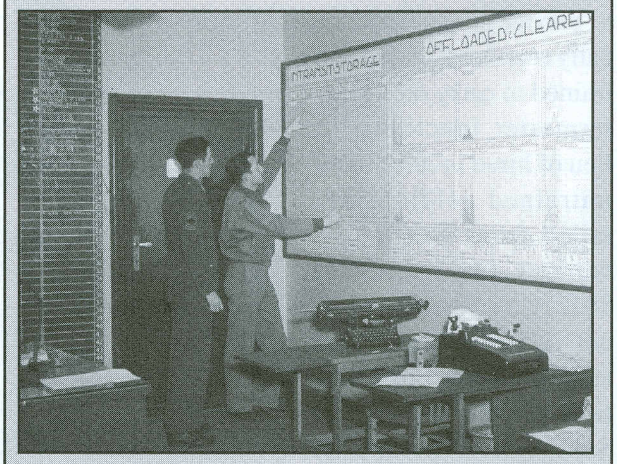
For the first time, the Quartermaster Corps had taken to the field as a militarized organization. The scope and scale of what they accomplished astounded those familiar with supply operations from an earlier era. In testament to which, Major General Johnson Hagood, SOS Commander, later wrote that "in the matter of supply the operation of the Quartermaster Department in the Great War was not only far superior to anything that we had in any previous war, but, as a rule, throughout the A.E.F. the service was more efficient and more satisfactory to the individual than it had been at home in time of peace."

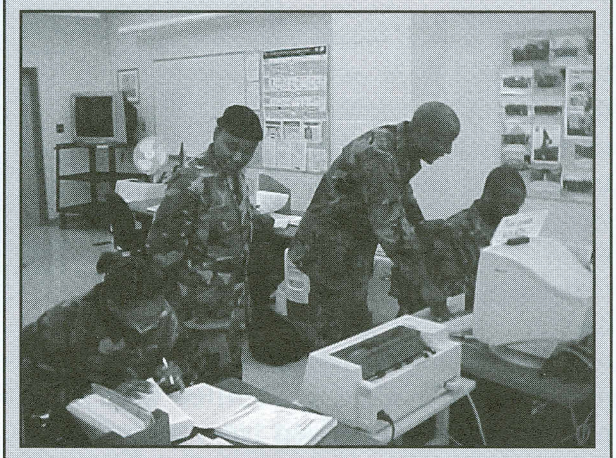
Supply Trends World War II to the Present

Increased Scope, Scale and Reach. In its day World War I was called "The Great War," but then 20 years later came World War II that was greater still, in virtually every respect. Much greater in terms of the number of nations and peoples involved, the demands made on their economies, the greatly enhanced lethality of the many new weapons introduced, and the unprecedented casualties that accrued as a result of their use.

Certainly too the scope and scale of logistics involved was much greater, and far more challenging than ever before. Unlike the First World War, the Second was truly global in nature. US supply lines ultimately ran from New York to North Africa, England, France and Germany; and from San Francisco to Hawaii, Guam, Australia, New Guinea, the Philippines, China and Okinawa.

The amount of Quartermaster supplies it took to sustain an Army of nearly 8 million over four long years was unmatched in world military history. In an





age that rightly proclaimed "Supply Wins Wars!" the numbers speak for themselves: 140,000 tons of Quartermaster supplies arrived and were stored in England in the final months leading up to D-Day. Shortly thereafter, the First Army Quartermaster on the continent in Europe found himself responsible for no less than 70,000 separate Quartermaster items. During the war as a whole, Quartermasters procured and distributed 505 million pairs of socks, 10 million sleeping bags, and over 17 *billion* pounds of canned vegetables. And the list goes on.

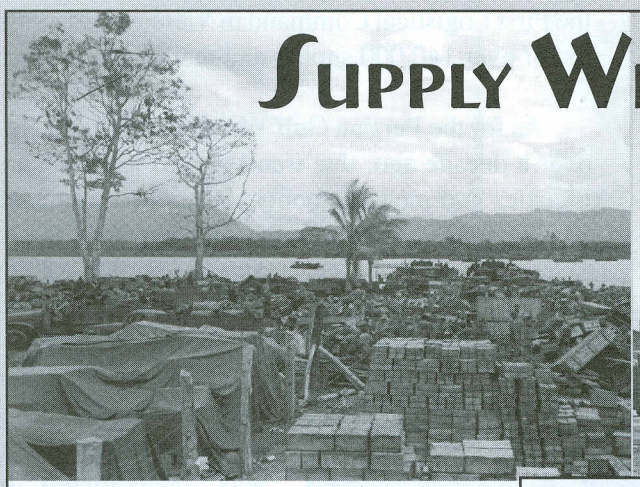
Obviously, compared to World War II, the Korean and Vietnam wars that followed were far more limited engagements. Yet, they reaffirmed the notion that extraordinary amounts of supplies are needed to field sizable forces in the last half of the 20th Century. In Korea, for instance, the Eighth Army's supplies included such things as 1.3 million wool undershirts, 430,000 field jackets, 300,000 pairs of insulated rubber boots, and 90,000 tent stoves. Cargo amounting to more than 500,000 tons of material of all classes passed through the San Francisco Port of Embarkation in August 1950 alone, thus approximating the monthly tonnage processed through that same facility during the peak years of World War II.

Once the logistics buildup in Vietnam had gotten into full swing by 1965-66, more than 150,000 tons of supplies were offloaded monthly at the port of Qui Nhon, another 200,000 tons at Cam Ranh Bay. Further south, more than 300,000 tons monthly were offloaded at the port of Saigon, which soon became one of the busiest port cities in the world. By then the First Logistical Command in Vietnam had a stock list of over 140,000 supply and maintenance items.

As for the Persian Gulf War that concluded little over a decade ago, that trend toward long-distance logistics and mega-amounts of supplies continued. During the first six months of *Operation Desert Shield*, 296,000 soldiers deployed to the region, along with 2.3 million short tons of equipment and supplies. Over 90 percent of the latter was transported by sealift. By comparison, 1.6 millions tons were shipped to Korea in a similar period and 1.4 million tons to Vietnam.

Personnel Development and Training. World War I saw the beginnings of a classification program, as skilled soldiers and technicians were trained for service overseas. The MOSs we know today had their real start in World War II. The *Dictionary of Quartermaster Enlisted Occupational Skills* published in June 1942 lists a total of 125 separate MOSs, generally divided into two categories: Motor and Transportation specialists and Supply and Service specialists. Each of the nearly 20 supply-related fields had its own three-digit designation. For instance, a Supply Clerk (323) was trained to maintain stock records, conduct inventories, understand military specifications, inventory procedures and so on. An Inventory Clerk (374) learned to control the amount of stock on hand, hold inspections, maintain records, and recommend procurement of needed supplies.

Supply Wins Wars

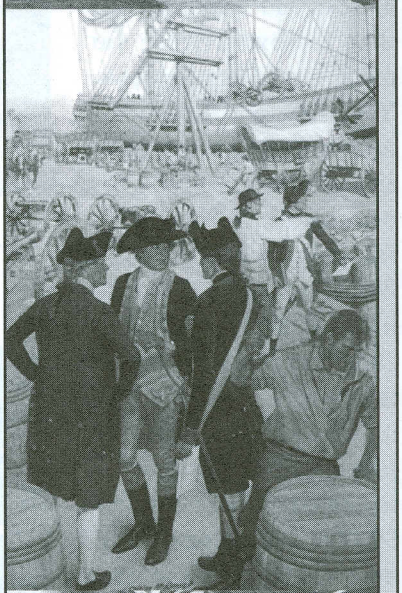


The line that connects an army with its base of supplies is the heel of Achilles, its most vital and vulnerable point.

Col. John S. Mosby
1887

In fact, the battle is fought and decided by the storeman and quartermasters before the shooting begins.

Erwin Rommel
1941



These and other Quartermaster supply specialists learned their skills mainly at the "Depot Supply School" set up at Camp Lee, VA. In addition to receiving standard lectures and practical exercises on record-keeping procedures, trainees also learned proper loading techniques using dummy boxcars, mock cargo planes, a miniature theater of operations (featuring over-the-shore logistics), model warehouses, and a depot supply training "laboratory." They also took classes at a "provisional depot" set up at nearby Fort A.P. Hill and visited commercial warehouses in the Richmond area. Quartermaster officers, for their part, attended either the 6-week Basic Supply Officers' Course or the 4-week Army Service Force (ASF) Depot Course. Field grade officers had a highly effective 10-week Advanced Supply Officers' Course. All these programs of instruction were geared toward practical subjects and realistic wartime situations.

It was not for another 20 years, until the Vietnam Era, that supply training and personnel development underwent its next major change. The Army Reorganization of 1962 abolished the Technical Service Branches (including the Office of The Quartermaster General in Washington, DC) to create a more responsive, unified, "functionalized" approach to logistics and supply throughout the Army. That act alone eliminated much of the duplication and lack of uniformity that had existed heretofore. However, the Army's "supply training expertise" still remained dispersed among the various service branches, at the Ordnance, Transportation, Signal, Engineer and Quartermaster schools. They could not reach their intended supply goals until service-oriented supply MOSs had been replaced and the Army's supply expertise had been consolidated.

That is what happened between 1965 and 1967. To the Quartermaster enlisted supply courses already being taught at Fort Lee were added the Signal Supply and Repair Parts course, and faculty, from Fort Gordon, GA. Next came the Engineer Supply and Repair Parts course with their faculty from Fort Belvoir, VA, followed by the even larger Ordnance Supply and Repair Parts course and personnel from Aberdeen Proving Grounds, MD. By the time this consolidation process was completed in July 1967, the newly established Enlisted Supply Department was the Quartermaster School's largest and most active department. Moreover, to meet the rapidly growing demands for supply personnel in Vietnam, they trained around the clock, three shifts a day.

At roughly the same time (in March 1965) the Army also introduced a whole new classification system for MOSs, using a five-digit alpha-numeric code in the place of the old three-digit numerical code. Thus was born the "76 Supply Series," and the Quartermaster School now had primary training responsibility for the following 17 supply MOSs:

76A10 Supplyman
76C10 Engineer Supply and Parts Specialist
76D10 Ordnance Supply and Parts Specialist
76F10 Quartermaster Supply and Parts Specialist
76L10 Film Library Specialist

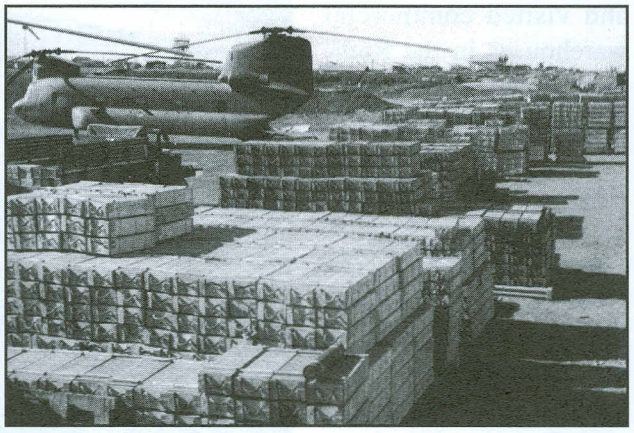
76N Procurement Sergeant
76P10 Stock Control and Accounting Specialist
76Q10 Special Purpose Equipment Repair Parts Specialist
76R10 Missile Repair Parts Specialist
76S10 Automotive Repair Parts Specialist
76T10 Aircraft Repair Parts Specialist
76U10 Communications Electronics Repair Parts Specialist
76V10 Equipment Storage Specialist
76W10 Petroleum Storage Specialist
76X10 Subsistence Storage Specialist
76Y10 Unit and Organization Supply Specialist
76Z Senior Supply Sergeant

The latest iteration of this ongoing process of MOS consolidation and redesign occurred a decade ago. In 1992, four of the main enlisted supply MOSs – 76C (Equipment Records and Parts Specialist), 76P (Materiel Control and Accounting Specialist), 76V (Materiel Storage and Handling Specialist), and 76X (Subsistence Supply Specialist) – were consolidated to create the one new MOS of 92A (Automated Logistical Specialist).

Supply Technology and Automation. The many improvements in Quartermaster supply operations since the days of World War II have been both prompted by massive changes in technology and steady infusion of new equipment. Scientists and industrial technicians entered the field of logistics after Pearl Harbor and gave us such marvelous tools as newly designed gasoline-powered trucks, conveyors, cranes, forklifts and other materials handling equipment, without which all those millions of tons of supplies could not possibly have been stored and moved to places around the globe.

The 1950s and 1960s saw yet another generation of trucks and forklifts introduced, with 10,000-pound capacity and more. Plus the widespread use of CONEX containers, with their nearly 300-cubic foot capacity and ability to securely hold and transport upwards of 9-10,000 pounds of material in a single package. Indeed the idea of "containerization" took root in the mid-1950s, and emerged as a vital piece in the supply chain for Vietnam. By 1967, the SEA-LAND Corporation used just seven ships to put ashore in containerized semitrailers 10 percent of all the supplies needed in Vietnam. Not only materials handling, but also packaging and warehouse procedures have benefited from a world of creativity in the last 60-70 years.

Perhaps the most revolutionary change affecting the course of Quartermaster supply operations during this period has been the gradual, then explosive onset of *automation*. It has in fact changed everything.

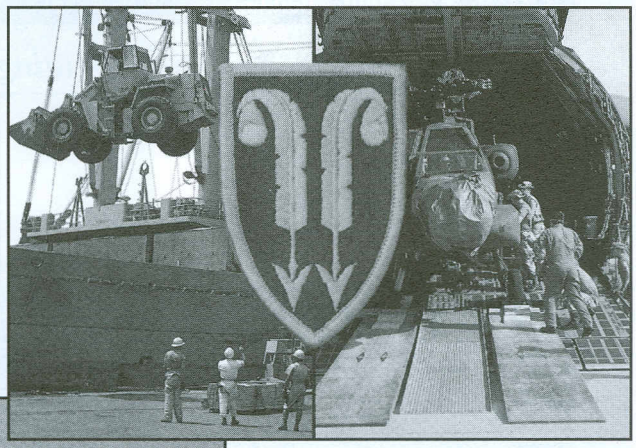


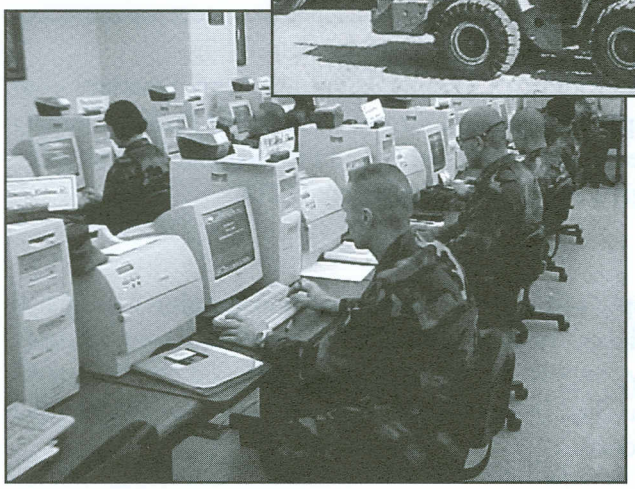
As early as 1940, the Office of The Quartermaster General placed the first of the IBM corporation's electric accounting machines (EAMs) in selected supply depots around the country to try to accelerate the production of stock reports. With these new machines they found they could prepare, sort and print out highly detailed statistical reports within hours, instead of the days or weeks that it previously took. For the new system to be effective, however, the Office of The Quartermaster General soon

realized that all Quartermaster items in the pipeline had to conform to a standardized nomenclature. So between 1941 and 1944, more than 85,000 separate Quartermaster items were identified and assigned new uniform stock numbers and another 42,000 items of spare parts for materials handling equipment.

The shift from EAMs to high-speed electronic computers occurred rapidly during the early 1950s. In 1951, Major General George A. Horkan, The Quartermaster General, headed up the Department of the Army task force, named *Operation STREAMLINE*, aimed at furthering the standardization of stock accountability procedures and introduction of more new automated data processing systems (ADPS) and equipment. By the mid-1950s, the Office of The Quartermaster General was purchasing and/or renting IBM computers – so-called "giant brains" – for depots nationwide. While supply personnel were being trained in the new punch-card technology, more tests were conducted at home and abroad. Already planners were predicting that computers would some day reach down to the lowest levels of the supply logistics chain.

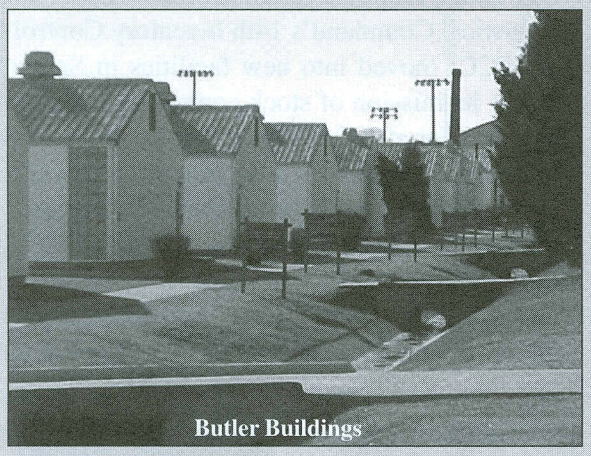
Not surprisingly, when supplies began pouring into Vietnam in the mid-1960s, logistics planners wasted little time in taking advantage of computer technology to help control the flow of goods, make the system itself more responsive. In October 1966, the 1st Logistical Command's 14th Inventory Control Center (ICC) moved into new facilities in Saigon and began its mission of stock control and supply management for all US troops in the Republic of South Vietnam. The center's huge magnetic-tape computers kept a basic stock list of over 140,000 supply and maintenance items. Under this system the ICC found that supplies not already available in-country could be requisitioned from the 2d Logistical Command in Okinawa in as little as 3 to 24 hours. Under the old system it usually required 3 to 14 days.

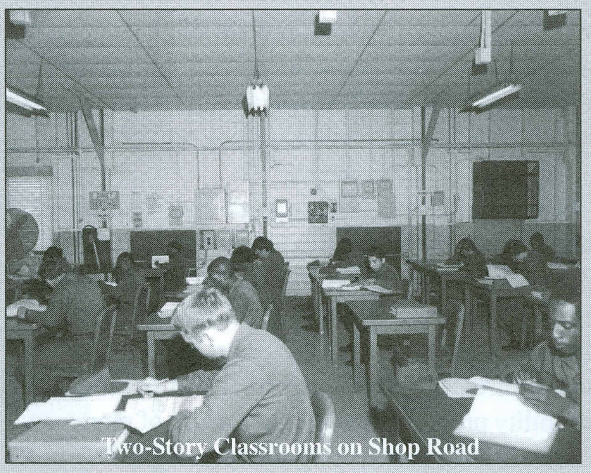




During the past decade and a half, the early promise of automated logistics has come to fruition at an ever more accelerated pace. One cannot imagine the timely buildup of supply and equipment in-theater during *Operation Desert Shield* without the wholesale use of computers and trained automated logistical specialists at critical positions throughout the supply chain. By that time, moreover, the alphabet soup of new systems – SAMS, SAILS, TACCS, SARSS, LOGMARS, ULLS, DAS, SPBS, etc. and so on – had become the new language of revolution itself. The new automated systems offer little doubt that the Quartermaster Corps will continue to meet the supply challenge and will provide the necessary *Key to Victory* in the years and decades that lie ahead.

Supply Department - Then


Butler Buildings


Two-Story Classrooms on Shop Road

Logistics Training Department - Now

Challen Hall

Logistics Training Department Headquarters

Logistics Training Department: An Overview

Ann H. Womack

The fall of 1989 brought major changes in supply and logistics training at the US Army Quartermaster Center and School, Fort Lee, VA. That October the Supply Department, formerly called the Enlisted Supply Department, and the Logistics Career Department merged to form the Supply and Professional Development Department. Later, the department was renamed the Logistics Training Department (LTD).

Mission

Today's Logistics Training Department provides supply and logistics management instruction for enlisted personnel, noncommissioned officers, commissioned officers, warrant officers and selected civilian personnel. The department also conducts the Chief of Staff, Army, Supply Excellence Award Program and maintains Department of the Army Pamphlets 710-2-1 (Using Unit Supply System (Manual Procedures)) and 710-2-2 (Supply Support Activity Supply System: Manual Procedures).

The majority of personnel trained are enlisted Quartermasters who receive initial entry training (IET) in either the 92A (Automated Logistical Specialist) military occupational specialty (MOS) or the 92Y (Unit Supply Specialist) MOS courses.

- The 92A (Automated Logistical Specialist) is trained in the principles of warehouse functions, ration break operations, stock record management, the Unit Level Logistics System-Ground (ULLS-G) and Standard Army Retail Supply System-1 (SARSS-1).

- The 92Y (Unit Supply Specialist) is trained to receive, issue and account for individual and organizational equipment; perform maintenance of small arms; and operate the Unit Level Logistics System-S4 (ULLS-S4).

The Logistics Training Department conducts the Quartermaster Officer Basic Course and the Warrant Officer Basic and Advanced Courses to sharpen officer leadership and logistics skills. The Quartermaster Phase II of the Combined Logistics Captains Career Course develops the technical skills of future company commanders. Also, the Supply and Service Management Officer Course trains Quartermaster lieutenants after completion of their branch detail assignments, as well as other personnel, in various logistics subjects.

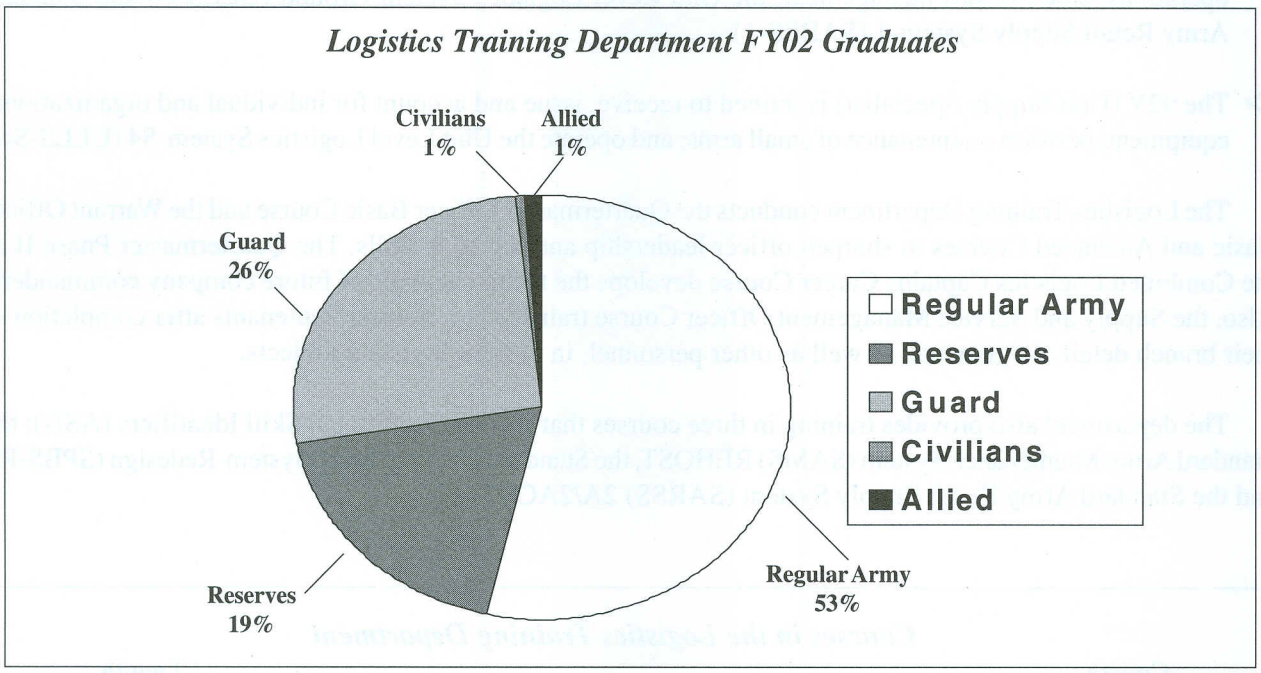
The department also provides training in three courses that produce Additional Skill Identifiers (ASIs): the Standard Army Maintenance System (SAMS) REHOST, the Standard Property Book System-Redesign (SPBS-R), and the Standard Army Retail Supply System (SARSS) 2A/2AC/2B.

Courses in the Logistics Training Department

Course	Length
Initial Entry Courses	
Automated Logistical Specialist	**12 weeks**
Unit Supply Specialist	**7 weeks, 3 days**
Additional Skill Identifier (ASI) Courses	
Standard Army Maintenance System (SAMS) REHOST, ASI B5	**3 weeks**
Standard Property Book System - Redesign, ASI G3	**3 weeks**
Standard Army Retail Supply System 2A/2AC/2B, ASI G2	**3 weeks**
Officer Courses	
Quartermaster Officer Basic	**14 weeks, 3 days**
Combined Logistics Captains Career (Phase II)	**5 weeks**
Quartermaster Officer Advanced - Reserve Component (RC) (Phase II)	**2 weeks**
Supply and Service Management Officer	**5 weeks, 3 days**
Judge Advocate General Officer Basic	**3 weeks, 2 days**
Warrant Officer (WO) Courses	
Property Accounting Technician WO Basic	**9 weeks, 2 days**
Property Accounting Technician WO Basic - RC (Phase II)	**2 weeks**
Supply Systems Technician WO Basic	**9 weeks, 2 days**
Supply Systems Technician WO Basic - RC (Phase II)	**2 weeks**
Property Accounting Technician WO Advanced	**10 weeks, 3 days**
Property Accounting Technician WO Advanced - RC (Phase II)	**2 weeks**
Supply System Technician WO Advanced	**10 weeks, 3 days**
Supply System Technician WO Advanced - RC (Phase II)	**2 weeks**

Statistics on Students

The Logistics Training Department trains almost half of the students who attend courses at the US Army Quartermaster Center and School. In FY02, the department graduated more than 8,350 students from its various courses of instruction. The chart titled *Logistics Training Department FY02 Graduates* shows a breakout of the students.



Web Site

The Logistics Training Department's web site at www.quartermaster.army.mil/ltd has information important to the logistics community as well as to students who wish to attend courses. Logistics information includes the following:

- A list of professional development articles, written by past Combined Logistics Captains Career Course students, available by request for use in research papers or other professional development projects.
- A logistics acronym listing with many of the latest military acronyms.
- A logistics dictionary that contains many, but not all, of the logistics-related definitions in many regulations.
- A supply training handbook that introduces and describes the most important codes and basic forms associated with Army units and Supply Support Activities.
- All Logistics Training Department course dates, including prerequisites and general information.
- Contact information for the various offices.
- Links to other sites, including the US Army Training and Doctrine Command's Reimer Digital Library.

For more information about the Logistics Training Department's web site, contact Mary Mitchem at mitchemm@lee.army.mil or telephone DSN 687-3195 or (804) 734-3195.

Ann H. Womack is Deputy Director of the Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

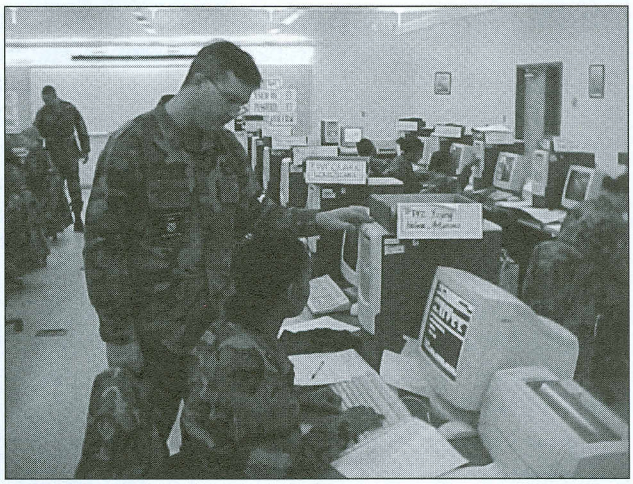
92A (Automated Logistical Specialist), Initial Entry Training

Jerome Pepper

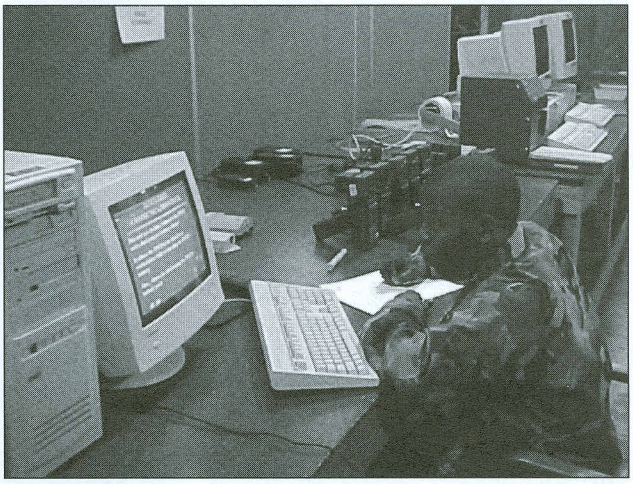
Quartermasters graduate from Course 551-92A10 with apprenticeship training in all areas of the military occupational specialty (MOS) of 92A (Automated Logistical Specialist). Soldiers in 92A initial entry training learn the basics of the Army's automated logistics programs at unit and direct support/general support levels at the Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, VA.

Subjects in Course 551-92A10 include the FEDLOG CD-ROM, prescribed load lists (PLLs), The Army Maintenance Management System (TAMMS), Unit Level Logistics System-Ground (ULLS-G), Standard Army Retail Supply System (SARSS-1), basic warehousing functions, Materiel Release Order Control (MROC), preservation of supplies and equipment, and subsistence supply for the Army Field Feeding System. Soldiers in the Active Army or Reserve Component qualify to take the course with a standard score of 95 or higher in the clerical (CL) aptitude area. Also, students must meet minimum physical fitness and weight standards, possess a physical demands rating of "very heavy," and a physical profile of 222222 or higher.

The course length is 12 weeks, with 437 academic hours. The Automated Logistical Specialist's 551-92A10 resident course consists of 84 critical tasks. Commanders can expect these 92A course graduates to be trained in the following critical tasks at Skill Levels 1/2:



Instructing in ULLS-G Procedures



Processing Requests in the SARSS Warehouse

92A Skill Levels 1/2

Critical Task Number	Task Description
101-525-1117	Maintain Notice of Delegation of Authority Receipt of Supplies Card
101-525-1122	Package Items of Supply
101-525-1123*	Operate Materials Handling Equipment (MHE)
101-525-1126	Protect Supplies Against Electronic Discharge (ESD)
101-525-1139	Maintain a Non-Automated Prescribed Load List (PLL)
101-525-1140	Prepare a Request for a Repair Part (Non-Automated)

*Unit trained task

(continued)

92A Skill Levels 1/2	
Critical Task Number	**Task Description**
101-525-1141	Maintain a Document Register
101-525-1142	Prepare Follow-up Document Modification Action, and Cancellation Request (Non-Automated)
101-525-1143	Perform Reconciliation (Non-Automated)
101-525-1144	Receive PLL Repair Parts (Non-Automated)
101-525-1145	Turn In PLL Repair Parts (Non-Automated)
101-525-1146	Prepare an Equipment Control Record (Non-Automated)
101-525-1147	Prepare a Preventive Maintenance Schedule and Record (Non-Automated)
101-525-1148	Request Repair or Modification of Equipment (Non-Automated)
101-525-1149	Prepare Dispatch Records (Non-Automated)
101-525-1150	Maintain Oil Analysis Record (Non-Automated)
101-525-1151	Maintain an Uncorrected Fault Record (Non-Automated)
101-525-1152	Process a Recoverable Controlled Item
101-525-1500	Use the Army Master Data File Retrieval CD-ROM System
101-525-1502	Conduct a Location Survey (Manual)
101-525-1503	Conduct an Inventory
101-525-1504	Receive Class II, III (Package), IV, VII and IX Supplies
101-525-1505	Store Class II, III (Package), IV, VII and IX Supplies
101-525-1506	Issue Class II, III (package), IV, VII and IX Supplies
101-525-1507	Turn In Class II, III (Package), IV, VII and IX Supplies
101-525-1508	Perform the Proper Handling of Hazardous Materials
101-525-1509	Receive Class I Supplies
101-525-1510	Store Class I Supplies
101-525-1511	Request Class I Supplies
101-525-1512	Issue Class I Supplies
101-525-1513	Compute Requirement for Class I Supplies
101-525-1514	Turn In Class I Supplies
101-SRI-0001	Prepare Computer for Operation
101-SRI-0002	Process Automated Customer Requests for Issue
101-SRI-0003	Print Documents
101-SRI-0004	Perform Transactions-In Process
101-SRI-0005	Perform Transactions-Out Processes
101-SRI-0006	Perform System Inquiries Processes
101-SRI-0007	Perform System Support Processes
101-SRI-0008	Perform Back-up and Recovery Process
101-SRI-0009	Perform Maintenance Processes
101-SRI-0010	Process Materiel Receipt Documents
101-SRI-0011	Process Materiel Release Denial and Conformation Documents
101-SRI-0012	Perform Location Maintenance Processes
101-SRI-0013	Perform Location Survey Support Processes
101-SRI-0014	Perform Inventory Support Processes
101-SRI-0015	Perform Closeout Processes
101-SRI-0016	Process Requests for Issue (Manual)
101-SRI-0017	Perform Standard Army Retail Supply System (SARSS) Utilities
101-SRI-0018	Process Requests for Modification, Cancellation and Status
101-SRI-0019	Process Turn-ins and Receipts from Maintenance
101-SRI-0020	Perform Parameter Update Menu Functions
101-SRI-0021	Process Directed Disposition of Stock
101-SRI-0022	Perform Miscellaneous Functions
101-SRI-0023	Initiate the Tutorial Process
101-SRI-0024	Perform Materiel Release Order Control (MROC) Equipment Setup

(continued)

92A Skill Levels 1/2

Critical Task Number	Task Description
101-SRI-0026	Perform Continuity of Operations Plan (COOP)
101-ULG-0001	Perform System Setup
101-ULG-0002	Perform System Security Processes
101-ULG-0003	Perform System Utilities Processes
101-ULG-0004	Process Request for Issue (Automated)
101-ULG-0005	Process Post-Post Request for Issue (Manual)
101-ULG-0006	Process Requests for Modification, Cancellation and Status
101-ULG-0007	Process Request for Turn-in
101-ULG-0008	Perform Transactions to Source of Supply (SOS) Objective Supply Capability (OSC)
101-ULG-0009	Process Receipts
101-ULG-0010	Perform Prescribed Load List (PLL) Processes
101-ULG-0011	Process Reconciliation
101-ULG-0012	Perform Catalog Processes
101-ULG-0013	Perform Equipment Dispatch and Return
101-ULG-0014	Process Maintenance and Inspection Worksheets
101-ULG-0015	Process Maintenance Files
101-ULG-0016	Process Parts Installed
101-ULG-0017	Process Services Performed
101-ULG-0018	Process Component File Update
101-ULG-0019	Perform Operational Processes
101-ULG-0020	Perform Standard Army Maintenance System (SAMS) Transactions
101-ULG-0021	Perform Materiel Status Processes
101-ULG-0022	Perform Army Materiel Status System (AMSS) Authorizations
101-ULG-0023	Perform Unit Status Report (USR) Processes
101-ULG-0024	Initiate the Tutorial Process
101-ULG-0025	Make Inquiries to the Sage Database
101-ULG-0026	Access Automated End User Manual
101-ULG-0027	Initiate Continuity of Operations Plan (COOP)

Jerome Pepper is Chief of the 92A (Automated Logistical Specialist) Division, Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

(Continued from Page 5)

Command Sergeant Major Bradley J. Peat

Command Sergeant Major Bradley J. Peat has served in a variety of leadership positions. These include Armorer, 2/75 Ranger Battalion; Property Book Team Noncommissioned Officer in Charge, 8th Infantry Division (Mechanized), Baumholder, Germany; Property Book Team, Headquarters and Headquarters Company, Camp Casey, Korea; First Sergeant, Headquarters and Headquarters Company, National Training Center, Fort Irwin, California; First Sergeant, 247th MEDEVAC, Fort Irwin, California; First Sergeant, Headquarters and Headquarters Company, Division Support Command, Fort Drum, New York; Command Sergeant Major, 548th Corps Support Battalion, Fort Drum, New York; and Command Sergeant Major, 24th Corps Support Group, Fort Stewart, Georgia. His military education includes the Primary Leadership Development Course, Basic Noncommissioned Officer Course, Noncommissioned Officer Course, Battle Staff Course, First Sergeants Course, and the Sergeant's Major Academy, Class 49. He is a member of the Distinguished Order of Saint Martin, and he holds a bachelor's degree in management from Regents College.

92Y (Unit Supply Specialist), Initial Entry Training

Stephen J. Pawlick

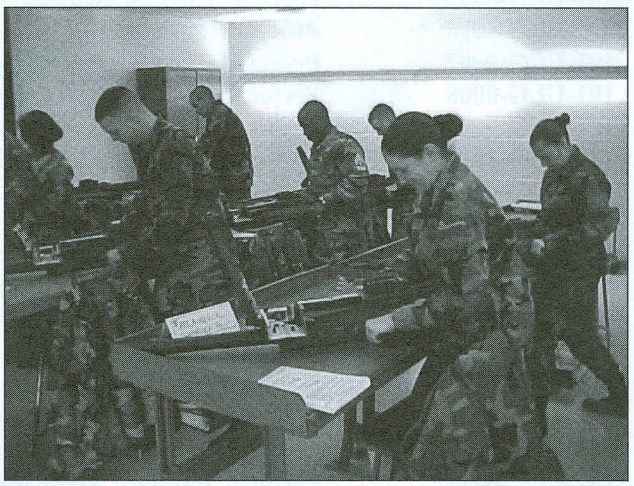
Initial entry training for Quartermasters with the military occupational specialty (MOS) of 92Y (Unit Supply Specialist) provides the Army with readily employable personnel. Course 551-92Y10 realistically trains soldiers in the Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, VA.

The course is open to advanced individual and reclassified soldiers, allied students and Department of Defense personnel who require training in unit supply/small arms room operations. The Unit Supply Specialist's duties involve request, receipt, storage, issue, accountability and preservation of individual, organizational, installation nonexpendable, durable and expendable supplies and equipment. Commanders can expect soldiers with the 92Y MOS to perform the following duties:

- Operate a unit computer system
- Issue, receive and repair small arms
- Secure and control weapons and ammunition in an arms room
- Schedule and perform preventive and organizational maintenance on small arms and assigned equipment

Training in Course 551-92Y10 is both hands-on and performance-oriented. It teaches the basic skills necessary at the apprentice level upon assignment to a permanent unit. Training focuses on both the manual and automated procedures. At this time, instruction concentrates on the Unit Level Logistics System-S4 (ULLS-S4). The Logistics Training Department is working with the Army's project manager for the transition to the Global Combat Support System-Army (Tactical) (GCSS-Army (T)).

The course reinforces the Army Values with job requirements and also stresses accountability, trust, character and integrity as critical job characteristics for mission completion. Lastly, training includes many unit maintenance functions with an introduction to The Army Maintenance Management System (TAMMS), which instructors reinforce during the small arms phase of the course.



Hands-on Training in Small Arms

The resident course is 7 weeks and 3 days, encompassing 31 critical tasks. Students complete tasks in these three phases: Principles of Supply (21 critical tasks), ULLS-S4 (7 critical tasks), and Small Arms (3 critical tasks).

Commanders can expect that individual training and student experience will qualify these soldiers and civilians as supply specialists and unit armorers. The course's program of instruction, instructional hours and hands-on scenarios continually reinforce the critical tasks, providing the skills and tools for the success of these Quartermasters and the Army mission. These 92Y course graduates train in the following subject areas and associated critical tasks at Skill Level 1:

92Y Skill Level 1

Critical Task Number	Supply Administration Procedures
101-92Y-1400	Use FEDLOG CD-ROM
101-92Y-1402	Prepare Signature Card(s) (Notice of Delegation of Authority Receipt for Supplies)
101-92Y-1119	Prepare Unit Supply Files
101-92Y-1500	Maintain Required Publications
101-92Y-1001	Operate Unit Level Logistics System-S4 (ULLS-S4)
101-92Y-1003	Establish ULLS-S4 Unit Parameter Files
101-92Y-1007	Perform Continuity of Operation Procedures (COOP)

Critical Task Number	Supply Procedures
101-92Y-1111	Request Supplies and Equipment Using Manual Supply Operations
	Request Supplies and Equipment Using Automated Procedures
101-92Y-1112	Request Cancellation of Supplies Using Manual Procedures
	Request Cancellation of Supplies Using Automated Procedures
101-92Y-1113	Receive Supplies and Equipment
	Receive Supplies Using Automated Procedures
101-92Y-1114	Issue Supplies and Equipment
101-92Y-1116	Maintain Due-in Status File for Requested Items
101-92Y-1117	Turn In Supplies and Equipment
	Turn In Supplies Using Automated Procedures
101-92Y-1118	Transfer Supplies and Equipment
101-92Y-1401	Prepare a Document Register

Critical Task Number	Supply Accountability Procedures
101-92Y-1110	Inventory Supplies and Equipment
101-92Y-1005	Maintain Unit Loads
	Maintain Unit Loads Using Automated Procedures

Critical Task Number	Property Adjustment Document
101-92Y-1408	Prepare Adjustment Document(s)

Critical Task Number	Hand Receipt Procedures
101-92Y-1403	Prepare Hand Receipts/Receipts Using Manual Procedures
101-92Y-1404	Prepare Hand Receipts/Subhand Receipts Using ULLS-S4
101-92Y-1004	Establish ULLS-S4 Property Origin Record
101-92Y-1008	Perform Standard Property Book System-Redesign (SPBS-R) Download

Critical Task Number	Organizational Clothing Procedures
101-92Y-1102	Process Organizational Laundry
101-92Y-1405	Process Personal Clothing Request
101-92Y-1406	Prepare Organizational Clothing and Individual Equipment (OCIE) Record

Critical Task Number	Unit Budget Procedures
101-92Y-1006	Maintain Status of Budget Using Manual Procedures
	Maintain Status of Budget Using Automated Procedures

Critical Task Number	Security Procedures
101-92Y-1115	Store Selected Supplies and Equipment in Unit Storage Area
101-92Y-1201	Maintain Key Control Register for Weapons Storage
101-92Y-1200	Control Weapons and Ammunition in the Arms Room
	Perform Weapons and Ammunition Inventories
101-92Y-1002	Establish ULLS-S4 Security Access

(continued)

92Y Skill Level 1

Critical Task Number	Small Organizational Maintenance Procedures
101-92Y-1204	Perform Organizational Maintenance on Small Arms
	Perform Organizational Maintenance on Pistol, Semi- Automatic, 9mm, M9
	Perform Organizational Maintenance on Rifle, 5.56mm, M16A2
	Perform Organizational Maintenance on Machine Gun, 5.56mm, M249
	Perform Organizational Maintenance on Machine Gun, 7.62mm, M60 with equipment
	Perform Organizational Maintenance on Machine Gun, Caliber .50, Browning M2, Heavy Barrel
	Perform Organizational Maintenance on Machine Gun, 40mm, MK19MOD3
	Perform Organizational Maintenance on Machine Gun, 7.62mm, M240B

Stephen J. Pawlick is Chief of the 92Y (Unit Supply Specialist) Division, Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

Quartermaster ETHOS

Our ultimate goal is to personify the Quartermaster ethos: *Logistics Warriors who are soldiers first, technicians second to none; battle-focused; reliable professionals assuring victory by sustaining America's Army in peace and war.*

(Continued From Page 7)

Chief Warrant Officer Five James C. Tolbert

where you are on the battlefield or the type of unit you're assigned in whichever component. The future of the Quartermaster Warrant Officer Corps depends on our actions today. Let us embrace and encourage today's Quartermaster soldiers to be tomorrow's Quartermaster warrant officers of the Objective Force.

CW5 James C. Tolbert is currently assigned to the Office of the Quartermaster General, US Army Quartermaster Center and School (USAQMC&S), Fort Lee, Virginia, as the Quartermaster Warrant Officer Proponent. He has served in a variety of assignments worldwide. These include Battalion Supply Technician, 223d Aviation Battalion, Schwaebisch Hall, Germany; Property Book Officer, 26th Signal Battalion, Heilbronn, Germany, where he deployed to Saudi Arabia during Operations Desert Shield/Storm in December 1990. Also, he served as a Property Book Team Chief and later Chief, Asset Visibility Section, Division Materiel Management Center, 4th Infantry Division, Fort Carson, Colorado; Property Book Officer, US Army Central Command, Camp Doha, Kuwait; Instructor/Writer, USAQMC&S, Fort Lee, Virginia; and Personnel Career Management Officer assigned to the US Total Army Personnel Command, Alexandria, Virginia. He has completed every level of the Warrant Officer Education System and holds a master's degree in logistics systems management from Colorado Technical University at Colorado Springs.

Additional Skill Identifier Courses

Yang Soo Demps

While the Army transitions to the Objective Force of the future, logistics transformation continues also. Distribution management principles are progressing beyond the Army's velocity management technique within supply chain management. In fact, some logistical communities refer to today's information-based distribution process as a "warehouse in motion." However, until full implementation of the Global Combat Support System-Army (Tactical) (GCSS-Army (T)), the existing Standard Army Management Information Systems (STAMIS) must continue to deal with new policies and business practices.

The Logistics Training Department at the US Army Quartermaster Center and School, Fort Lee, VA, continues to play a vital role by bridging the temporary gap until full implementation of GCSS-Army (T). The Logistics Training Department offers three Additional Skill Identifier (ASI) resident courses in the following STAMIS: Standard Army Maintenance System-1 (SAMS-1) REHOST, Standard Property Book System-Redesign (SPBS-R), and Standard Army Retail Supply System 2A/2AC/2B (SARSS 2A/2AC/2B). The ASIs are authorized by AR 611-1 (Military Occupational Classification Structure Development and Implementation) and governed by DA Pamphlet 611-21 (Military Occupational Classification and Structure).

The ASI courses are offered throughout the fiscal year at Fort Lee. For more information online, access the Quartermaster Home Page at quartermaster.lee.army.mil and then link to Units & Departments. Go to the Logistics Training Department (LTD), STAMIS Training (SAMS – SARSS – SPBS-R) for administrative information and the current class schedules.

SAMS-1 REHOST, ASI B5 Course

The SAMS-1 REHOST course trains operator and manager tasks for a maintenance activity where SAMS-1 REHOST is operational. Direct support or general support maintenance units at forward support battalions, main support battalions, and separate/corps support battalions have SAMS-1 REHOST. Also, present doctrine calls for use of SAMS-1 REHOST at the maintenance support teams (MSTs) or combat repair team (CRT) maintenance elements. SAMS-1 REHOST automates maintenance shop operations, maintenance supply operations, and maintenance management functions associated with shop work orders and shop supply transactions and management reports. The performance-oriented training at Fort Lee encompasses the full spectrum of SAMS-1 REHOST management functions: master files, manpower files, shop stock files, utility processes, management reports and listings, decision-making and interfaces with the Unit Level Logistics System–Ground (ULLS-G), Standard Army Retail Supply System-1 (SARSS-1) and SAMS-2 systems.

The SAMS-1 REHOST course primarily trains enlisted Quartermasters, privates through sergeants, with the military occupational specialty (MOS) of 92A (Automated Logistical Specialist). However, the course also is open to mid-level noncommissioned officers (NCOs) with the 92A MOS, Department of the Army (DA) civilians, and soldiers with other MOSs who supervise Quartermasters with the 92A MOS. Course attendees should be assigned or on orders to a SAMS-1 REHOST activity. Enlisted graduates with the 92A MOS receive the ASI B5.

SPBS-R, ASI G3 Course

The SPBS-R course trains personnel to perform SPBS-R operator, manager and supervisory tasks. The SPBS-R provides an interactive, automated property accountability, asset visibility and management reporting system for Class VII (major end items) supplies. The system operates and automates the property accountability requirements of AR 710-2 (Inventory Management Supply Policy Below the Wholesale Level) and the asset and transaction reporting procedures of AR 710-3 (Asset and Transaction Reporting System) in divisions,

brigades and battalions. Students train on these performance-oriented functions: accessing the master menu and help system features, systems administrative processes, support utilities processes, systems inquiries, code table files and catalog files. Also, students perform these tasks: establishing authorizations, editing and decision-making from daily reports and listings, performing property book accountability transactions, maintaining hand receipts, performing multiple equipment readiness code (ERC) updates, and processing component data update transactions.

The SPBS-R course primarily trains Quartermasters, specialists and above in rank, with the 92Y (Unit Supply Specialist) MOS; soldiers in the rank of sergeant and above with the MOS of 91J (Medical Supply Specialist); Quartermaster warrant officers in the 920A (Property Accounting Technician) series; 92 and 67A90 series officers; and DA civilians. Officer personnel qualified as 67A70 must be graduates of the Medical Logistics Course. Course attendees must be assigned or on orders to a division, separate brigade/group, armored cavalry regiment, or a nondivisional organization with SPBS-R. Enlisted graduates receive the ASI G3.

SARSS, ASI G2 Course

The SARSS-2A/2AC/2B course trains personnel in operator, manager and supervisory tasks for materiel management centers (MMCs) in separate brigades and armored cavalry regiments, divisions and corps-level units. Students train on the full spectrum of SARSS-2A and SARSS-2AC computer applications governed by time-sensitive management functions and also the SARSS-2B non-time-sensitive management functions. The performance-oriented curriculum consists of the following academic areas: conducting transaction in/out processes, setting control degrees, inquiries, and establishing status. Instructors teach life cycle interfaces. Students learn how the local purchase process moves from the unit's initial request to actual acquisition at the contracting office, as well as management of issue referrals process and related reports. The curriculum interlocks stockage-level management, reparable item management, unserviceable assets management, and overdue shipment management - especially with "warehouse in motion" single stock fund (SSF) dollars. The student has the opportunity to exercise decision-making while managing the manager review file and seeing firsthand how customer waiting time and readiness can be influenced. Students perform the SARSS-2A backup/recovery master files processes, catalog build process, parameters maintenance update and financial data update. Students learn how the SARSS-2A interfaces with other SARSS activities and strategic inventory control points.

The SARSS ASI course primarily trains enlisted Quartermasters, sergeant and above, with the 92A MOS, but is also open to 920B warrant officers, 92 series officers, and DA civilians. The Total Army Personnel Command (PERSCOM) currently controls enrollment of most personnel in this ASI course. Course attendees must be assigned or on orders to a division, corps or installation where SARSS-2A and SARSS-2AC/2B are operational. Enlisted personnel receive the ASI G2 upon course completion.

Points of Contact	Commercial	DSN
Division Chief	(804) 734-4711	687-4711
SAMS-1 REHOST (ASI B5)	(804) 734-3647	687-3647
SPBS-R (ASI G3)	(804) 734-5379/3053	687-5379/3053
SARSS (ASI G2)	(804) 734-4596	687-4596
E-mail	ltdweb@lee.army.mil	

Quota Information

Unless selected by PERSCOM, personnel interested in an ASI course should contact their installation quota managers for procedures on obtaining a school quota. To get the name of a quota manager, contact Headquarters, US Army Training and Doctrine Command, at (757) 788-3002 or DSN 680-3002. The US Army Quartermaster Center and School code is 101 for all courses.

Yang Soo Demps is Chief of the Functional Training Division, Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

Quartermaster Warrant Officer Training

CW4 Duane V. Wallace

The Warrant Officer Division of the Logistics Training Department administers the Warrant Officer Basic and Advanced Courses for Quartermasters in the Active Army, Reserve Component and Army National Guard. The division provides the core training required by the US Army Training and Doctrine Command (TRADOC) for the four military occupational specialties (MOSs) of Quartermaster warrant officers: 920A (Property Accounting Technician), 920B (Supply Systems Technician), 921A (Aerial Delivery Systems Technician) and 922A (Food Service Technician). All warrant officers with the 920A, 920B, 921A and 922A MOSs train at the US Army Quartermaster Center and School, Fort Lee, VA.

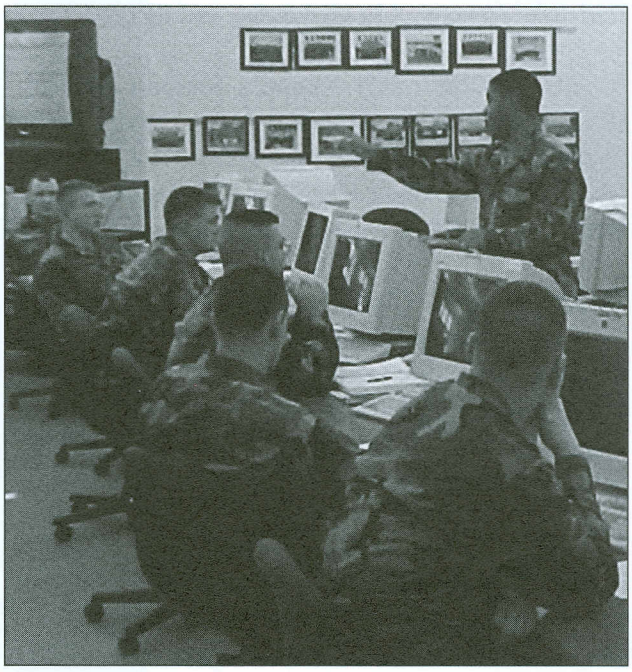
The division gives specific technical training in logistics to warrant officers in the 920A and 920B MOSs. Also, the division has responsibility for the development, implementation and task analysis of specific phases of the MOS 920A and 920B curriculums. This responsibility includes Standard Army Management Information Systems (STAMIS) instruction on the Unit Level Logistics System-S4 (ULLS-S4), as well as the Standard Property Book System-Redesign (SPBS-R) and the Standard Army Retail Supply System (SARSS). In addition, the division develops support systems and technologies, such as Global Combat Support System-Army (Tactical) (GCSS-Army (T)).

Quartermaster Warrant Officer Basic Course

The Quartermaster Warrant Officer Basic Course (WOBC) has curriculums for soldiers in both the Active Component (AC) and the Reserve Component (RC). The AC curriculum consists of a five-week common core and a four-week, MOS-specific track phase. The RC curriculum consists of a two-week primary MOS track phase.

WOBC Active Component Courses

The first phase of WOBC-AC is the common core instruction required by TRADOC. All four Quartermaster warrant officer MOSs train together.



Specific Technical Training

This phase consists of the following common core subjects: Leadership (basic concepts and theory), Combat Service Support in the Theater of Operations, Financial Management (organizational budget, funds and resource management), Petroleum and Water Operations (concepts, Army policy, doctrine and accountability), Quartermaster Specialties, Unit Logistics, and Materiel Management and Wholesale Logistics (asset visibility, equipment distribution and reutilization/marketing of property).

The second phase of WOBC-AC instruction is MOS-specific technical training. During this track phase, Quartermasters in the four warrant officer MOSs receive their technical training in the appropriate training department at Fort Lee. Quartermaster warrant officers with MOS 921A train at the Aerial Delivery and Field Services Department (ADFSD) and MOS 922A at the Army Center of Excellence, Subsistence (ACES). Warrant officers with MOS 920A and MOS 920B remain at the Logistics Training Department for technical training in the following subject areas:

MOS 920A (AC) - Property Records; Inventory and Relief from Accountability; Continuing Balance System-Expanded (CBS-X) Reporting (External Instruction from the Army Materiel Command (AMC); Logistics Support Activity (LOGSA), Redstone Arsenal, AL; ULLS-S4; and SPBS-R.

MOS 920B (AC) - Supply Support Activity (SSA) Management, Standard Army Retail Supply System (SARSS-1), Defense Hazardous Materiel (HAZMAT) and Waste Handling, and Standard Army Retail Supply System-2A (SARSS-2A).

WOBC Reserve Component Courses

The WOBC-RC courses consist of compressed training for each logistics MOS, as well as a Quartermaster common core of instruction. Quartermaster warrant officers in the RC train in the following subjects:

RC Common Core Curriculum - Combat Service Support in the Theater of Operations, and Materiel Management and Wholesale Logistics.

MOS 920A (RC) - Property Book System and Adjustment Documents, CBS-X Reporting (External Instruction from LOGSA), ULLS-S4 and SPBS-R.

MOS 920B (RC) - SSA Management, SARSS-1, and SARSS-2A.

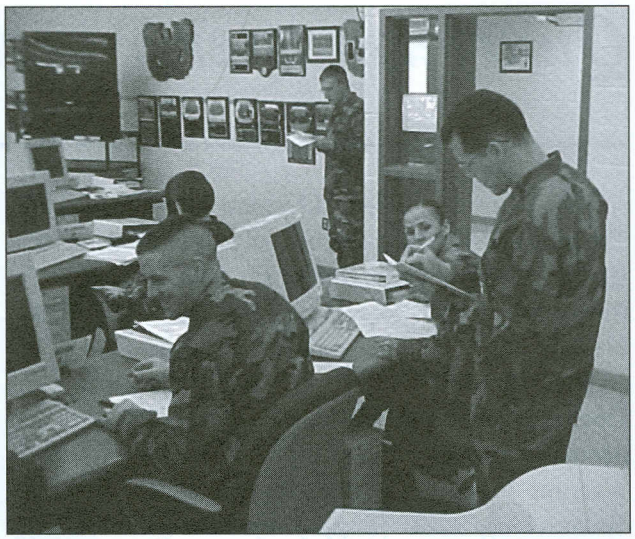
Warrant Officer Advanced Course

The Quartermaster Warrant Officer Advanced Course (WOAC) has curriculums for both AC and RC Quartermasters. The WOAC-AC consists of a five-week common core phase and a five-week MOS-specific track phase. The two-week RC course consists only of primary MOS track-specific training.

WOAC Active Component Courses

The first five weeks of the common core training are advanced studies in mentorship and warrant officer professional development, as well as advanced common skill sets and knowledge.

AC Common Core Curriculum - Professional Organization Orientation and Briefings (Warrant Officer Professional Development) Communicative Skills, General Military Subjects, Tactical Logistics,



Individual Attention

Leadership, Financial Management, Quartermaster Specialties, and Materiel Management and Wholesale Logistics.

The second phase of the WOAC-AC consists of advanced technical training. The training targets chief warrant officers operating at the separate brigade, division, corps, task force, and installation levels. During this phase, warrant officers in the four Quartermaster MOSs go to their MOS-specific departments at Fort Lee. The logistics training for MOS 920A and MOS 920B in the Logistics Training Department consists of the following:

MOS 920A (AC) - Property Accounting Systems and Adjustment Documents, Manpower and Force Management (USAFMSA), LOGSA Systems Support, SPBS-R/ULLS-S4), Contracting Procedures, Interfacing Automation Systems (supply systems orientation/integration, SARSS and New Systems Integration (Logistics Integrated Data Base (LIDB)).

MOS 920B (AC) - SSA Management, SARSS-1, SARSS-2A, and HAZMAT, Waste Handling and Storage (Department of Defense (DOD) and Transportation (DOT) Policies).

WOAC Reserve Component Courses

As with the WOBC-RC, the WOAC-RC courses are compressed into two weeks of training. The

training consists of the following advanced technical topics associated with senior RC warrant officers:

RC Common Core Curriculum - Warrant Officer Professional Development, Communicative Skills, Tactical Logistics, Army Writing and Briefing Techniques, and Quartermaster Specialties.

MOS 920A (RC) - Property Book Systems and Adjustment Documents, USAFMSA, AMC/LOGSA, SPBS-R/ULLS-S4, and Contracting Procedures.

MOS 920B (RC) - SSA Management, SARSS-1, SARSS-2A, Velocity Management, Dollar Cost Banding, and the Integrated Logistics Analysis Program (ILAP).

WOBC and WOAC Course Prerequisites

WOBC-AC - Successfully complete the Warrant Officer Candidate Course, meet height and weight standards according to AR 600-9 (The Army Weight Control Program), and pass the Army Physical Fitness Test (APFT).

WOAC-AC - Complete Phase I (correspondence), meet height and weight standards according to AR 600-09, pass the APFT (Personnel with temporary profiles that prohibit passing the standard APFT will not be enrolled into the course. Soldiers with permanent profiles will be evaluated within the parameters of their profiles.), complete all advanced studies in the Quartermaster-WOAC online welcome packet at http://www.quartermaster.army.mil/ltd/wofficer.html, and establish an Army Knowledge Online (AKO) account.

WOBC-RC and WOAC-RC - Meet the prerequisites according to the RC and Army National Guard requirements.

Warrant Officer Web Page

Upon selection to chief warrant officer three, before attending the WOAC, and also upon completing the Warrant Officer Candidate Course, make sure to visit the Quartermaster warrant officer web page at http://www.quartermaster.army.mil/ltd/wofficer.html for more information about levels of training and course content.

This web site provides a baseline of what to expect in the warrant officer courses at Fort Lee. In addition to classroom instruction, various writing assignments that require extensive research and development are required. These include an information paper, a book review (information paper) with individual and group briefs, and an end-of-course project briefing.

Additional instructors travel to Fort Lee, such as a training team from LOGSA at Redstone Arsenal. There are various off-campus professional development seminars as well.

The Quartermaster Warrant Officer Division is constantly seeking new and innovative means and technologies to enhance supply accountability, management and discipline while ensuring the full support of the warfighter.

CW4 Duane V. Wallace is Assistant Chief, Warrant Officer Division of the Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, Virginia. He also is Director of the Warrant Officer Advanced Course and Instructor in the Warrant Officer Advanced Course for Warrant Officers with the military occupational specialty of 920A (Property Accounting Technician).

Chief of Staff, Army, Supply Excellence Award Program

CW4 Vickie A. Vachon CW4 Carolita Ward-Green CW3 Gerald R. Jordan

Army Vice Chief of Staff Gen. John M. Keane awarded 54 active-duty and reserve component units the Chief of Staff, Army Supply Excellence Award Sept. 5 in Arlington, Va. Another 31 awards were presented to individuals at a dinner Sept. 4 by Maj. Gen. Terry Juskowiak, commander of the Combined Arms Support Command at Fort Lee, Va. – *September 6, 2002, Army News Service, Washington, D.C.*

SGT Q.M. Lee eagerly finished reading the entire article and immediately decided he wanted to compete for this prestigious supply award next year. Problem was, he did not know anything about the award and had no idea what was required to participate. He decided to contact CW2 W.O. Smith, his property book team chief at division.

CW2 Smith was very helpful and stated he had participated in the competition in a previous assignment. CW2 Smith told SGT Lee that they would need to identify their major command (MACOM) Supply Excellence Award (SEA) point of contact and get information on their MACOM's procedures.

For a list of all the MACOMs visit Army Knowledge Online (AKO) at www.us.army.mil - Go to "Collaboration" and look at left side under "Army KCC Home" click on "Army Communities">"TRADOC" >"Quartermaster" >"Supply Excellence Award." Check out the other SEA information posted there.

All MACOMs have their own policies for managing the program. Check with the MACOM for specifics. All participants must follow the guidance published annually by the Army G4 (Army Chief of Staff, Logistics). The basic procedures will be included in the new Appendix H of AR 710-2 (Inventory Management Supply Policy Below the Wholesale Level) scheduled for publication in October 2003.

CW2 Smith also noted the Supply Excellence Award team's web site contained more information for SGT Lee to check out:

http://www.quartermaster.army.mil/ltd/supexcel.html

SGT Lee went to work and did his research. He was getting very excited about participating and decided to call a SEA team member since their phone numbers were provided on the SEA web page at the US Army Quartermaster Center and School, Fort Lee, VA.

He called Fort Lee and was pleasantly surprised by the interest demonstrated by the evaluator who answered his call. The evaluator explained that every MACOM selected its nominees according to its own procedures, so only generic information could be provided by Fort Lee. The evaluator gave SGT Lee an overview of the SEA program and explained the timelines. She stated that all MACOMs must submit their unit nominations to the SEA team by December 10 each year. She went on to say that the onsite unit evaluations are always conducted between January and June, with the winners announced by the Army G4 in July. She told SGT Lee that the 2003 award ceremony was planned for mid-August, pending approval of the Chief of Staff, Army. She explained the categories and levels that units may be nominated for, as follows:

Unit Supply			Support Supply		
Category	Level	Type Unit	Category	Level	Type Unit
A	I(A)	Company with property book	C	I(A)	MTOE Small Class IX
A	I(B)	Company without property book	C	I(B)	MTOE Small Class II
A	II(A)	Battalion with property book	C	I(C)	TDA Small
A	II(B)	Battalion without property book	C	II(A)	MTOE Medium Class IX
B	I	TDA Lower (Small)	C	II(B)	MTOE Medium Class II
B	II	TDA Upper (Large)	C	II(C)	TDA Medium
			C	III(A)	MTOE Large Class IX
			C	III(B)	MTOE Large Class II
			C	III (C)	TDA Large

LEGEND:

Class II	**(general supplies)**	**MTOE**	**modification table of organization and equipment**
Class IX	**(repair parts)**	**TDA**	**table of distribution and allowance**

The evaluator reminded SGT Lee about the "functional" after action report (AAR) posted on the SEA web page and explained that the AAR provided hints on preparing for the evaluation. She also said that the evaluation was based on the Army's Command Supply Discipline Program (CSDP) outlined in Appendix B, AR 710-2.

SGT Lee started burning the proverbial midnight oil. He performed a self-assessment of his operation. He asked friends to come check him out and, most important, he asked his higher headquarters for "courtesy" inspections. He diligently corrected all noted deficiencies and then checked everything a second and third time.

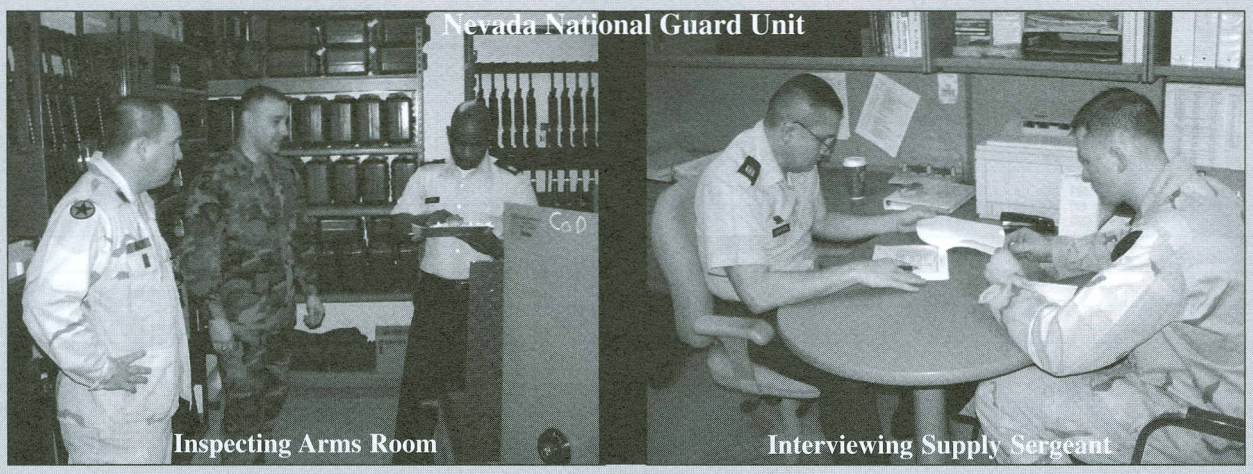
Finally, the anticipated Department of the Army (DA) evaluation day arrived. SGT Lee's nerves told him to go on sick call, but pride and the realization this would soon be over convinced him to see if all the hard work was worth the effort. The evaluators were on the way to the unit. Upon their arrival, SGT Lee was glad to see they were courteous, friendly, down to earth and not walking-talking Army regulations. After the unit commander gave his in brief, the evaluators explained what was about to happen and gave a quick overview of the SEA program.

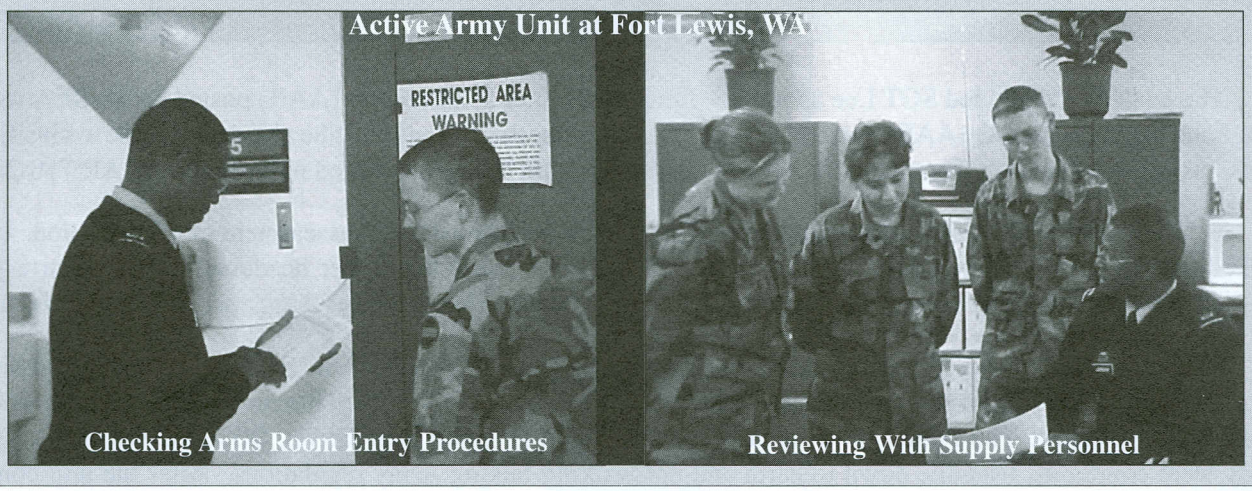
Upon arriving at the section, it was all work and no play. The unit's standing operating procedure (SOP) was reviewed for completeness and also to help determine if the unit followed its own SOP. The evaluators reviewed previous CSDP inspections performed by the unit's next higher headquarters and checked to determine if the unit had performed the required corrective actions. The time went quickly. The evaluators worked through their checklist (no, they did not provide a copy), and it was time to go. The unit commander had been asked to complete a "Unit Information" sheet that would be used to prepare all the documentation to bring the unit's representative to Washington, DC, for the award ceremony if the unit won. The team did not leave any results in the evaluated unit.

SEA evaluation scores are never publicized or provided to any level of command. Remember, the SEA evaluation is not an "inspection." All units are considered "winners" because of their selection as MACOM nominees.

SGT Lee had never experienced such anticipation. He wondered if he should call the SEA team to see if he could "G2" the results. He decided to wait for the Army G4 message. Besides, the evaluators told him they would send E-mails to all winners and runners up as soon as the results were officially released in July.

Supply Excellence Award Evaluators on the Road





Army G4 announced the winners, and SGT Lee's unit was a runner up. He went to Washington, DC, to represent the unit at the award ceremony. He had a great time and enjoyed the dinner banquet, the chief's award ceremony, seeing the sights in the nation's capitol, and, most important, meeting all the other winners and runners up. He made many contacts and hoped to establish sound networking relationships. All the nominees can prepare for next year's evaluation through sharing better ways to accomplish their assigned missions. SGT Lee thought: *What a fantastic experience...Definitely worth the hard work and effort*. Because of the hard work put into the preparation phase and what his unit learned during the SEA evaluation, SGT Lee knows that he now runs a better operation and provides better service to the soldiers in his unit.

CW4 Vickie A. Vachon is the Senior Support Supply Evaluator for the Supply Excellence Award (SEA) team at Fort Lee, Virginia. Her most recent assignment was Accountable Officer in an Aviation Support Battalion, 1st Armored Division, Hanau, Germany. CW4 Vachon also deployed to Tuzla, Bosnia.

CW4 Carolita Ward-Green is a SEA Support Supply Evaluator whose most recent assignment was Instructor/ Course Coordinator for the Quartermaster Warrant Officer Advanced Course in the Warrant Officer Division, Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

CW3 Gerald R. Jordan is a SEA Evaluator for Unit Supply. He has served in many positions as a Property Book Officer (PBO) and, most recently, as the S4/PBO of the 205th Military Intelligence Battalion, Fort Shafter, Hawaii.

Officer Professional Development In the Logistics Training Department

MAJ Gregory R. McClinton

The mission of the Army is changing, and the Army's force structure is evolving in concert with the change. The professional development of Army logisticians must support this change. At the forefront of the development for initial entry and mid-career Quartermaster officers is the Professional Development Division (PDD), Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, VA.

Professional Development Division

The PDD's mission is multifaceted. The mission includes the following: ensuring student officers are prepared to fulfill their roles throughout the Army; designing, developing and conducting professional development training for logistics officers; training logistics officers on current doctrine, tactics and techniques; conducting functional training; and reviewing and updating officer foundation standards' Quartermaster tasks.

The PDD is responsible for the planning, resourcing and executing of the Quartermaster Officer Basic Course (OBC), Combined Logistics Captains Career Course (CLC3) Phase II, Reserve Component Officer Advanced Course (RCOAC) Phase II, and the Supply and Service Management Officer Course (SSMO). The division also provides administrative support to the Staff Judge Advocate Officer Basic Course and Individual Ready Reserve mobilization, as required. The division trains more than 950 student officers annually. Students attending PDD courses receive the added benefit of training with international officers from around the globe.

Sharpening Critical Thinking Skills

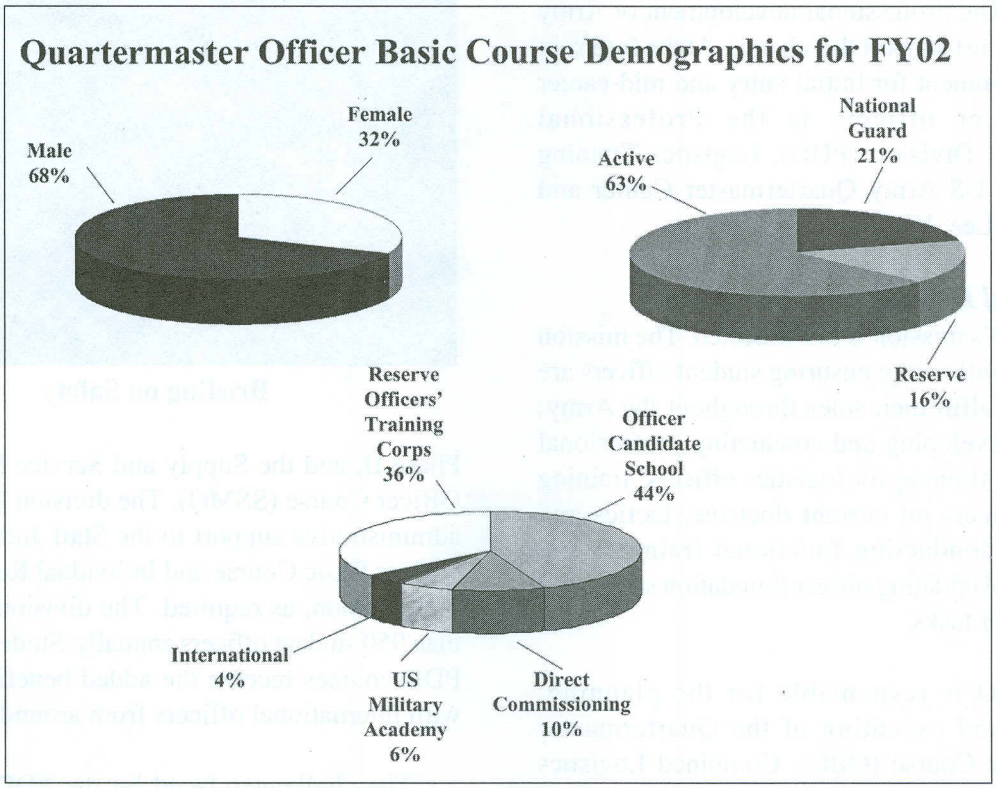
Briefing on Safety

The challenges faced by the PDD are varied. However, the most daunting challenge is training students to operate throughout the spectrum of operations as established by the Chief of Staff, Army. Most Quartermaster officers receiving PDD training are assigned to today's Army of Excellence (AOE) units. However, many students in each class are assigned to the Stryker Brigade Combat Team as well as the 4th Infantry Division. Focusing training on the AOE, as well as the Interim Force and the Objective Force, requires constant awareness of changes taking place in the field as well as in the US Army Combined Arms Support Command (CASCOM) Combat Developments Division. The CASCOM Combat Developments Division serves as the lead agency for developing the support concepts that will directly impact leader training.

Officer Basic Course

The mission of the Officer Basic Course (OBC) training team is to prepare commissioned Quartermaster officers for their first duty assignment as platoon leaders. The OBC emphasizes leadership, common soldier skills, Quartermaster-related functions, combined arms, and communication skills.

The course consists of 14 weeks and 3 days of both classroom and field training. The OBC focus is changing to more hands-on, performance-oriented training. The course culminates with a combat service support "rock drill" that requires student officers to develop a concept of support focusing on platoon-level operations in a forward or main support battalion scenario. Quartermaster OBC classes have officers from all Army components and commissioning sources. The following are the demographics for FY02:



The core of OBC training focuses on the critical skill sets required for the following types of operations: receive, store and distribute general supplies; conduct LOGPAC (Logistics Packages) and aerial delivery operations; provide bulk Class III (petroleum, oils and lubricants) and potable water support; operate a field ration issue point; and conduct force protection measures. Students also receive instruction in these areas: conduct field service company operations, supervise mortuary affairs operations, identify basic tenets of Army logistics, manage supply information systems, conduct maintenance operations, identify concepts of Army Transformation, write to inform or direct, and integrate historical awareness and critical thinking skills.

Commanders in the field can expect Quartermaster lieutenants to report to their units grounded in these critical skills. Tasks taught at the US Army Quartermaster Center and School are reinforced as new lieutenants are integrated into their first commands and gain an understanding of operations to support the maneuver force.

Quartermaster lieutenants currently receive familiarization training on future Standard Army Management Information Systems (STAMIS) and related automated systems to include Force XXI Battle Command Brigade and Below (FBCB2), Combat Service Support Control System (CSSCS) and Global Combat Support System-Army (Tactical) (GCSS-Army (T)). The US Army Quartermaster

Center and School is scheduled to receive hardware for instruction in these areas, in addition to the Movement Tracking System, in the near future.

The OBC is currently under revision as a component of the Officer Education System. The OBC will eventually be replaced by the Basic Officer Leader Course (BOLC). The BOLC will consist of two phases. Phase I will train all newly assessed commissioned officers, regardless of branch, at a small number of central training locations in basic small unit combat and leadership training. Officers will report to their branch schools to complete the technical Phase II of BOLC.

Also, the OBC curriculum is being revised to include many aspects of Velocity Management, simulation-supported training, and an increased focus on the functions and capabilities of Army National Guard and Army Reserve organizations.

Officer Advanced Instruction Phase II of the CLC3

For five weeks in Phase II (Quartermaster) of the Combined Logistics Captains Career Course (CLC3), company grade officers train in their branch-specific critical tasks. The purpose of Phase II of CLC3 is to train company grade officers in Quartermaster core subjects not presented in Phases I or III of the CLC3 in order to prepare them to command functional Quartermaster companies. The primary focus of Phase II is to develop technically proficient Quartermaster officers in the areas of materiel management, logistics automation, petroleum management, subsistence management, aerial delivery and field services, mortuary affairs operations, support of operations other than war (OOTW), and stability and support operations.

Instruction in Phase II of CLC3 also prepares students for battalion-level and brigade-level staff assignments after command. The training is enhanced through participation in professional development seminars, readings and briefings.

Like the OBC, Phase II of CLC3 is evolving. Future initiatives include developing a new command post exercise (CPX) scenario, contracting on the battlefield, and incorporating the structure and capabilities of other agencies into the program of instruction (POI). The following are some of the agencies and the areas being integrated into future CLC3 training for Quartermasters:

- **Logistics Support Agency (LOGSA)** - Readiness Integrated Database (RIDB), Logistics Intelligence File (LIF) and WebLOG.
- **Velocity Management Team** - Dollar Cost Banding and the Integrated Logistics Analysis Program (ILAP).
- **Army Materiel Command (AMC)** - Logistical Civil Augmentation Program (LOGCAP).

Phase II of the RCOAC

Phase II of the Reserve Commissioned Officer Advanced Course (RCOAC) consists of two weeks of resident training that builds upon training that the Army National Guard and Army Reserve officers complete during their Distributed Learning in Phase I. Phase II focuses on branch-specific technical functions in the following areas: logistics in the theater of operations, logistics automation systems, petroleum and water operations, subsistence operations, aerial delivery and field services operations, and mortuary affairs. Phase II of the RCOAC is conducted five times per fiscal year.

SSMO Course

The Supply and Service Management Officer (SSMO) Course is a five-week, three-day resident course provided two times per fiscal year. This course is designed primarily for branch-detailed officers transferring into the Quartermaster Branch and for Army National Guard and Army Reserve officers requiring military occupational specialty (MOS) training before assuming Quartermaster-related duties in their units of assignment. The experience level of a typical class varies from soldiers in the rank of first lieutenant through major.

Primary SSMO subject areas include logistics organizations in a theater of operations, field service operations, unit supply procedures, supply support activity procedures, petroleum and water distribution, mortuary affairs, subsistence management, maintenance management, transportation

management, military OOTW, contingency contracting, and automated logistics systems.

The SSMO Course has proven invaluable to branch-detailed officers who have assumed logistics assignments before attending Phase II (Quartermaster) of CLC3. In an effort to have the SSMO Course accessible to the Total Force, a Distributed Learning version is being developed. This SSMO version is currently being validated and should be available to the field in the third quarter of FY03.

The PDD is meeting the challenge of training future Quartermaster leaders. Through the integration of hands-on, scenario-driven training and a focus on future systems, Quartermasters of tomorrow will be prepared to support the Army of One.

MAJ Gregory R. McClinton is Chief of the Officer Professional Development Division, Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, Virginia

(Continued from Inside Front Cover)

From the Quartermaster General

Today's 92A can scan incoming stocks within minutues of their delivery by using a remote bar-code reader and then update the receipts and issues within seconds on a desktop computer. Not only can the clerk maintain exact accountability within an SSA, the 92A now has visibility of where inbound stocks are in the supply pipeline.

Improvements in stock control and accountability, both in the SSA and in unit supply rooms, have evolved over the past 20 years with emerging technology. The Tactical Army Combat Service Support Computer System (TACCS) was the Army's first attempt at automating SSA functions. This "OD Green" computer facilitated accountability for receipt, issue and requisition functions with the Direct Support Unit Standard Supply System (DS4) operating system (at the materiel management center), which was used with Model A/B Decentralized Automated Service Support System (DAS3) mainframe vans. Today's commercial, off-the-shelf, non-developmental item (COTS NDI) desktop computers are more mobile, transmit and receive information much faster, and are more user friendly.

Logistics Transformation initiatives during Army Transformation strive to capitalize on this technological momentum by focusing on in-transit visibility (ITV) from the factory to the foxhole and on distribution management throughout the logistics pipeline. Embedded diagnostics systems in future combat systems will provide logisticians with a real-time logistical common relevant operating picture (CROP) depicting on-board logistics status, and thereby allow timely replenishment of sustainment based on the warfighter's battle rhythm. Knowing ***what*** the warfighter needs, as well as ***when*** and ***where*** he needs it, will allow Quartermasters to provide precision logistics and prevent excesses.

To reduce the logistics footprint in the battle space, Quartermasters can no longer afford to be *supply* managers. We must become *distribution* managers! Logisticians of the Objective Force must be able to control the flow of materiel assets in the logistics pipeline to meet changing operational requirements. An integral component of this capability is the Radio Frequency (RF) tag. An RF tag is "burned" with transportation manifest and supply commodity data and then attached to the shipping container. When the tag passes one of over 400 interrogators located at key distribution nodes throughout the world, the tag's location and data are passed to the inquiring soldier via one of three ITV servers in the continental US, South Korea or Europe.

The LTD is endeavoring to establish a Distribution Management Training Facility at Fort Lee that will capitalize on these emerging technologies to train officers, warrant officers and noncommissioned officers to manage the flow of materiel forward, backward and laterally - without ever losing visibility of its location in the logistics pipeline and while retaining the capability to reroute materiel based on changing situations and priorities.

Two significant enablers supporting this transformation to distribution management are configured loads and the Authorized Stockage List Mobility System (ASLMS). Physical distribution can be optimized through

(Continued on Page 51)

244th Quartermaster Battalion

CPT Kristen Sloan

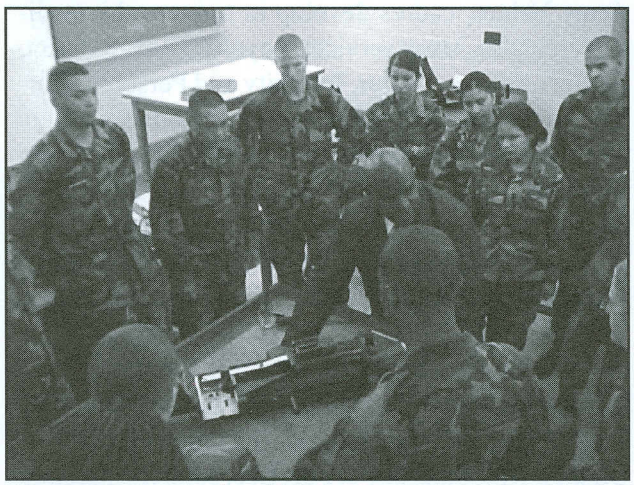
Advanced individual training (AIT) is transforming itself to keep pace with the Army. The training units must prepare soldiers for the different situations that they may face. This article discusses the structure of one such AIT unit: the 244th Quartermaster Battalion at Fort Lee, Virginia.

The 244th Quartermaster Battalion is one of three AIT battalions in the 23d Quartermaster Brigade at Fort Lee. Its mission is to prepare 92A (Automated Logistical Specialist) and 92Y (Unit Supply Specialist) AIT soldiers and permanent party cadres to sustain US forces in peace and war. The 244th also provides provide command, control and logistical support to produce Quartermaster soldiers qualified in their military occupational specialties (MOSs) and capable of sustaining Army standards. To accomplish this mission, the battalion has five training companies and a Headquarters Company.

Strength

Headquarters Company consists of the battalion staff and the Logistics Training Department instructors. Company E is the student officer company, providing command and control for all warrant, commissioned and international officers training at the US Army Quartermaster Center and School. Companies A, G and W provide training, administrative and logistical support for soldiers seeking the 92A MOS. Company M does the same for soldiers training to become 92Ys. Each training company has 15 permanent party cadre to provide leadership to an average of 250 trainees. The battalion's average total strength is 1,400 personnel - with trainees arriving and departing weekly. During AIT, soldiers constantly train on tasks that will prepare them for the challenges ahead.

The Army's soldierization process transitions trainees from civilians to soldiers. The process begins at basic combat training (BCT) as the first introduction to the military lifestyle. These first nine weeks of soldierization involve close supervision and emphasis on being good followers. When they arrive at Fort Lee for AIT, the soldiers are ready to take on greater responsibilities and begin to operate with less supervision. High-performing Quartermasters are selected to assume leadership positions within the student chain of command, including squad guide, platoon guide, and student first sergeant. Soldiers within a platoon learn to work as a team regardless of personal friendships or animosities. Drill sergeants monitor the soldiers' progress and, through weekly performance counseling, help them finish the transition from trainees to Quartermasters ready for their first assignments.



92Y Quartermasters receive small arms instruction in the Logistics Training Department.

Expectations are high in the 244th Quartermaster Battalion. Soldiers attend class on a split shift because of resource constraints, so the days start early and run late. Soldiers on the morning class schedule wake up at 0400, go to breakfast and begin class by 0600. Training ends at 1300, followed by lunch and physical training (PT) at the company. Training follows in the afternoon with lights out at 2100.

The afternoon class schedule begins with wakeup at 0515. Companies hold PT from 0545-0700, followed by breakfast, barracks maintenance and daily training. MOS training begins at 1300 and continues until 2030, including a dinner break. Topics in daily unit training include equal opportunity, financial management,

introduction to Army support organizations, alcohol and drug abuse prevention, and Army Values.

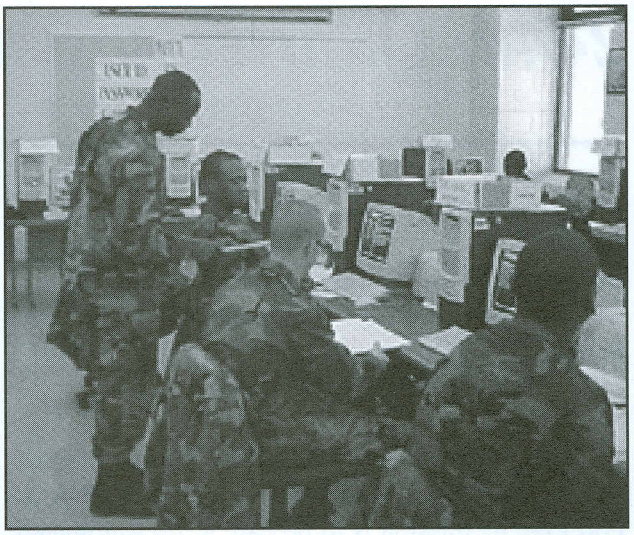
Training in Army Values is a significant part of AIT. Using the acronym "LDRSHIP" for the seven Army Values, cadres develop in trainees the qualities crucial to Army service: Loyalty, Duty, Respect, Selfless service, Honor, Integrity and Personal courage. Every training day, Saturday included, soldiers and their drill sergeants hold values training when they discuss the Army Value of the week and what it means. Soldiers also discuss historical vignettes that provide examples of the Army Values. Value training is also a part of daily classroom instruction.

Soldiers also participate in a Quartermaster heritage ceremony called Rites of Passage, when they formally are inducted into the Quartermaster Corps. On their fifth Saturday at Fort Lee, soldiers march to the US Army Quartermaster Museum. After viewing an historical video and message from The Quartermaster General, they tour the exhibits at the museum with their drill sergeants to learn about Army Values as demonstrated through the history of the Corps. Emphasis on Army Values spills over into nonduty hours as well. Soldiers can volunteer at the James House Intervention Center for victims of domestic and sexual abuse, for example. Soldiers also study the application of values at local battlefields, the Richmond Holocaust Museum, memorials and museums in nearby Washington, DC, and also participate in the local Race for the Cause to raise money for cancer research.

Tactically and Technically Proficient

Although leadership stresses Army Values, the primary AIT emphasis continues to be training tactically and technically proficient Quartermasters. Soldiers in AIT can train on the Fort Lee Confidence Course, Weaponeer, Rappel Tower, and Land Navigation Course. The AIT companies conduct PT six days a week as part of a rigorous physical training program. Soldiers must take two Army Physical Fitness Tests (APFTs) before graduation. All these training opportunities focus the Quartermasters on their pending assignments and soldier skills.

Instructors in the Logistics Training Department train both 92A and 92Y Quartermasters. The 92A soldiers spend 12 weeks training on automated supply systems, warehouse operations, and subsistence. The 92Y soldiers train on automated supply systems, and supply room/arms room operations for seven weeks and three days. All the classroom training culminates in a four-day, three-night field training exercise (FTX) called Logistics Warrior. For this FTX, AIT soldiers deploy to a training area, exercise their MOS skills in a field environment, and train on common soldier tasks using scenario-driven lanes training.



92A Quartermasters question their instructor about an automated supply system process.

After the completion of all training, the soldiers participate in their graduation ceremony conducted by the Logistics Training Department. The graduation ceremony marks the accomplishments of the soldiers and recognizes them as fully trained members of the Army. They have been trained, evaluated and pushed to their limits during their stay at Fort Lee. Not everyone makes it through. Some cannot meet the standards and have to be sent home. The Quartermasters who do succeed are the best our country has to offer.

CPT Kristen Sloan is the former Commander of Company W, 244th Quartermaster Battalion, Fort Lee, Virginia. She has served as Assistant Group S1 (Adjutant) and General Support Platoon Leader, 101st Corps Support Group, Fort Campbell, Kentucky, and Perishable Subsistence Platoon Leader, 80th Ordnance Battalion, Fort Lewis, Washington.

The Quartermaster Corps - Embracing Logistics Transformation

Christine J. Myers

As you step into the future battle space, it will take a few moments to orient yourself. Some things will look familiar, but other things will make you feel as if you stepped right onto the production stage of a Steven Spielberg movie! The whirr of electrons is in the air, sending and receiving information in all directions via satellite, radio, computers or hand-held devices. The command center looks like the "bridge" of the Starship Enterprise, with computers and screens providing a clear picture of the battlefield. Everything around you is happening fast. You notice that even though there are fewer support units forward, maneuver replenishment appears to occur smoothly, almost automatically. Support vehicles on the ground and in the air are moving out quickly with mission and focus, synchronized and rhythmic. Some are manned, some are not.

Photograph by Sarah Underhill

Future Adaptive Camouflage Uniform

In the future battle space, vehicle and weapons platforms are smaller and sleeker with greater reliability, better fuel economy, and even on-board water-generation capability. Embedded prognostics and diagnostics perpetually communicate component status and maintenance and support requirements to rear support bases, as well as to Quartermaster soldiers along the entire distribution pipeline. This information contributes to a logistical common operating picture (COP). Together with the operational COP, the logistical COP will enable commanders and Quartermasters to jointly plan for generating and sustaining combat power through pulsed sustainment, matching the warfighter's battle rhythm.

And would you check out those uniforms! These adaptive camouflage uniforms are lightweight; highly durable; fire and ballistic protective; wired with communication and nuclear, biological, chemical (NBC) warning devices; equipped with health and nutrient sensors; and designed to maintain a constant external body temperature. The attachable, ballistic, protective headgear enables two-way communication. The headgear, compatible with NBC filters and gas masks, has a built-in translator, infrared telemetry and night vision. These uniforms can be fastened tightly to provide a closed, protective environment for future soldiers - still the Army's most precious resource in the future battle space.

Both the future battle space and how the Army engages in battle are changing. The Chief of Staff, Army has directed Army Transformation into an Objective Force to meet the goals of achieving strategic responsiveness and full spectrum dominance in support of the geographic combatant commanders.

This lethal and rapidly responsive force must be sustained in a pulsed, rapid, precise and efficient manner by an equally responsive distribution-based logistics network. Streamlining logistics capabilities and eliminating redundant capabilities in the Objective Force design makes the distribution system critical for generating and sustaining combat power

by providing effective sustainment support to the warfighter. The Quartermaster Corps will lead the way by transitioning the distribution pipeline for providing materiel and services to meet the challenges of Army Transformation.

The future distribution pipeline still will consist of two segments: strategic and theater. From a global perspective, Quartermaster combat developers will collaborate with Army and joint organizations to meld the strategic and theater segments into a seamless distribution system. Transmitting, receiving and analyzing historical and real-time information are crucial to achieving this seamless system. From the warfighter's perspective, Quartermasters will continue to refine the art of replenishment by developing and implementing new distribution doctrine, organizations, training, materiel, leadership and education, personnel and facilities solutions. This will require thinking not in terms of proponent "stovepipe" networks, but in terms of integrating distribution functions orchestrated by a single theater distribution manager through a distribution management system.

Distribution management is the commander's tool for applying situational understanding, from both the operational and logistical COPs, in order to dynamically control and synchronize the flow of materiel through the distribution pipeline - including forward, lateral and retrograde flow. The transformation of distribution management embraces the synchronization of myriad functions into one seamless distribution-based logistics system that must be fully defined, developed and communicated to the Army and joint communities. To be effective and efficient, distribution management must exercise dynamic control over both the movement of the assets in theater and the visibility and accountability of the assets themselves. Institutional boundaries are becoming blurred as Quartermasters transition into the future. What remains constant for the current Legacy Force to the future Objective Force is the requirement to provide precise and timely materiel support to the warfighter, a fundamental and enduring Quartermaster mission.

Timely materiel support and precision are two key metrics that will help define the future distribution pipeline. The first metric, "timely materiel support," relates to the arrival of required replenishment when needed to sustain combat power. Management of information is paramount for achieving time definite delivery (TDD). Interpretation and application of information through a combination of forecasting methods and the use of decision support tools to process real-time information will shorten the requirements identification process. Exercising dynamic control over both the materiel and transportation assets will ensure delivery according to the commander's priorities. The second metric for the future distribution pipeline, "precision," encompasses delivering the right stuff, in the right quantity, at the right place. These criteria are also met through the optimal use of the logistical COP and information networks.

Together, timely materiel support and precision will dictate where supply loads will be configured, what on-hand stocks are required, how these loads will be delivered, and where supply units will be positioned in theater and within the continental US and outside the continental US (CONUS/OCONUS). As the Army continues to refine future warfighting concepts, the Quartermaster Corps will transform to meet evolving maneuver sustainment requirements.

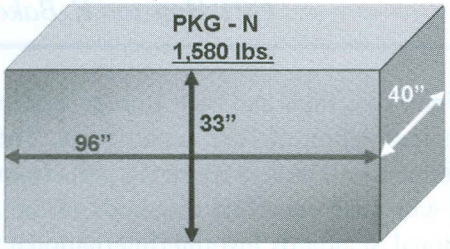
Configured Loads Process

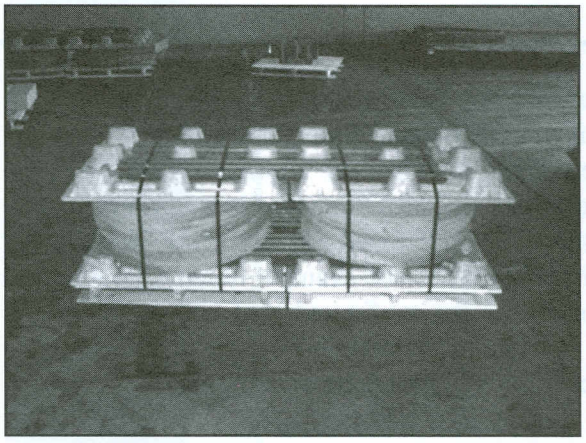
The configured loads (CL) process, included in the Army Transformation Campaign Plan as a key distribution enabler, is being intensely developed through an Integrated Process Team (IPT) led by the Army G4 (Army Chief of Staff, Logistics). The Directorate of Combat Developments for Quartermaster (DCD-QM) at Fort Lee, VA, has been a key player. The DCD-QM is the proponent for the *Distribution-Based Logistics Configured Loads Concept Battle Book* (Coordinating Draft, 31 Jul 02), which provides information, guidance and instructions to the Army and joint logistics communities in the development and execution of CLs. The battle book, which includes specific annexes by class of supply, is intended to facilitate the ordering and distribution of supplies across the full spectrum of military operations.

The CLs, defined as "loads of supplies built to anticipated or actual needs and intended for

Capability Module
Class IV (construction and barrier materiel)

100M Triple-Strand Wire Obstacle





Concertina Wire ------	20 Rolls
Barbed Wire ----------	2 Rolls
Long Pickets (6') -----	33
Short Pickets (2') -----	4

Four of these Class IV modules will become the 'building blocks' for one future configured load.

maximum throughput with minimal reconfiguration," will transform the distribution process by minimizing handling, reducing the logistics footprint, and physically speeding the flow of supplies to the consumer. These efficiencies will result from standardizing and tailoring the CL building blocks, as well as building CLs as far to the rear as practicable and throughputting as far forward as battalion level with minimal reconfiguration. The US Army Combined Arms Support Command (CASCOM) and the US Army Tank-automotive and Armaments Command's Army Research, Development, and Evaluation Center (TACOM ARDEC) are developing an automated CL building tool. This tool will speed and standardize the load configuration process, optimizing and balancing loads on conveyances. CLs will become an integral part of the replenishment process and will be transformed and refined to meet future warfighter requirements.

Using a CL-building tool, configuring and reconfiguring loads, and performing other new distribution functions will require changes to how Quartermasters and other soldiers with military occupational specialties in combat service support are employed within a future distribution-based logistics system. To begin this paradigm shift and to teach supply distribution management skills, the US Army Quartermaster Center and School at Fort Lee is establishing a Distribution Management Training Facility. This facility will have a training and simulation laboratory for resolving scenario-based distribution challenges. Distribution management training will be incorporated into selected courses for officers, warrant officers and noncommissioned officers. The establishment of a facility solely geared to training distribution management marks the beginning of a new era for the Quartermaster Corps in transforming institutional training to meet the challenges of a future distribution-based logistics system.

The Quartermaster Corps of the future will maintain the legacy of providing unfailing sustainment support to the warfighter. Quartermasters will continue to spearhead the development of new technologies, methodologies and collaborative efforts among Army, joint forces and industry partners and also embrace change to meet future logistic challenges. Quartermasters will fulfill their mission to support the needs of the warfighter by "hearing the call" and actively participating in Army Transformation toward an Objective Force.

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Embracing Logistics Transformation – Authorized Stockage List Mobility System

CPT Houston E. Baker

During Army Transformation, the Quartermaster Corps is embracing one concept for distributing Class IX (repair parts) that may expand to store and transport other classes of supply for warfighters of the future. The Authorized Stockage List Mobility System (ASLMS) is one example of an innovative solution within the configured load process of the future that will help streamline supply distribution, a critical goal of logistics transformation.

The ASLMS storage system fully containerizes repair parts on the Authorized Stockage List (ASL) for Class IX. Currently, the ASLMS is being developed for fielding in late FY04. In the future, the ASLMS can containerize Class IV (construction and barrier materiel) and V (ammunition) supplies. (Based on future concepts for the ASLMS to store and transport other classes of supply, a proposal has been submitted to change its name to the Army Standard Logistics Mobility System.).

Longstanding Requirement

The Army has had a longstanding requirement for an effective, standardized storage and mobility system for repair parts. The availability and forward deployment capability of mission-critical Class IX are essential for the success of direct support and organizational maintenance operations, as well as the overall mission success of combat units. The ASLMS concept improves the storage and mobility of all combat service support (CSS) organizations providing Class IX supply support activity (SSA) support within the division and corps battle space. The ASLMS gives the CSS units greater flexibility, responsiveness and efficiency in controlling, moving and maintaining ASL stocks. The ASLMS will support the Army's fighting forces and help improve overall unit readiness rates.

The ASLMS will use standardized, expandable containers. The ASLMS containers will have side openings and modular drawer storage, as well as cabinet, bin, shelf and rack storage systems for full containerization of ASL repair parts. The ASLMS containers will protect the repair parts from pilferage and will meet specified standards of the American National Standards Institute/International Standards Organization (ANSI/ISO).

The system will use the Army's Heavy Extended Mobility Tactical Truck-Load Handling System (HEMTT-LHS) or future vehicle along with the Palletized Load System (PLS) trailer as the primary tactical transportation platform. Also, the ASLMS containers are deployable by air. The container dimensions, individually or configured together, conform to an ANSI/ISO 8-foot by 8-foot by 20-foot envelope. With a variety of internal storage devices, the ASLMS will allow the SSAs to tailor the containers to meet their individual ASL storage and operational needs. Container types include bulk and parts storage. Parts storage containers will have a mix of modular drawer, cabinet, shelf, bin and high-security storage systems. Bulk storage containers will have adjustable racks and spill containment storage for hazardous materials (HAZMAT).

The number and stockage level of ASL lines for the ASLMS will depend on the type of units supported by the SSA, current equipment authorizations, total ASL weight and cube, and anticipated changes to individual ASLs with the implementation of Dollar Cost Banding. The ASLMS will have the ability to operate in garrison or field environments in either vehicle uploaded or downloaded configurations.

Reduced Logistics Footprint

The ASLMS replaces the Army's nonstandard ASL containers, M129 vans, M871 trailers, shop sets and the fixed-facility storage devices used in SSAs. By using modular internal storage devices and maximizing storage space, the ASLMS reduces the logistics footprint of Class IX SSAs by as much as

Authorized Stockage List Mobility System (ASLMS)

Overview

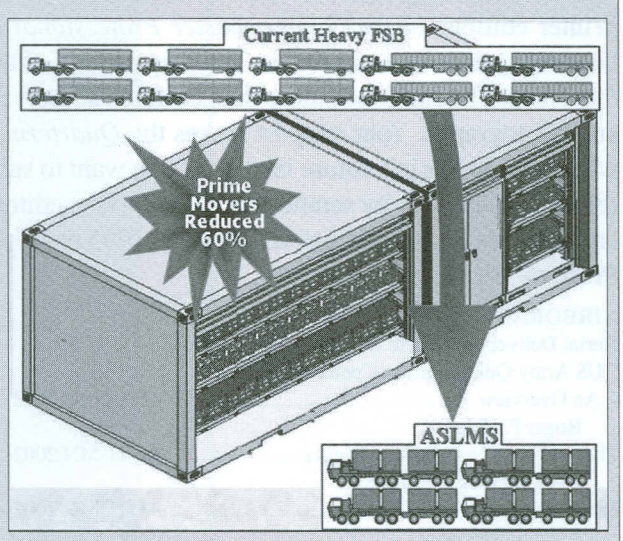
Mission: Provide a seamless garrison to field modularized ASL storage and transport system

Description:

- **Uses side-opening, expandable, air-deployable, ISO-compatible storage containers**
- **Provides bulk HAZMAT, security, bin and small repair parts storage capability**
- **Affords ready access to repair parts**
- **Compatible with wide range of tactical mobility platforms (HEMTT-LHS, PLS)**

Value:

- **Reduces prime movers by up to 60 percent**
- **Enhanced strategic and tactical transportability**
- **Potential application for Class II and IV SSAs**



LEGEND:

ASL	Authorized Stockage List
ASLMS	Authorized Stockage List Mobility System
Class II	General supplies
Class IV	Construction and barrier materiel
FSB	Forward support battalion
HAZMAT	Hazardous materials
HEMTT-LHS	Heavy Extended Mobility Tactical Truck-Load Handling System
ISO	International Standards Organization
PLS	Palletized Load System
SSA	Supply support activity

60 percent and also provides C-130 aircraft with strategic lift capability. Warfighters will have ready access to repair parts at all times by using side openings and expandable storage containers that remain fully uploaded in both garrison and field environments.

The ASLMS is just another example of how the Army logistician is reducing the logistics "footprint" on the battlefield without diminishing the quality of support to the soldier and the combatant commander in the battle space. This also is an example of the world-class support provided by Army logisticians since 1775 and the origin of the Quartermaster Corps.

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From the Quartermaster General

the use of configured loads. By pre-identifying, standardizing and tailoring configured loads of high-usage supplies to meet anticipated requirements, Quartermasters can minimize intermediate handling and reconfiguration and thereby maximize our throughput capabilities, allowing us to accelerate delivery to the customer.

The ASLMS provides seamless garrison-to-field modularized storage of authorized stockage list (ASL) repair parts. It is a fully mobile, expandable repair parts container that is compatible with the Army's load handling system (LHS) and palletized load system (PLS). Scheduled for fielding in FY04, the ASLMS contains a multitude of modularized storage bins and cabinets that provide repair parts storage and also has uploaded automation capabilities. More importantly, the ASLMS will reduce the logistics footprint by up to 60 percent by replacing 10 tractor/trailer (or van) systems with 4 tractors pulling up to 8 ASLMS. It is deployable by C-130 aircraft, which will give deployment planners more deployment options. Future models of the ASLMS will provide Class IV (barrier and construction materiel) and Class V (ammunition) containerization.

Successful Logistics Transformation requires Quartermasters to remain on the cutting edge in order to leverage evolving Army, joint and civilian technologies and business practices. The LTD is at the forefront of these efforts, partnering with the Directorate of Combat Developments for Quartermaster to bring these concepts to fruition.

Supporting Victory!

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

SAFETY SAVES SOLDIERS

The Quartermaster Corps and Back Injuries

Michael L. Davis

Remember: Reducing the number of back injuries cannot succeed without a well-coordinated team effort by soldiers of all ranks.

Lifting and moving equipment and supplies are jobs that Quartermaster soldiers do every day. Whether in garrison, in the field or at home, every soldier has to perform these functions at some time. The job is important. The job must be done. The problem is that soldiers lift and move incorrectly most of the time. Without thinking about what we are doing, we end up injuring others and ourselves.

Incorrect movement of supplies and equipment precedes about 10 percent of all Army accidents and between 10 and 15 percent of all Quartermaster accidents each year. Soldiers who use improper lifting procedures and who lack supervision cause most of these accidents. These accidents usually result in back injuries, either noticed at the time or not identified until much later in a soldier's career.

***WARNING:* Military leaders and soldiers tend to forget that the weight of equipment and supplies can be very deceptive.**

Back injuries have several precedents in common: individual error, inattention to detail, poor training of personnel by leaders, poor supervision, and no risk management by leadership. Severe back injuries that are recordable (loss of 24 hours or more from duty) account for 10 percent and higher of Quartermaster injuries yearly. Minor back injuries (not requiring lost duty time) can easily reach 10 times this number.

Major back injuries cause serve pain and large amounts of time off the job, as well as time off for medical care, quarters, limited duty, major and minor surgery, and physical/occupational therapy. These injuries cost the Army thousands of dollars and loss of personnel in the field.

Many minor back injuries are diagnosed as cumulative trauma disorders caused by repeated lifting and bending and twisting of the lower back. Trauma disorders can become severe enough at a later time for a soldier to require major surgery, hospitalization, light duty, or medical hold. Severe back injury can keep a soldier from going to the field and even delay retirement plans.

Remember: Monitor the effectiveness of the countermeasures. Be persistent.

All leaders and personnel can help reduce the number of back injuries by following a few simple rules to save the Army a lot of money and save the soldier pain and suffering.

Simple Rules for Leaders

- Identify hazards that may affect personnel during a task, know your soldiers and get medical support to train them in how to prevent back injuries.
- Investigate every report of back injury or problem with lifting and moving equipment and supplies. Leaders can learn something from every report, however slight.

- Include proper lifting procedures in safety and training briefings, set the example and train supervisors.
- Assign sufficient resources to complete the task.
- Develop interim measures to reduce the risk of hazards.
- Assign personnel tasks that are within their abilities. Require personnel to help each other when lifting equipment and supplies.
- Promote teamwork and planning among personnel. Also enforce rules and standards.
- Correct improper procedures whenever observed.
- Ensure supervision of personnel.
- Make personnel aware that the "I can lift anything" attitude often leads to injury.
- Make personnel aware that back injuries may not be found out until a long time afterward.
- Do not allow soldiers to lift more than they are capable and do not allow soldiers to carry a load heavier than they can manage with ease.
- Ensure that personnel rest during heavier lifting.

Simple Rules for Soldiers

- Correct improper procedures and follow the correct procedures.
- Know and use the correct manual lifting methods (squat method and stoop-back method).
- Bend from the hips and knees, not just from the waist. Carry heavy objects close to the body. Avoid sudden movements. Move slowly and deliberately. Do not carry unbalanced loads.

Remember: Back injuries can cause severe health problems, and therefore back injuries are a high risk during most tasks.

Leaders and soldiers of all ranks can protect the force and maintain peak readiness only with continuous training and the awareness of back injury hazards.

Remember: Anything can be moved - without injury to the soldier or damage to the equipment - with planning and teamwork.

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

VISION

US Army Quartermaster Center and School –

The best US Army Center and School in the US Army Training and Doctrine Command, consisting of tactically and technically proficient cohesive units and dedicated individuals, totally committed to excellence in proactive mission accomplishments, preparing Quartermasters for today's and tomorrow's missions, while taking care of our soldiers, civilians and families.

CAREER NEWS

Professional Development

As 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 https://www.perscomonline.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 https://www.perscomonline.army.mil/OPwod/marquez.htm.** To help enlisted soldiers keep track of PERSCOM's new communication tools, the Enlisted Personnel Management Directorate distributed a wallet-sized information card that lists a soldier's career manager's telephone number, E-mail address, FAX number, and telephone Interactive Voice Response System (IVRS) instructions and telephone number. Enlisted soldiers can get their pocket cards at their personnel servicing battalions. Access **www.us.army.mil** to set up a free E-mail account with Army Knowledge Online.

Military Occupational Specialty 92A (Automated Logistical Specialist) and 92Y (Unit Supply Specialist) Career Management Field 92

CPT Jeffrey M. O'Sadnick, Deputy Branch Chief, Enlisted Personnel Management, Quartermaster Assignments Branch, US Total Army Personnel Command (PERSCOM)

Quartermasters with the military occupational specialty (MOS) of 92A (Automated Logistical Specialist) supervise and perform management or stock record/warehouse functions for receipt, storage, distribution and issue and also maintain equipment records and parts. The Army authorizes 11,314 automated logisticians: 5,768 are in the ranks of specialist and below and 5,546 are noncommissioned officers (NCOs). The 92Y (Unit Supply Specialist) performs duties involving request, receipt, storage, issue, accountability and preservation of individual, organizational, installation and expendable supplies and equipment as well as organizational maintenance of small arms. Authorizations for the 92Y Quartermasters are currently at 12,852: 6,062 are in the ranks of specialist and below and 6,790 are NCOs. The duty positions for NCOs in both MOSs ranges from squad leader to command sergeant major, with some staff positions at battalion, brigade and division levels. There are also specialty jobs at both the division and corps levels. Career-enhancing jobs include duty at the Combat Training Centers and Reserve Officers' Training Corps (ROTC) schools, and drill sergeant and recruiter positions targeted at the Department of Army level, as well as instructor positions trained at the US Army Quartermaster Center and School (USAQMC&S).

Career Glide Path

Success in an Army career as a 92A and 92Y is defined as retirement between the 20th and 24th year of service with the rank of sergeant first class (SFC). Only about 11 percent of the total population of both MOSs is promoted beyond SFC. Both MOSs share other common characteristics. Excelling in leadership positions such as platoon sergeant is critically important, as are assignments that demonstrate MOS competence as an observer/controller at the Combat Maneuver Training Centers (CMTCs). Excelling as a drill sergeant or recruiter, as well as a USAQMC&S instructor, can also set a soldier apart from his contemporaries and clearly show potential for further growth and increased promotion. Earning college credits and a degree shows not only initiative, but also a commitment to self-improvement.

Assignment Locations

Guidance from the Chief of Staff, Army specifies divisional assignments for both 92A and 92Y Quartermasters as priorities.

Retention Rates

The retention rate for initial term 92A soldiers is at 48.6 percent, while the retention rates for mid-career and career 92As stand at 77.3 percent and 68.6 percent, respectively. The retention rate for initial term 92Y soldiers is at 57.8 percent, and the mid-career and career 92Y retention rates are at 79.3 percent and 62.6 percent, respectively. Both MOSs are above the Army average.

Incentive Programs

Incentive programs for all MOSs have been severely reduced or eliminated, mainly because of Army budget reductions in FY03. Military personnel (MILPER) message 03-053 does list the following Selective Reenlistment Bonus/Temporary Selective Reenlistment Bonus within MOSs 92A and 92Y:

	SPC	SGT
92A parachutist at Fort Bragg, NC	1A	
92Y parachutist at Fort Bragg, NC	1A	.5A/.5B
92Y parachutist Special Operations	.5A	

(Selective Reenlistment Bonus = monthly base pay x years of reenlistment x the multiplier).

Unfortunately, neither the 92A nor the 92Y MOS is currently eligible for Enlistment Bonuses or the $50,000 Army College Fund.

Because of the pages dedicated in this special edition to the automated logistics training mission, please refer to the PERSCOM web site at https://www.perscomonline.army.mil for the complete Career News articles for Quartermaster officers and warrant officers. The following are the Quartermaster Branch authors and their current topics:

Battalion Command List, Command and Staff College, and Cohort Year Group 1997

LTC Tracy Cleaver, Chief, Quartermaster Officer Personnel Management
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Congratulations to the officers selected for the FY04 Lieutenant Colonel Battalion Command list and the FY04 Command and Staff College list. Quartermaster selection rates, in both cases, were very respectable. However, I would like to address a couple of topics to alleviate any frustrations that some officers may feel.

Battalion Command List. The Army considers FY04 - an even year - a "short year" for commands. For example, in the multifunctional category, 34 commands are available in an even year. There are 45 commands in an odd year. Obviously, this difference in command availability is a factor in how many officers are selected each year. However, there is parity in the numbers of commands for functional commands in even and odd years. There are 9 commands in an even year, and 11 commands in an odd year.

Command and Staff College. There is a belief among officers in the field that selection rates have decreased with the "two look" process. This just isn't true! This year's total selection rate for YG91 and YG92 was 53 percent overall. Averaging several rates of groups in years past, the Quartermaster selection rate has been consistent: 51 to 53 percent. Therefore, the Army has maintained the selection rates and reduced the time required in the selection process.

Cohort YG97. Every officer in this year group must request their Functional Area Designations. It is important that every officer goes online and submits a preference statement as soon as possible. Last year, almost 40 percent of the YG96 failed to submit a preference statement. PERSCOM wants to avoid that happening this year. This process is extremely important and has a great impact on the rest of a Quartermaster officer's career. Leaders need to ensure that the word is out and that our officers submit their preferences. I have provided this web link to assist in this process: https://www.perscomonline.army.mil/opfamdd/fad.htm

The board season is in full swing. I strongly encourage everyone to take a look at the board schedules on the PERSCOM Homepage and start getting their files in order. We are here to assist if you have any questions, so don't hesitate to call. It is to each officer's advantage to start this file preparation early. There are numerous tools online to assist in this process. The following are links to the current FY03 board schedule and board preparation:

https://www.perscom.army.mil/select/OffBdSched03.htm
https://www.perscomonline.army.mil/opmd/board.htm

Our Army and the Quartermaster Corps are extremely busy. As many of you are forward-deployed, I again want the Corps to understand that we are here to support you - the soldier in the field. If there is anything we can do, please don't hesitate to call or E-mail us a note.

Now Is a Good Time To Update Personal Files

LTC Eugene "Chip" Lilliewood, Lieutenant Colonel Assignments Officer
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Now is a good time to update your file. Check for Change of Rater/Change of Duty Officer Evaluation Reports (OERs) and update your photograph.

Contact Information. Mailing addresses, telephone numbers and E-mail addresses frequently change and become outdated. Yes, I know to which command you are assigned, but that does not equate to knowing your contact information. I have been sending out mass E-mails. If you did not receive my mass E-mail, then I do not have your current E-mail address. Please send it to me so I can keep you in the information loop. I ask that you first try to update through your local personnel servicing center (PSC). If they cannot update your Officer Record Brief/contact information, then send updates to me at PERSCOM. Remember, all official E-mail will come to your Army Knowledge Online (AKO) E-mail account.

OER Status. Quartermaster Branch at PERSCOM is the last stop for your fully processed OER. The senior rater can hold the report up to 90 days from the end date of the report. After combining the senior rater's holding period with board schedules and peak processing times, it could be as much as six months before Quartermaster Branch receives your OER. To see if PERSCOM has your OER, visit the PERSCOM web site or telephone DSN 221-4191. Original OERs do not come directly to the Quartermaster Branch. Originals must go to the PERSCOM OER Branch for processing. Visit the OER Branch home page for more information. In addition, you can contact OER Branch to verify your profile.

Department of the Army (DA) Photographs. If your photograph is more than two years old or you are wearing your previous rank, I recommend you take a new photograph and then send me two copies. PERSCOM currently does not have access to your DA Photograph Management Information System (DAPMIS) photograph, so we still need hard copies. Your rank and unit may not have changed, but many people will have handled your official photograph in two years and it may not look new or fresh. All photographs must now be the digital type.

Command and Staff College Attendance and Slating, New Intermediate Level Education

Major Keith Sledd, Major Assignments Officer
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I frequently am asked questions about Command and Staff College (CSC) attendance and slating. The following information will answer some frequently asked questions:

Deferred/Revalidated officers with 24 months or more on station should expect to attend CSC in the next academic year.

Newly selected officers should expect to attend if they meet time on station requirements and the class size allows. Limitations on class size and the number of deferred officers are the main factors affecting attendance.

This year Quartermaster Branch sent a total of 45 officers to either Command and General Staff College (CGSC) or an equivalent sister service CSC. I expect about the same number or a few more attendees for next year, Academic Year 03-04.

This year five Quartermaster officers attended a sister service CSC (two: Navy, two: Air Force and one: Marine). The numbers of slots vary each year and are highly competitive.

All YG90 and older officers who are not selected to attend resident CSC should have started and/or completed nonresident CSC. Completion of either resident or nonresident CSC is the only way to obtain Military Education Level 4 (MEL 4). Access the following web site for information on nonresident CSC enrollment: https://cgsc2.leavenworth.army.mil/nrs/. It is critical that every officer complete a MEL 4 education course at the earliest opportunity. MEL 4 completion is key to slating for branch qualification at most installations, nominative assignments, joint assignments, and selection for lieutenant colonel (LTC). Officers who have not completed a resident or nonresident CSC course will not be selected for promotion to LTC. Since officers now are only looked at twice for resident CSC, there is no excuse to not enroll early and complete nonresident CSC.

Intermediate Level Education (ILE) is the new program for universal, resident MEL 4 education. Many officers may have heard about ILE. This program is designed to get all majors in each year group to a resident CSC program instead of about one-half of a year group under the current CSC program. I do not have much information on the ILE program but will share what I know. This year, the CGSC at Fort Leavenworth, KS, is conducting a pilot ILE course with about one-fourth of the 2002-03 class. The full implementation date has not yet been established, but I do not expect it until after 2004. The US Army Training and Doctrine Command (TRADOC) is using the pilot program as a test to develop the final version of ILE. TRADOC has not ruled out any alternatives. The final version could run the spectrum from doubling the number of seats to shortening the course. Access more ILE information online at http://www.army.mil/fa59/ILE-0102.htm.

Understanding the Assignment Process

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It is important for all officers to have a basic understanding of the assignment process, how it works and how to make it work for you. I have sent a mass E-mail discussing expectations and the major parts of the assignment cycle. Timing is a key part in the assignment process. By understanding what happens and when it happens, you will have a better chance of receiving the assignment you prefer. Assignment qualifications are also critical. Officers should know the qualifications and the competitiveness of each assignment. Officers who are not selected for a nominative or competitive assignment usually find themselves at the end of the cycle without much left to choose from. My best advice is to turn in your preferences early and stay active in the

assignment process until you have your request for orders (RFO). I will also keep officers informed through the PERSCOM web page, mass E-mails and sending you an E-mail or FAX as soon as your RFO is cut.

The assignment cycle has five major steps: (1) determine available population, (2) validate assignments, (3) balance available population with Army needs, (4) review all assignment considerations and (5) assign officers. Also, the Army is down to two assignment cycles per year: the Summer Cycle (June-September report dates) and the Winter Cycle (October-May report dates).

At PERSCOM, our mission is to assign the right officer to the right place at the right time. This is done by carefully considering many factors. You can expect me to be professional, treat everyone fairly, be honest with you about your file and the chances of you getting certain assignments, assign officers to assignments that will challenge and enhance career development, attempt to get everyone one of their top three assignment preferences (based upon open assignments that you are qualified for), and make every effort to support the Army's special reassignment programs such as Joint Domicile and Compassionate Reassignment. Also, I will continue to work with officers returning from a short tour to ensure they get one of their top three choices of available assignments.

Officers should continue to monitor the open assignment web page on a weekly basis. As soon as the summer cycle assignments are posted, each available officer should send me an E-mail with the top six choices from the web page. Also, each officer should update preferences on PERSCOM Online. For officers in the Joint Domicile Program or the Exceptional Family Member Program (EFMP) and for officers returning from a short tour, I must have your top six preferences within two weeks after assignments are posted. I will post all of my assignments on the Quartermaster Branch web site. If you don't see it, I don't have it.

Assignment Trends

Typical Year Group Size: 105 officers. Typical Assignment Requirements: 100-120 assignments/requirements. Average Time Spent as a Branch-Qualified Captain: 3 years. Average Length of Branch-qualifying Assignment: 24-36 months. (Officers assigned to short tours and 24-month assignments usually get assigned to two branch-qualifying captain assignments. This is why we have more assignments than officers in a year group.)

Approximate Number of "Must Fill" Assignments: 75. US Army Recruiting Command Assignments: 30. Active Component/Reserve Component Assignments: 15. Korea Assignments: 5. Officer Development Plan-Supported Other: 20. PERSCOM: 2-4. US Army Central Identification Laboratory, Hawaii: 3-5.

Approximate Number of Competing Degree-Producing/Training Assignments: 23. Leadership Executive Development Course/Florida Institute of Technology: 10-12. Training With Industry: 6-7. Advanced Civil Schooling: 2-4. United States Military Academy at West Point, NY: 3-4. Internship Programs: 2-3.

Branch Detail Program

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The Army designed the Branch Detail Program to benefit the detailed officers, the recipient branches and the Quartermaster Branch. The Future Readiness Officer at PERSCOM's Quartermaster Branch will work with the officers and the recipient branches to ensure that the officers attend the Supply and Service Management Officer (SSMO) Course at the US Army Quartermaster Center and School, Fort Lee, VA, on a date that best supports their career timelines as well as the recipient branch's mission. This course is more commonly referred to as the "Transition Course." The program is somewhat flexible because officers have input on what logistical unit (on their current installation) they will be assigned and when the transition will take place (within four

months of their Branch Detail Expiration (BREX) date. As a general rule, officers will attend the transition course and then transfer to a logistical unit.

The following web sites will answer a lot of questions about the Quartermaster Branch, the SSMO Course, Fort Lee, and the Army in general:

Quartermaster Branch Web Site on PERSCOM Online: https://www.perscom.army.mil/opqm/qm.htm
Quartermaster Corps Home Page: www.quartermaster.army.mil, Schools link and then SSMO Course
Army Knowledge Online (AKO): www.us.army.mil

I highly recommend that you review information online. I also strongly encourage you to comply with the Chief of Staff, Army guidance and sign up for your Army Knowledge Online (AKO) account. This will give you an E-mail address you can use throughout your career. It will allow everyone to stay in contact with you throughout your career and retirement. It will also allow PERSCOM and other military organizations to quickly get important information to you. With an AKO account, you can set up your own Army home page that will provide you with the information you want daily. Also, you can set up your AKO E-mail account to automatically forward your E-mail to your military or personal E-mail account, so that you don't have to constantly check for mail on extra sites.

Degree Completion Program

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Quartermasters interested in the Degree Completion Program (DCP) can go to AR 621-1 (Training of Military Personnel at Civilian Institutions), where Paragraph 5-5b discusses degree completion and the requirements for DCP enrollment. With the new 38-month pin-on to the rank of captain, an officer who does not enroll after the 12th month in a battalion will be at risk of not having a bachelor's degree before the pin-on date. Officers can be selected for promotion without a degree, but cannot pin on to captain if they do not have a bachelor's degree. The degree completion program is for 12 months. (Some waivers for 18 months are given, but it is not a waiver to plan on). Therefore, if the officer knows that he will need more than 12 months to complete the degree, then he should be taking classes at night to work toward a bachelor's degree before going into the DCP.

PERSCOM recommends that commanders in the field let officers go to the DCP after they have received an OER in their file. Optimally, the officer would go into the DCP with a completion date (12 months) sometime after the board results are released and before his 38-month pin-on date. This would allow the PERSCOM assignments officer to schedule the officer for the Combined Logistics Captains Career Course (CLC3). Because the officer will be in the student account, the officer will have a permanent change of station (PCS) to a location after completing the DCP. In this case, PERSCOM can PCS the officer straight to the CLC3.

Quartermaster Warrant Officer Accession Program

At the beginning of 2003, new Quartermaster warrant officer prerequisites were posted at www.usarec.army.mil on the US Army Recruiting Command (USAREC) web site. This will be the first time in which Quartermaster soldiers are accessioned from three USAREC accession boards, rather than one per year. This means that every five to six months a new Quartermaster warrant officer will be introduced to the field. In a new warrant officer section beginning on page 6, CW5 James C. Tolbert explains what the accessions of the future mean for Quartermaster warrant officers.

QUARTERMASTER UPDATE

Philip A. Connelly Awards for 2002

The 10 winners of the Philip A. Connelly Awards for excellence in preparing and serving food in Army dining facilities and field kitchens will be recognized April 13 at the Joint Services Excellence in Food Service Awards in Dallas, TX. The Army Center of Excellence, Subsistence (ACES) at the US Army Quartermaster Center and School administers the annual program. The International Food Service Executive Association (IFSEA) participates in choosing finalists, presenting awards and other forms of recognition for this competition strictly for soldiers in the field. Representatives from ACES and IFSEA traveled the world 1 Oct - 15 Dec 02 for the Department of the Army's evaluation phase.

Five winners and five runners-up won Philip A. Connelly Awards in these five categories: small garrison (serving 400 or less), large garrison (serving 401 or more), active Army field kitchen, US Army Reserve (USAR) field kitchen and Army National Guard (ARNG) field kitchen. Army cooks on the job, as well as their facilities, were evaluated by ACES and IFSEA professionals in many areas, including food preparation, taste, nutrition, service and sanitation.

Philip A. Connelly Awards		
Category	Unit	Location
Small Garrison Winner	16th CSG Dining Facility, 3d COSCOM, V Corps	Hanau, Germany
Small Garrison Runner-up	HHD, 1st Medical Bde, 13th COSCOM	Fort Hood, Texas
Large Garrison Winner	HHC, 3d Inf Bde, 4th Inf Div (Mechanized)	Fort Carson, Colorado
Large Garrison Runner-up	NCO Academy	Camp Jackson, Korea
Active Army Field Kitchen Winner	8th Ord Co, 189th CSB, 46th CSG, 1st COSCOM	Fort Bragg, North Carolina
Active Army Field Kitchen Runner-up	HHC, 1st Bde, 1st Armor Div, V Corps	Friedburg, Germany
Army Reserve Winner	75th Combat Spt Hospital (CHS) (81st RSC)	Tuscaloosa, Alabama
Army Reserve Runner-up	900th QM Company (90th RSC)	El Paso, Texas
National Guard Winner	995th Maint Company Kansas ARNG	Smith Center, Kansas
National Guard Runner-up	HQ, 50th Personnel Svc Bn New Jersey ARNG	Lawrenceville, New Jersey

'Supporting Victory Gallery' To Open During Regimental Week 2003

The US Army Quartermaster Museum will open a "Supporting Victory Gallery" during Regimental Week 2003, May 14-17, Fort Lee, VA. For the past five years, the Quartermaster Museum has been undergoing a complete renovation of its interpretative exhibits to tell the Quartermaster history more completely and to incorporate more engaging exhibit techniques. The new galleries are organized by these Quartermaster missions: supply, subsistence, mortuary affairs, petroleum and water, and aerial delivery and field services. New exhibits also include important former missions such as heraldry, construction, remount, clothing and transportation. As such, the galleries now serve as classrooms to teach Quartermasters about the background of their particular specialties and to answer the public's often-asked question, what is a Quartermaster?

The "Supporting Victory Gallery" will portray the operational history of the Quartermaster Corps. The remaining gallery in the series of renovations is the "Fort Lee Gallery" that will detail the history of the post. It is anticipated that the final gallery will be completed in 2004. The Quartermaster Museum, located in Building 5218, Avenue A, is open Tuesday-Friday, 1000-1700, and weekends, 1100-1700.

Quartermaster Corps Honors 'Positive Impact' of LTG Gregg

During Regimental Week 2003, Quartermasters will dedicate the Gregg Training and Leader Development Corridor in Mifflin Hall in honor of Lieutenant General (Retired) Arthur J. Gregg. Gregg's photograph already appears in two other locations in Mifflin Hall: as a 1991 inductee into the Quartermaster Hall of Fame and as Honorary Colonel Emeritus of the Quartermaster Regiment.

For his Hall of Fame induction, Gregg was described as one of the few Quartermasters in the modern era who have had "as much positive impact on the lives of individual soldiers." He exercised staff responsibility for the logistical support of the entire US Army in his final assignment as Deputy Chief of Staff for Logistics in Washington, DC, before his retirement in 1981.

Gregg was born in Florence, SC, 11 May 1928. Upon graduating from Officer Candidate School at Fort Riley, KS, he was commissioned a second lieutenant in May 1951. During his military career, he saw service in two wars and held key Quartermaster assignments in the United States, Korea, Japan, Europe and Vietnam.

During the 1950s, he served as an instructor at the Quartermaster Leadership School at Fort Lee, VA, followed by an assignment with the 403d Quartermaster Depot in Korea. After that, he was Post Quartermaster and Detachment Commander at Camp Hakata, Japan. Following graduation from the Quartermaster Officer Advanced Course in 1959, he went to Nuernberg, Germany, where he commanded the 3764th Quartermaster Direct Support Company. After graduation from the Command and General Staff College in 1964, Gregg was assigned to Army Materiel Command Headquarters in Washington, DC, and was later a Logistics Plans Officer on the General Staff. From there he assumed command of the 96th Quartermaster Battalion at Fort Riley, KS, which he readied for deployment to Vietnam.

After returning from Southeast Asia in May 1967, Gregg attended the Army War College. After graduation he was assigned to the Joint Petroleum Office at J-4 Headquarters, US European Command, where he had primary staff responsibility for interface between US and North Atlantic Treaty Organization (NATO) petroleum logistics. In October 1970 he became Commander of a US Army depot complex

LTG Arthur J. Gregg

in Germany that took in both Nahbollenbach and Giessen Army Depots.

As head of the Troop Support Directorate, Office of the Deputy Chief of Staff for Logistics (ODCSLOG), in 1971 he oversaw national policy and operation of Army commissaries, troop feeding, laundry and bath, and provisions for individual clothing and equipment. In Europe he served first as Commander of the Army and Air Force Exchange Service, 1973-75, and later, 1976-77, as Seventh Army Deputy Chief of Staff for Logistics. Thus, he ensured the well being of thousands of soldiers and their dependents.

As Director of Logistics, Office of the Joint Chiefs of Staff, in the late 1970s, Gregg advised the Joint Chiefs on logistics support of US forces worldwide and represented the United States in NATO and other multinational logistics organizations and conferences. He retired as the Army's Deputy Chief of Staff for Logistics after three decades of service as a Quartermaster officer.

His major decorations include the Defense Distinguished Service Medal, Army Distinguished Service Medal, Legion of Merit with three Oak Leaf Clusters, Joint Services Commendation Medal, and the Army Commendation Medal with two Oak Leaf Clusters.

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Survey of Military Occupational Specialties 92A and 92Y

The US Army Quartermaster Center and School is interested in constructive input from the field. The training and quality of the soldiers in the military occupational specialties (MOSs) that we produce is critical to mission accomplishment. Please take the time to complete the following survey. Your suggestions will be used to assess our 92A (Automated Logistical Specialist) and 92Y (Unit Supply Specialist) training and make improvements.

1. What is your rank?

2. In what level of organization are you assigned?
   Company ○ Brigade ○ Division ○ Corps ○ Theater ○ Other ○

3. In what type of unit are you assigned?
   Combat ○ Combat Support ○ Combat Service Support ○ Other ○

4. For what MOS are you completing the survey?
   ○ 92A (Automated Logistical Specialist) ○ 92Y (Unit Supply Specialist)

5. Evaluate the knowledge of soldiers arriving in your unit from advanced individual training (AIT) based on the following questions:

   A. Do soldiers have the skills to become proficient on MOS-specific equipment in a reasonable amount of time?
   ○ Yes ○ No

   B. How much time does your unit spend training these soldiers before assigning them mission-oriented duties and responsibilities?
   ○ Less than 30 days ○ 30-60 days ○ More than 60 days

   C. Are there any critical or specialized areas of knowlege that you feel are not adequately covered in AIT? If so, please identify and explain why you feel the areas should be stressed in AIT.

   D. Do soldiers have a realistic perspective of their career path and progression?
   ○ Yes ○ No

   E. Instilling the seven Army Values is one of the keys to the soldierization process. At what level of indoctrination and adherence to the seven Army Values are soldiers arriving and exhibiting at your unit?
   ○ Low ○ Medium ○ High

   F. If you had any recommendations, what would you change to increase the soldiers' "training effectiveness" before they arrive at your units?

Fold along dotted lines and mail through your unit mailroom.

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25th Medical Battalion medics treat wounded Tropic Lightning soldiers at an aid station near Ch'orwon, Korea, 22 April 1951.

Illustration and Lineage by Keith Fukumitsu

325th Forward Support Battalion

Constituted in August 1941 in the Army of the United States, activated in October 1941 as the 25th Medical Battalion and assigned to the 25th Infantry Division, at Schofield Barracks, Territory of Hawaii.

Designated as a regular Army unit in June 1949 and in July 1950 deployed to the Korean Peninsula to support the Division in all major campaigns against the North Korean Communist forces.

Reorganized and redesignated as Bravo Company, 425th Support Battalion in March 1970 at Schofield Barracks, Hawaii.

Reorganized and redesignated in March 1972 as the 25th Medical Battalion.

Reorganized and redesignated in December 1982 as the 1st Forward Support Battalion (Provisional), 25th Infantry Division.

Reorganized and redesignated as the 25th Medical Battalion in May of 1985.

Reorganized and redesignated on 17 May 1991 as the 325th Forward Support Battalion.

*** CENTRAL PACIFIC * GUADALCANAL * NORTHERN SOLOMONS * LUZON ***
*** UN DEFENSIVE * UN OFFENSIVE * FIRST UN COUNTEROFFENSIVE * CCF SPRING OFFENSIVE ***
*** UN SUMMER-FALL OFFENSIVE * SECOND KOREAN WINTER * KOREA, SUMMER-FALL 1952 ***
*** THIRD KOREAN WINTER * KOREA, SUMMER 1953 ***
*** COUNTEROFFENSIVE * COUNTEROFFENSIVE, PHASE II * COUNTEROFFENSIVE, PHASE III ***
*** TET COUNTEROFFENSIVE * COUNTEROFFENSIVE, PHASE IV * COUNTEROFFENSIVE, PHASE V ***
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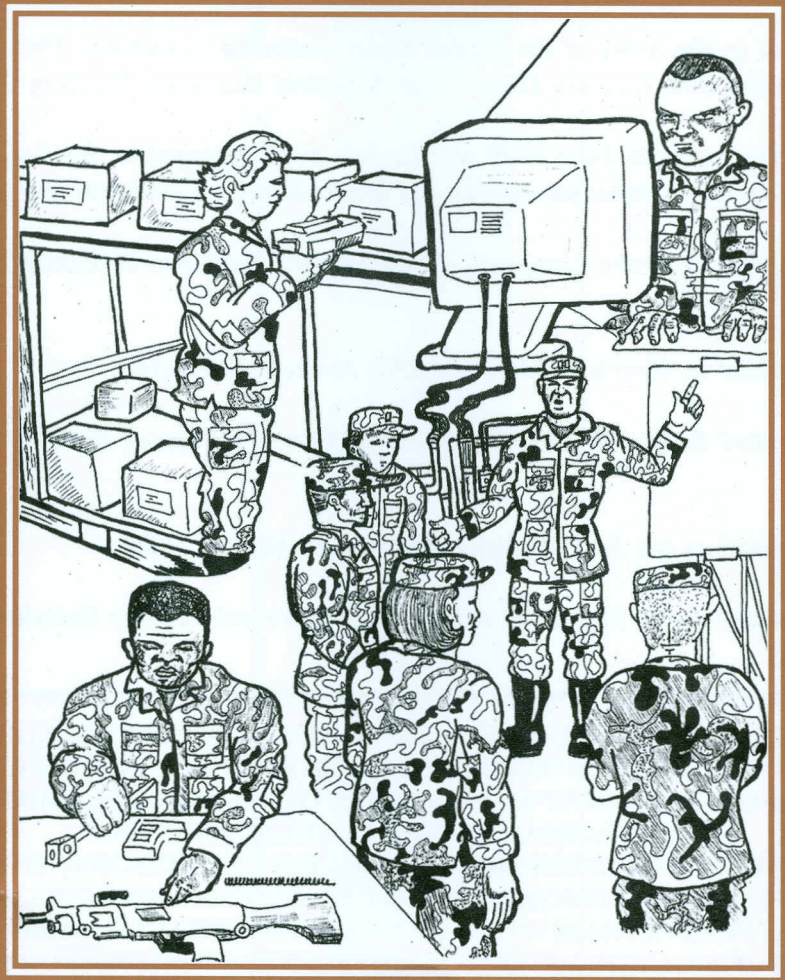

Logistics Training

Headquarters, Department of the Army

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