

Quartermaster

PROFESSIONAL BULLETIN

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**SUPPORTING
WHOLESALE
OPERATIONS**





U.S. ARMY QUARTERMASTER CORPS



Sustainer of Armies Since 1775

THE QUARTERMASTER GENERAL

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SUSTAINING THROUGH CHANGE

Brigadier General Paul J. Vanderploog

For the past 50 years, American defense policy has been shaped by the nature of the threat to our country's national security. Since World War II, the United States has particularly focused on the danger from the Soviet Union and the communist bloc of nations. Today, the threat — or perceived threat — is no longer clear. Signs of change abound.

The world of the 1990s and beyond will create a new challenge for all Americans. As change occurs, Quartermasters must work the issues as the Army realigns priorities and resources in consonance with the national will. The Quartermaster Corps role in sustaining soldiers into the 21st Century must be solidified as soon as possible. My crystal ball is not clear enough at this writing to predict with certainty how the Army force structure or our future war-fighting doctrine will ultimately be cast. What I can foresee, however, is that we must accommodate ongoing change before we have all the answers. Flexibility will be our hallmark in the 90s.

Forward deployment of combat-ready forces in places where U.S. interests require soldiers will remain a key Army responsibility. Although the threat has changed and our force mix is certain to change, the heavy division is not a dinosaur heading toward extinction. That capability is still very much needed, and we must retain a logistics capability to sustain the heavy division, but not exclusively so.

With a changing world comes the realistic planning requirement for support of a strategic, short-warning contingency response force as well. Therefore, we must move forward ensuring applicability of our concepts, deployability and mobility of our units, and suitability of our missions in the Active and Reserve Components.

Having approached the subject, let me develop the contingency response theme that we must not neglect. In fact, we must come to grips with the many facets of this challenge in all future planning.

The developing world now presents many new challenges to the United States. Conflict there can clearly threaten our interests. Should we have to cope with an unexpected threat, U.S. forces must be globally deployable from the United States or from forward bases, potentially with little or no warning.

Even the most deployable and combat-ready land force, however, cannot be employed without adequate support.

Sustaining these forces, often deployed with extremely austere logistical capability, will be critical to mission accomplishment and clearly leads you back to my earlier observations with respect to our Quartermaster force design and capabilities in the Total Army.

In my opinion, the world of the future will be neither any simpler nor any safer than it is today. As the Quartermaster Corps moves into the 1990s and the next century, we will confront an environment that will be extremely demanding. Planning must encompass the sustainment issues attendant to supporting drug interdiction operations; low-intensity conflict, of a variety of forms; nation building; and disaster relief.

What will all this mean to Quartermasters of today and the future? Our Corps will be smaller with capabilities carefully balanced between the Active and Reserve Components. Our Corps will ensure that combat soldiers and their fighting systems are sustained through responsive and imaginative logistical support. Our Corps will be more versatile. Our Corps will expend great effort to professionally stimulate and develop the civilian, enlisted, and officer members of the Quartermaster team. And lastly, our Corps will continue to innovate and challenge the way we do business...we cannot rest on our laurels.

As we train, there will be great opportunities for leaders and soldiers who meet the standards and accept self-development as an essential ingredient of professional development. Those who seize the initiative and prepare themselves for the next level of challenge will emerge as winners...winners in every sense of the word for they will truly understand that tomorrow's Army cannot survive without our Corps, the sustainer of Armies since 1775.

*BG Paul J. Vanderploog is the U.S. Army
Quartermaster General.*

SUPPLY MANAGEMENT IN THE NINETIES AND BEYOND

Stephen N. Chobanian

My first encounter with supply was not a memorable one in terms of personal job satisfaction. After all, I was trained to be a warrior, and my first four years of service were spent as a member of the combat arms. Had you asked me at that time whether I would make a career in the supply management business, I would have emphatically told you NO! During those times, no young warrior wanted to get involved with supply! That was a sure-fire way of becoming "dead ended." Supply was not perceived as important or glamorous. After all, what challenge could there possibly be in the notion of exchanging linen for soldiers once a week or running a drop off and pick up laundry and dry cleaning service? Being the unit commander's scrounge to make up losses of everything from silverware, sheets, and pillowcases to basic issue items was no one's idea of being in a key position. There just wasn't any future in it for me!

However, I will be the first to tell you that has all changed over the years! Some of the change admittedly comes from my gaining a sound understanding/education in supply management, much of which was "on-the-job" in both peacetime and in combat. It is amazing how dramatically perceptions change when one gains meaningful insights into the realities of a subject. Most of the change, however, comes from the evolution of supply management from my early military days to the present — from the post-World War II days through the Korean conflict and the Vietnam era to the modern day operations of "Just Cause" in Panama.

Supply management has made tremendous changes during these four decades. Regardless of your perspective or the level of your involvement, supply management

today is big business. Today's supply manager must have sound business management acumen. The property (supplies and equipment) being held in Department of Defense (DOD) storage and warehousing facilities for issue to our operating forces exceeds \$100 billion.

Any operation of such magnitude requires honed management skills. Add to this tremendous size the complexity of today's supply mission to satisfy the needs of a wide range of exacting customers for the support of their technical weapons along with all of their other supply needs. Lastly, supply managers contend with factors of change that dictate the manner of supply. From changing technologies to changing global and regional politics, economics, and relationships in terms of our national interests, all of these factors have had impacts on the way we manage our supply functions. They will continue to shape our business as we head into the 1990s and beyond.

Even without the recent events of eastern Europe and the "big thaw" in our relations with the Union of Soviet Socialist Republics, our supply management techniques would have had to change in the 1990s.

The country's mood would have affected our business. The question would perhaps not have been "Do we now need a strong defense?", but rather "Can we afford to continue to support a strong defense?" Regardless of our political persuasions and the conclusions we draw, the bottom line is the same: changes in our defense requirements are taking place. These changes are impacting our supply operations.

One need only consider the decisions being made daily that impact on our supply business, such

as the Defense Management Review recommendations of base closures and the President's recent announcement of troop withdrawals from Europe. Yes, we are in a time of change that will force supply managers to find better ways to do our jobs. The uninitiated would say that the "draw down" being contemplated will mean less work for supply. Instead, it will mean more work. While the depth of our inventory will shrink, the range will remain static. Consider for a moment a "worst case" scenario that the defense budget for FY 91 would be reduced by 50 percent. This would put us back to about the 1981 era when we spent \$180-plus billion on supplies and equipment. That is still BIG BUSINESS! We will still need to manage that level of effort in supply, and we won't have the same manpower we now have to accommodate that workload. We will, however, have to do everything associated with initial provisioning, cataloging, determining requirements, ordering, receiving, storing, physically inventorying, caring for supplies in storage, selecting stock, packaging, packing, marking, and shipping. In other words, all of the SUPPLY functions will still have to be done, and they will have to be done on about the same number of items as we have today. How, then, will we accomplish our supply management mission in the 1990s and beyond?

To use an already overused phrase, "We will have to work smarter!" We will have to integrate state-of-the-art technology into a workable architecture that satisfies the supply manager's needs while enabling the manager to do the job effectively/efficiently with fewer resources. This architecture is already being shaped and will continue to progress as we move into the 1990s and beyond. The

evolution towards weapon systems management from commodity-oriented item management is a prime example of working smarter. The newer logistics (supply) systems provide more responsive support to the supply managers, thereby enhancing their capabilities.

The supply manager's accessibility to larger integrated data bases through microcomputers will go a long way to making us more productive and efficient. One must merely consider the positive effects that Logistics Applications of Automated Marking and Reading Symbols (LOGMARS) has had on our business to realize the potential the new systems/technology presently being developed will have on supply operations. Our stockage and resupply decisions will be based on logistics readiness tied with weapons systems readiness factors. Access to large, integrated central data bases that capture demands will provide asset visibility throughout the system, track status of supply transactions, develop weapon systems sustainment

costs, improve provisioning and cataloging processes, and determine requirements to enable supply managers to accurately plan for contingencies and provide supply system credibility from our customers' viewpoint.

The improvements in supply management, from an economic as well as an efficiency standpoint that microcircuitry and artificial intelligence will cause, are equally important. These technologies will bring increased accuracy to supply management never before achieved. The expert systems being developed in the inventory management arena are still another example of how we supply managers will work smarter in the future.

All of these emerging systems and technologies will enable supply managers at all levels, from the prescribed load list (PLL) clerks through the item managers at the national level, to perform their tasks more effectively and efficiently. Emerging technology will dramatically increase accuracy by making essential information available

quickly through large, integrated central data bases. Processing times will be reduced and order ship times will be shortened, resulting in decreased costs throughout the supply system.

For the supply managers throughout the U.S. Army, the future holds exciting times. Even with the emerging technology, new systems, and central data bases, there will be great challenges. If history is a good teacher, and it is, I submit that just as surely as there are problems and challenges in today's supply operations, tomorrow's will also be accompanied by equally challenging times. The successful supply manager will understand these systems, learn how to "tame" them, and make them work for us and not allow them to run us! 

Stephen N. Chobanian, a retired CW4 in supply, is Chairman of the Materiel Management Department of the U.S. Army Logistics Management College at Fort Lee, Virginia. An Honorary Warrant Officer of the Quartermaster Regiment, he also is a course director, instructor, and logistics analyst.

WHOLESALE RESUPPLY BY SKY

New Cumberland Army Depot (NCAD), PA, participated in the U.S. Army's Operation Dragon Tail recently by delivering supplies directly from the wholesale level to awaiting soldiers on the ground at Fort Bragg, NC.

"This is the first time an airborne operation was conducted by the depot," said Chief Warrant Officer Lester Mason, who oversees the only Air Delivery Quality Control Division within the U.S. Army Depot System Command.

The U.S. Army has seven parachute riggers at NCAD who

oversee the fabrication, receipt, storage, and issue of airborne equipment, while maintaining an 18,000 cargo parachute contingency stock. Civilian employees pack the parachutes. The riggers inspect the parachutes and rig the containers.

Fort Bragg requested supplies for five of its units. NCAD pulled 379 line items, including maintenance parts and soldier's supplies, and packaged the items on six pallets totaling 5,781 pounds. Riggers, responsible for resupply by sky, rigged the completed multiwall con-

tainers on special skids into the A-22 Cargo Bag Assembly. Six A-22 containers were dropped from the C-130 aircraft used in this exercise.

The pallets were dropped 100 to 125 feet from each other as part of a strategic resupply effort for a forward area. The exercise intended to prove that the supply wholesaler, in this case NCAD, could drop supplies directly to a using unit in the front lines. This operation would be used where a plane could not land or where an airstrip was too far from the soldiers.

DEFENSE LOGISTICS: THE FUTURE FOR DEFENSE WHOLESALE LOGISTICS

Major General John P. Dreska MAJ Jonathon M. Jester

Events in Eastern Europe have had far-reaching implications which have not even begun to be explored. Further, these events dramatically accelerated a process which actually began during World War II. This process was, and is, the assignment of a single manager for the various consumable items required by the Armed Forces. Budget officials at all levels are aware of this efficient method of management and the Defense Logistics Agency (DLA) is well on its way to becoming the single manager for most consumable items required by the services. Obviously, the professional Quartermaster needs a thorough understanding of what DLA is, how it is organized, what it does for the U.S. Army now, and how it plans on improving its support.

As noted, the development of the single manager concept actually started during the buildup for World War II when the services found themselves competing in the marketplace for the same commodities such as food and petroleum, oils, and lubricants (POL). At this time, individual services were designated as single managers for some basic commodities. This concept continued after the war so successfully, in terms of dollar savings and numbers of items reduced, that a single Department of Defense (DOD) agency was created in 1963. This Defense Supply Agency was given the mission of providing effective integrated supply support at the lowest cost to the taxpayer. In 1977, to reflect a broadening of mission in nonsupply logistics, the agency's name was changed to the Defense Logistics Agency (DLA). The DLA's current mission includes supply support, contracting administra-

tion, technical services support, financial services, and excess and unserviceable materiel reutilization and disposal services.

While the mission areas reflect the complexity of DLA's responsibilities, the profound importance of DLA to the U.S. Army is reflected by the fact that DLA provides over 70 percent of the items requisitioned by the U.S. Army every year. DLA's 70 percent amounted to over

1,000 military personnel at four "hardware" supply centers, two other supply centers, six depots, and a myriad of other activities located throughout the country. These major activities and their missions are shown in Table 1. (Defense Supply Centers and Depots), Table 2. (Service Centers), and Table 3. (Contract Activities).

The supply centers forecast demands, process requisitions (on a



Contractor's representatives view various items managed at a defense supply center.

11.6 million requisitions in FY 89, and current numbers are running 4 percent higher for this fiscal year.

To best understand how DLA supports the U.S. Army today, a Quartermaster must know DLA's subordinate elements (DLA calls them Primary Level Field Activities or (PLFAs)) and how the whole system operates. To handle the almost three million items under its management and to perform all its other functions, DLA currently employs over 50,000 civilians and

24-hour basis for emergency high-priority requisitions), award contracts, compute inventory levels, and schedule production. To provide better support for critical items to weapons systems, the supply centers administer a Weapons System Support Program. This program supports over 1,000 weapons systems throughout the DOD and includes over 230,000 items in support of U.S. Army systems. Although this represents about 25 percent of the

total items in the Weapons System Support Program, the U.S. Army demands (357,000) represent almost half the total demand in an average month.

Another special program designed to enhance support to the services in general, and the U.S. Army in particular, is the Contractor Operated Parts Depot or COPAD. COPAD provides repair parts for administrative vehicles, commercial construction equipment, materiel handling equipment, and Level C Army Weapons Systems such as trucks. The U.S. Army is the largest COPAD customer with over 44,000 requisitions in 1989. The primary benefits of COPAD to the U.S. Army are decreased order and ship time and availability of part-numbered items. Although COPAD items may be under the management responsibility of any supply center, COPAD is operated for DLA by the Construction Supply Center, Columbus, OH.

The stock managed by the supply centers, except for fuel, is stored at one of the six defense depots, one of the service-operated depots, or in the case of fuel, at one of 240 fuel depots. The supply centers control all wholesale stock for items under their management responsibility, regardless of where the stock is stored.

In carrying out supply management responsibilities, supply availability for stocked items typically approaches 90 percent for all items and exceeds 90 percent for weapons system items. Latest figures for U.S. Army supply availability in the Weapons System Support Program reflect 90.9 percent.

In addition to the supply-related activities, DLA has many other

DCAC is organized into nine regions, over three dozen management areas subordinate to the regions, and numbers of plant representative offices which operate out of factories producing main battle tanks, trucks, and other major weapons and communications systems. In performing their contract administration and quality assurance functions, DCAC elements

employ over one-third of the DLA work force. Additional military service contract administration activities soon will be merged into this command.

Other functional services performed by DLA include item description preparation, parts control, value engineering, national stockpile and industrial base equipment management, and contractor payment.

DLA provides logistics support using the "cradle-to-grave"

concept. The following is an example of how this applies to a U.S. Army item:

1. The U.S. Army materiel developer determines that a High Mobility Multipurpose Wheeled Vehicle (HMMWV) part needs to be redesigned. Information on the old part is maintained in the Defense Integrated Data System which the materiel developer queries during the redesign process. The U.S. Army materiel developer may also



Worker maintains industrial plant equipment at the Defense Logistics Agency's Defense Construction Supply Center, Columbus, Ohio.

activities which support the U.S. Army and the other services. Directly related to DLA supply management operations are DLA contracting operations. The supply centers award their own contracts for those items which they manage. Administration of these contracts, as well as most other contracts awarded by the services, is performed by the Defense Contract Administration Command (DCAC), another DLA subordinate element.

query the Defense Technical Information Center about test and evaluation results on the old part. The developer redesigns the HMMWV part.

2. The U.S. Army materiel developer, or other interested activity, identifies the need for national stock number (NSN) assignment for the newly designed part. The request for NSN assignment is

sent to the defense supply center responsible for the federal supply class. The supply center, in turn, prepares an item identification, assigns an approved item name, and passes the request for NSN assignment to the Defense Logistics Service Center (DLSC) in Battle Creek, MI. DLSC maintains the Federal Supply Catalog System from which NSNs are assigned and

maintained. Once the NSN is assigned, then it would fall under the appropriate integrated materiel management activity.

3. Even though the HMMWV part was "assigned" to the appropriate DLA hardware center, nothing else would happen until the item was requisitioned by an authorized user. At that point, the individual part would be back-ordered. The hardware

**DEFENSE LOGISTICS AGENCY
DEFENSE SUPPLY CENTERS AND DEPOTS**

SUPPLY CENTER	LOCATION	MISSION
CONSTRUCTION	Columbus, Ohio	Manage Lumber; Plumbing Accessories; Construction Supplies and Equipment; Repair Parts; Automotive Repair Parts; Repair Parts and Components for Military Aircraft, Ships, Boats, and Missiles.
ELECTRONIC	Dayton, Ohio	Manage Electronic Components.
INDUSTRIAL	Philadelphia, Pennsylvania	Manage Bearings, Block and Tackle, Rigging and Slings, Rope, Cable and Fittings, Packing, Fasteners, Hardware, Gaskets, Springs and Rings, Metal Bars, Sheets and Shapes, Electrical Wire and Cable, and Some Mineral Ores and Precious Metals.
GENERAL	Richmond, Virginia	Manage Electrical Hardware, Materials Handling Equipment, Kitchen and Laundry Equipment, Wood and Metalworking Equipment, Sewing Machines, Machine Tools, Chaplain Materials, Precision Measuring Instruments, and Photographic Supplies and Equipment.
FUEL	Cameron Station, Virginia, with Regional Offices and Distribution Centers Worldwide	Manage Bulk Fuel and Coal. Purchase Fuel for the Strategic Petroleum Reserve, and Perform Quality Assurance Functions for Overseas Military Activities.
PERSONNEL	Philadelphia, Pennsylvania, with Defense Subsistence Regions Worldwide	Manage Food, Clothing, and Supplies.
DEPOTS	LOCATION	
Columbus	Ohio	
Memphis	Tennessee	
Richmond	Virginia	
Ogden	Utah	
Tracy	California	
Mechanicsburg	Pennsylvania	

Table 1.

center would contract for the item and arrange for its direct shipment to the user. Once sufficient demands had been registered to satisfy DLA stockage criteria, then the HMMWV part would be coded for stockage. At that point DLA's Standardized Automated Materiel Management System (SAMMS) would generate a recommended buy for stockage. Once bought for stockage, the order and ship time for the item would drop dramatically. Some items are required so seldom that they would never be stocked, and each requisition would experience lengthy back-order time. To prevent this adverse effect on critical weapons systems, DLA stocks minimum quantities of selected items even though they are not supported by demand. On items which are newly assigned NSNs, or for which new uses have been identified, if usage can be projected, the materiel developer can identify these

requirements to DLA through the provisioning system. This will result in procurement of necessary stockage quantities in advance of actual demand.

4. If the HMMWV part turns out to be hard to procure, has an extensive lead time, or is very expensive, it is likely that DLA's value engineering personnel would become involved. They would attempt to find alternate sources for the item, reducing cost and lead time, thereby reducing customer cost. Over the years, DLA has saved hundreds of millions of dollars through price reductions and cost avoidance by using value engineering techniques.

5. If U.S. Army war planners were to project high wartime mortality for this part, DLA would be in a position to help. If the current manufacturing base were insufficient for wartime

needs, the DLA Defense Industrial Plant Equipment Center (DIPEC) maintains a general pool of machine tools and plant equipment for mobilization.

6. If the U.S. Army customer has parts in excess of needs, DLA would again become involved. If the part were to become obsolete or excess to even the supply center's retention level, the item manager would respond to the customer's request for disposition instructions by directing that the item be turned over to the servicing Defense Reutilization and Marketing Service (DRMS) office. The items would then be provided to authorized nonmilitary users, sold to friendly foreign governments, recouped for government use if they were required, or sold to the general public.

DEFENSE LOGISTICS AGENCY SERVICE CENTERS

FUNCTION	LOCATION	MISSION
DEFENSE LOGISTICS SERVICE	Battle Creek, Michigan	Provide Logistics Data, Item Identification-Related Supply Management Data for Department of Defense (DOD) and Other Authorized Customers. Maintain the Federal Catalog System and the Defense Integrated Data System.
REUTILIZATION MARKETING	Battle Creek, Michigan	Manage all Property Reutilization and Activities Worldwide (Except Real Estate). Act as a Clearinghouse for Reutilization of Excess DOD Materiel.
INDUSTRIAL PLANT EQUIPMENT	Memphis, Tennessee	Repair, Rebuild, and Update General Reserve and Service-Owned Industrial Plant Equipment.
TECHNICAL INFORMATION	Cameron Station, Virginia	Acquire, Store, Announce, Retrieve and Provide Secondary Distribution of Recorded Research, Development, Test, and Evaluation Results of Military Services, Other DOD Components, and Their Contractors.
SYSTEMS AUTOMATION	Columbus, Ohio	Responsible for Developing, Programming, Testing, Installing, and Maintaining Automated Data Processing Systems Used by Defense Logistics Agency (DLA) Activities.
NATIONAL STOCK PILE	Washington, D.C.	Manage the National Reserve of Strategic Materiels for War or Other National Emergency.
FINANCE CENTER	Columbus, Ohio	Provide Centralized Payment Functions for DLA Personnel and Contractors Serviced by Defense Contract Administration Services (DCAS).

Table 2.

As much as DLA does for the U.S. Army now, the future promises an increase in this support. During the next three years, the U.S. Army will transfer management responsibility to DLA for over 168,000 items. DLA will not get a commensurate increase in personnel. To ensure the same support to the units in the field, a number of initiatives are underway to improve supply support while simplifying the supply process for the customer. These initiatives include but are not limited to the following:

- Expansion and refinement of the Weapons System Support Program. This will ensure that critical repair parts receive the intensive management they require. This will include priority attention by item managers and priority funding as DLA's budget shrinks.
- Expansion of COPAD. This will shrink DLA costs (which DLA

passes on to the U.S. Army in the form of surcharges) and U.S. Army costs in terms of reducing inventory by allowing commercial manufacturers and dealers to share in inventory maintenance costs.

- Expansion of the Paperless Order Processing System (POPS). This in-place system turns the customer's requisition into an electronically transmitted order to the manufacturer or dealer which will result in direct shipment of stock to the requisitioner. Here again, expansion of this program will reduce inventory costs.

These are only a few of the simplest efforts DLA is making to improve support to the U.S. Army. Other, more technical improvements include overhauls of SAMMS, short-term improvements to automated inventory manager support systems, and forays into

artificial intelligence, to continue the high degree of confidence which the services place in DLA.

DLA today provides significant support to the U.S. Army. With a large number of consumable items being transferred to DLA, this support will expand. DLA stands ready to provide continual responsive support. 

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DEFENSE LOGISTICS AGENCY CONTRACT ACTIVITIES *

FUNCTION	LOCATION	MISSION
DEFENSE CONTRACT MANAGEMENT COMMAND	Cameron Station, Virginia	Command and Control Subordinate Activities.
DEFENSE CONTRACT ADMINISTRATION SERVICE	Cleveland, Ohio New York, New York Chicago, Illinois Atlanta, Georgia Boston, Massachusetts Dallas, Texas Los Angeles, California Philadelphia, Pennsylvania St. Louis, Missouri	Administer Contract, Conduct Pre-award Surveys, Provide Quality Assurance and Acceptance Inspections.
DEFENSE CONTRACT ADMINISTRATION SERVICE MANAGEMENT AREAS	37 Locations Which Are Subordinate to the Nine Service Regions	Perform the Defense Contract Administration Services (DCAS) Mission Within Their Geographical Areas.
DEFENSE CONTRACT ADMINISTRATION SERVICE PLANT REPRESENTATIVES	37 Major Defense Contractor Plants	Perform the DCAS Mission On-site at Their Plant.

* These activities' names will change under DCAC reorganization plans.

Table 3.



NEW CUMBERLAND — A MAJOR SHIPPER

Philip D. Lucius

At New Cumberland Army Depot (NCAD), PA, supply is the business. NCAD sends over half of all U.S. Army shipments throughout the world.

Here's how the system works. "A person identifies needs and that request goes through channels until someone decides that the materiel needed for that customer is stored at NCAD," said Michael Yost, deputy director for mission. "We receive the requisition, determine where it is, pull and package it, and ship it."

Through the U.S. Army's Direct Support System (DSS) and the

depot's air lines of communication (ALOC), materiel is shipped directly to central receiving points at the U.S. Army installations and to units. First started in the mid-1970s, DSS provides the U.S. Army a responsive transportation network.

Formerly, U.S. Army installations held millions of dollars in assets. However, by returning that materiel to the wholesale level, on-time performance has improved and costs have been reduced. The U.S. Army has saved millions of dollars in inventory. High-priority requisitions can be in the user's hands in three days.

NCAD's mission includes receiving and issuing new equipment from vendors and receiving excess materiel returns from customers. The depot ships materiel for the Army Materiel Command, Defense Logistics Agency, General Services Administration, and, to a smaller degree, for the U.S. Navy, Air Force, Marine Corps, and Coast Guard.

"Some people have the perception that running a distribution operation is nothing more than kicking boxes in a dusty warehouse," said Wayne Woods, chief of the Plans, Policy and Force

Modernization and Production Control Division. "However, the supply wholesale operation is infinitely more complex than that. Areas which present some of the greatest challenges to the depot include inventory control, re-warehousing, and storage space."

Events over the past several years have put a strain on the depot's storage space. The automatic return systems authorized in the mid-1980s resulted in large amounts of excess materiel returned from the field. This was further complicated during the construction of NCAD's 38.7-acre Eastern Distribution Center. World War I warehouses, once used for storage, were destroyed to make way for the new facility.

"Today, the worldwide peace initiative and draw down in troop strength in Europe present the possibility of additional stress to that system," Woods said.

"You can understand the storage space problem when you stand in a warehouse and see how full it is; then recognize five to seven more truck loads will be received for that warehouse that day," he said.

In the mid-1970s the depot processed under 50,000 issues a month. In 1985, it was processing over 250,000 — five times the volume with only a small increase in the outloading terminal space.

The Directorate of Supply has reduced costs and decreased shipment time by expanding the use of its guaranteed traffic, increasing dedicated truck routes, and finding efficient shipment methods in its small package distribution. Through coordinating its shipment schedule with the Military Traffic Management Command Headquarters, commercial carriers are

guaranteed routes and move under guaranteed rates. This has reduced transportation costs and made it easier for carriers to plan their transporting schedules. It also means the customers get their orders quicker.

Total guaranteed traffic savings to date for fiscal year 1990 is \$853,000. Transit time, in many cases, has been reduced by one day.

In the Small Package Section, where materiel 70 pounds and under is shipped, consolidating some materiel continues to reduce costs. For example, for high-volume customers who frequently place orders, a specific pack area has been established. Separate orders are consolidated into one shipment.

Instead of using 50 pounds of boxes to ship 100 line items, the depot uses one multiwall container



A packer at New Cumberland Army Depot places materiel in a container designated for Fort Carson by truck.

to ship the same number of line items. This drives materiel and labor costs down and enables improved deliveries to the customer.

Employees in the Directorate of Supply's Light Pack Branch also use multiwall containers to consolidate shipments. Once packaged, these shipments move on dedicated trucks. Also, through the use of guaranteed traffic, an air carrier has provided a "bundling" discount rate resulting in additional transportation savings.

The U.S. Army's supply wholesale operation requires coordination with the National Inventory Control Points and the Materiel Readiness Commands. By double-checking shipments with the Logistics Clearance Authority before release, the depot has saved nearly \$10 million in FY 90.

In the containerization and consolidation point's (CCP's) ALOC section, the on-time performance goal for air shipments is two to four days. Air shipments for March 1990 at NCAD were 2.71 days for 114,879 lines. Using a "throughput" method within the depot's ALOC section, the depot has maintained a 2.56 to 2.9 day average hold time.

NCAD ships to four aerial ports — Dover Air Force Base, DE, which receives 78 percent of ALOC freight, processes freight for Germany and Turkey; Charleston Air Force Base, SC, receives Panama and Honduras freight; Norfolk Naval Air Base, VA, receives Virgin Islands and Puerto Rico freight; and McGuire Air Force Base, NJ, receives shipments for Italy and Greece.

Also in the CCP's ALOC section, the goal for surface shipments is six days. For March 1990 surface shipment ship time was 5.71 for 50,289 line items. The section averages



A warehouse worker constructs an air shipment pallet resting on a platform that sinks below floor level to accommodate the required shipment height.

109,000 to 200,000 line items per month for air and surface shipments. The section averages 450 to 500 truck containers a month and 1,000 and 1,100 air pallets a month. In the continental United States (CONUS) Outloading Branch, truck shipments average 14 or better per day—an estimated 764 pieces.

“We studied the labor hours per unit of work produced from 1974 to 1982,” Woods said. “If we were using the same work methods in 1982 as in 1974, it would have taken three times as many people. If we were to return to the 1974 work methods, it would take six to eight times as many people to do the job.

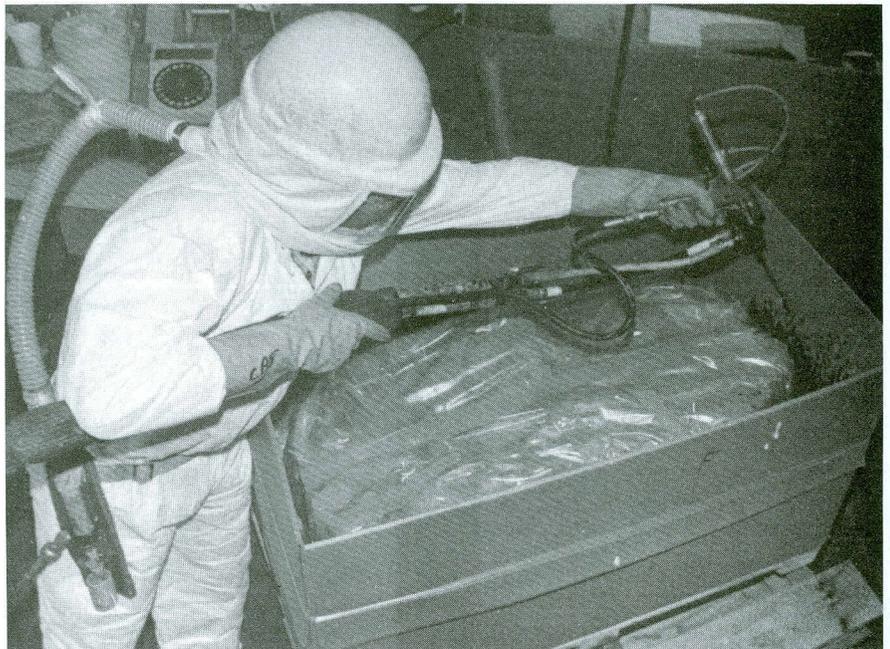
“No way would you be in the business if you performed the same way we did then,” Woods said. “By streamlining operations, using

better equipment, and adopting efficient methods, we have cut costs.”

Another function with operating a distribution facility is having an effective re-warehousing operation. By re-warehousing, the depot relocates low-activity stock so high demand items can be pulled quickly. Faster-moving items are relocated together for easier stock selection. Through this initiative the depot has increased employee production and reduced costs to its customers.

Some of NCAD’s packaging materials have increased productivity, reduced labor, and produced a better product. An example is foam-in-place. The foam-in-place operation involves half-pound and two-pound foam. The two-pound foam is used for materiel up to 200 pounds; half pound for glass materiel.

Before the foam-in-place method, shipments were blocked and braced in wooden boxes using two-by-fours. To block and brace a small engine required more than an hour. The foam-in-place method takes less than 15 minutes, saving both lumber and time. Customers receive their materiel in packaging strong enough to build a house, and foam is also water resistant.



A worker fully encapsulates items in a transfer case with foam before shipment to the customer or placement in storage.

The foam-in-place is one method that ensures customer satisfaction. Many times in the past, fragile materiel such as windshields could be broken.

Another example of finding better ways to meet the customer's needs is the mechanical preparation room.

Formerly, a 10-ton utility truck would take a week to sand and scrape with a wire brush. Now this takes a half day.

The materiel is sandblasted to the bare metal, painted with a polyurethane base coat, and then finished with a coat of Chemical Agent Resistant Coating (CARC) paint — a paint resistant to nuclear fallout. Once the vehicle is painted with CARC, soldiers can simply wash the vehicle off with water and it is ready for use.

The definition of "hazardous material" is ever expanding. Items such as paints, petroleum products, and cleaners that just a short time

ago were not considered hazardous, must now be handled and processed as such. The U.S. Army currently identifies this material through its Catalog Data Base. NCAD will soon begin construction on a specially designed building for storage and processing of hazardous material.

Also part of the depot's supply wholesale operation is the Unit Materiel Fielding Point where materiel is received for fielding new weapon systems or new pieces of equipment. NCAD is consolidating repair parts, manuals, tools — everything that is required to properly maintain that end item.

"The Eastern Distribution Center (EDC) is New Cumberland Army Depot's way of saying that we are meeting the challenge of the future," said Pat Staub, chief of the Training, Transition and Administration Division. "We are not waiting for it to come to us — the future is now."

"The EDC is changing the way we currently perform supply wholesale operations," Yost added. "It will be far more automated and mechanized. Our employees will be doing more with computers."

According to COL Tom Baker, Director of Supply, the EDC will enhance productivity, efficiency, and quality of operations. Its automated materiel handling equipment system will interface with a hierarchy of computer systems. The bottom line will be faster shipments to the customers.

"Its rapid expansion capabilities will support rapid mobilization surge," COL Baker added. "It is the largest distribution complex supporting U.S. Army readiness." 

Philip D. Lucius is Public Affairs Specialist, New Cumberland Army Depot, New Cumberland, Pennsylvania.

DEPOT SURGE '89

The sound of hammers, impact wrenches and paint sprayers filled the night air in a valley overlooking the Great Salt Lake. Normally quiet at 2 a.m., Tooele Army Depot in Utah was alive with activity for Depot Surge '89.

Surges help prepare our industrial base for a national emergency situation by taking plans and supply actions off paper and putting them into action. Since World War II, the nation's military-industrial base has been surged for the Korea and Vietnam conflicts. Since then, the Joint Chiefs of Staff (JCS) have directed test surges on various items at facilities throughout the United States.

The surge at Tooele Army Depot (TEAD), an activity of the Depot Systems Command (DESCOM), was the first exercise designed to stress the production requirements of multiple items for multiple major subordinate commands (MSCs) of the Army Materiel Command (AMC). The MSCs involved were the

Troop Support Command (TROSCOM), Tank and Automotive Command (TACOM), and DESCOM.

To simulate a period of heightened tension between the United States and an aggressor nation, TEAD was given 45 days notice to take the steps necessary to surge output to 200 percent above normal production.

Three Army National Guard units were at TEAD for summer exercises. Some of those soldiers assisted the production at TEAD to simulate the presence of units assigned for a real emergency.

The workers' shifts were lengthened to 12 hours, seven days a week, for the the exercise, and 12 former TEAD employees were called out of retirement. The surge proved that the retiree recall plan is an excellent source of manpower, reported a DESCOM data collector. More than 1,400 retired government employees received questionnaires about their availability during mobilization. More than 600 posi-

tive responses were received from persons age 56 to 72.

The goal to "surge production without surging the accident rate" was met with no lost work time resulting from accidents.

The surge went smoothly because most of the problems were discovered and resolved during the planning stage of the surge. Thorough planning was the emphasis of this exercise.

Recounting the success of Depot Surge '89, Dee Russell, a TEAD Surge Project Officer, said: "Security had to modify their support. Workers had to adjust their hours and others had to come in to access needed supplies. Total cooperation was the biggest asset between civilians and the military in all levels both vertically and horizontally. No less would be required in the event of a real emergency." — **Gregory A. Thomas, Public Affairs Specialist, U.S. Army Troop Support Command (TROSCOM), St. Louis, Missouri.**

ACTIVATING THE WESTERN DISTRIBUTION FACILITY

CPT Roger A. Hansen

In March 1989, Sharpe Army Depot, located 80 miles east of San Francisco in California's San Joaquin Valley, began operating the Western Distribution Facility (WDF)—the U.S. Army's first automated wholesale-level distribution facility. The unique experience gained by the civilian employees and soldiers at Sharpe Army Depot during the facility's start-up is worth sharing throughout the U.S. Army logistics community.

Background

Sharpe Army Depot is one of the Army's three area-oriented depots (AOD). Sharpe provides wholesale-level distribution support of supply Classes II (general supplies), limited IV (construction and barrier materiel), and IX (repair parts) to Active and Reserve Component Army units stationed throughout the western continental United States, Alaska, Hawaii, Japan, Korea, and the remaining Pacific Theater. New Cumberland Army Depot in Pennsylvania provides distribution support to units stationed in the eastern United States, Central America, Europe, the Middle East, and sections of Africa. Red River Army Depot in Texas provides wholesale support to units in the central United States.

Due to the antiquated nature of the storage and distribution facilities at each of the AODs (most warehouses were constructed during the World War II era), the Army began an ambitious AOD modernization program. The pinnacle of the modernization effort is the construction of automated distribution facilities at Sharpe and New Cumberland.

The facility at Sharpe was the first to be built. Construction began in January 1986 and was completed in December 1988. The U.S. Army officially accepted the building from the civilian contractor in January

1989 and began transitioning supply operations into the WDF in March 1989.

Facility Characteristics

The WDF is a state-of-the-art supply distribution facility which houses the basic functional areas of receiving, warehousing, preservation and packaging, and shipping under one roof. The depot's computer operations center is in the facility's administrative section, thereby enhancing the inter-relationship between data processing and "hands-on" personnel.

Slightly more than 400 employees, most assigned to a regular day shift, work in the facility. A few employees work irregular shifts to process residual work load.

The building itself is enormous: over 800,000 square feet of floor space. A standard comment during briefings to visitors is that the entire Rose Bowl could fit within the walls of the WDF. Any Quartermaster soldier who has had to contend with the limited facilities often encountered in table of organization and equipment (TOE) units will "drool" at the equipment in the WDF:

- 157,000 bin storage openings,
 - 35,576 rack (pallet) storage openings,
 - 2.9 miles of automated towline cart track for moving pallet loads of materiel,
 - 2.5 miles of overhead conveyor system for moving binnable items,
 - 20 hybrid vehicles capable of stowing and selecting items stored at a height of 62 feet in the bin and rack area,
 - 29 receiving doors, and
 - 41 shipping doors.
- The movement of the towline carts and the items placed on the overhead conveyor system is controlled by a Process Logic Control (PLC) system. The destination of a particular cart, for example, can be entered into the PLC by a data entry keypad at each workstation. Once the employee who is routing the cart releases it to the system, the PLC will ensure the cart's arrival at the designated location.

Preparation

Preparations for the transition of operations into the WDF revolved around two basic areas of concern: technical considerations and the human element.

The technical aspects of the transition were complicated by the two software systems designed to manage operations in the facility not being ready at the same time the building was. The decision was made to proceed with the move without the software so that the WDF would not stand idle for an

unknown period of time. Consequently, local changes to the Standard Depot System software package had to be made quickly to at least get into the building and begin operations.

Without the software systems designed for the WDF, personnel have had to operate in what's called the "semi-automated mode." In this mode, such features as the extensive use of bar code technology and real-time data transmission to the computer central processing unit are not available. However, the lack of those features has not had a negative impact on the ability to meet supply performance objectives.

The relocation of the functional areas, such as receiving and shipping, was planned on an incremental basis. The work in progress in the old facilities was reduced, while new work load was shifted to the WDF. Personnel were moved as the work load increased in the new facility.

An interesting aspect of this part of the transition was that it took on a synergistic quality. Once the

process was set into motion, the milestones established for the move became irrelevant. Cautious planning gave way to enthusiastic implementation on the part of both workers and managers, who were able to complete the move several weeks earlier than anticipated. While this accelerated schedule caused some minor difficulties, personnel were able to get the WDF into full operation and "work out the bugs."

One of the planning errors became readily apparent shortly after the majority of the workload was in the WDF: personnel were trained on the automated equipment too far in advance of the actual move. Subcontractors responsible for installing the towline cart system and the overhead conveyor system conducted training several months before the transition began. The skills learned at that time by employees proved perishable, and there were numerous problems in the WDF with misrouted materiel. It was not uncommon to see a pallet load of materiel "float around" on the cart system

for a few days before someone finally figured out what to do with it.

To solve this problem, the towline cart system shut down for two weeks for personnel to receive refresher training. (During the retraining period, materiel was moved around in the WDF by forklift.) The basic concept of providing current and realistic training to the people performing a task was driven home very clearly.

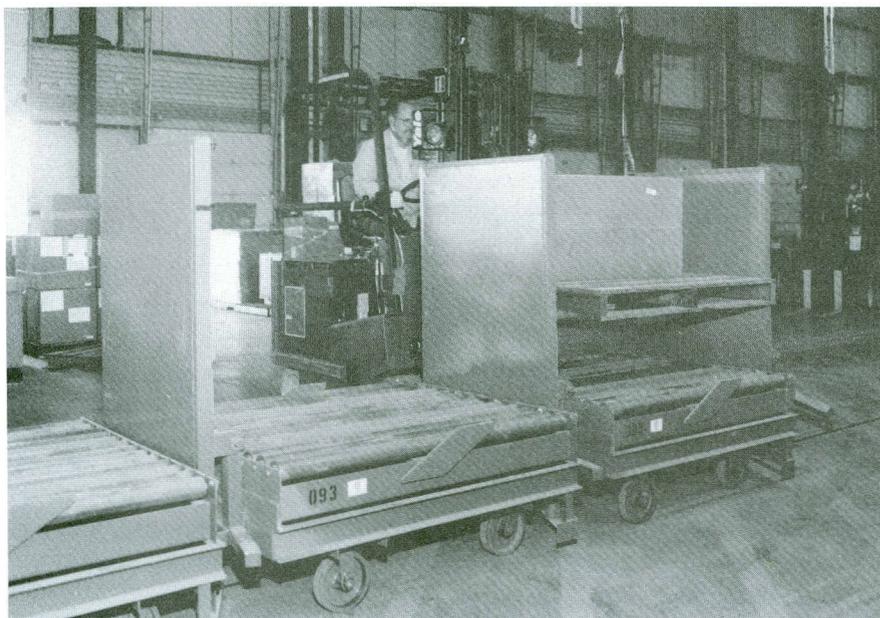
There was a high degree of apprehension on the part of the depot work force about moving into the WDF. The change it represented was significant to employees who were used to doing things "the old way" up to that point in their professional lives. The concern over change was taken into account during the depot planning process.

Planners worked closely with the local employees' union to ensure areas of concern were worked out in an atmosphere of trust and cooperation. Command information letters were published frequently to keep the work force informed about the transition planning and what to expect. Also, frequent familiarization tours of the facility were given to employees as the construction process was being completed.

As the actual move date grew nearer, the level of employee apprehension dropped and was replaced by a "can do" attitude. The success throughout the transition process is directly attributable to the positive attitude displayed by the workers.

Current Operations

The lack of the software systems, as mentioned previously, has prevented using the full capabilities of the WDF. Numerous procedural "workarounds" were devised to efficiently conduct operations in the building. However, even without the software package the WDF's capacity is enormous.



Placing materiel on one of the 500 automated carts in the Western Distribution Facility, one of the U.S. Army's three area-oriented depots.



Completed materiel staged for shipment from Sharpe Army Depot, a state-of-the-art supply distribution facility about 80 miles east of San Francisco, California

The building seems to absorb daily materiel release order (MRO) workloads without much physical backlog accumulating in the packing and staging areas. Despite congestion in the receiving area because of the current inability to "flow" materiel through the computer check-in sites, the incoming workload is managed much more efficiently than in the past. Supply performance statistics are at their highest level in the past two years even though the depot's workload has remained relatively constant.

The only major aspect of the move left to complete is the relocation of stocks from old warehouse locations into the WDF bin and rack storage section. Of approximately 200,000 stock numbers currently

stored at the depot, a goal of 50,000 has been established as the initial quantity to relocate into the new facility. The remaining stock has either had minimal or no activity, or is not WDF eligible (hazardous, too large, too heavy, or coded pilferable). Review of less active stock in coordination with the National Inventory Control Points will precede decisions about its relocation into the WDF.

Even this quantity of materiel stored in the facility consumes only about 35 percent of the total WDF storage capacity. Senior logisticians at the highest levels of the Department of Defense (DOD) are currently looking at ways to capitalize on the capabilities and capacity of the WDF. Plans which call for

shifting the work load from other depots to Sharpe are being studied as part of a DOD initiative aimed at consolidating the wholesale supply activities of the other services and the Defense Logistics Agency into a single defense wholesale structure.

Employee involvement in the continual development of more efficient operating procedures is an important aspect of the management philosophy at Sharpe. Through the depot's Quality Circle Program, employees have an opportunity to suggest to management better ways of conducting business. Several important improvements in procedures within the WDF have been implemented as a result of Quality Circle initiatives.

Another recent major project is a review of the entire work flow process within the WDF. Called the "WDF Process Review," the initiative was designed to accomplish the following goals:

- Establish the most efficient operating procedures given our current constraints.
- Establish and revise production standards as required.
- Implement Statistical Process Control where necessary.
- Determine the throughput capacity of the WDF.

An important by-product of the WDF Process Review will be the identification of production bottlenecks which limit throughput capacity. Once identified, the bottlenecks can be eliminated through procedural changes or reallocating equipment and personnel. If additional personnel and equipment resources above current depot authorizations are required, the data gathered from the WDF Process Review will be used to justify the requests.

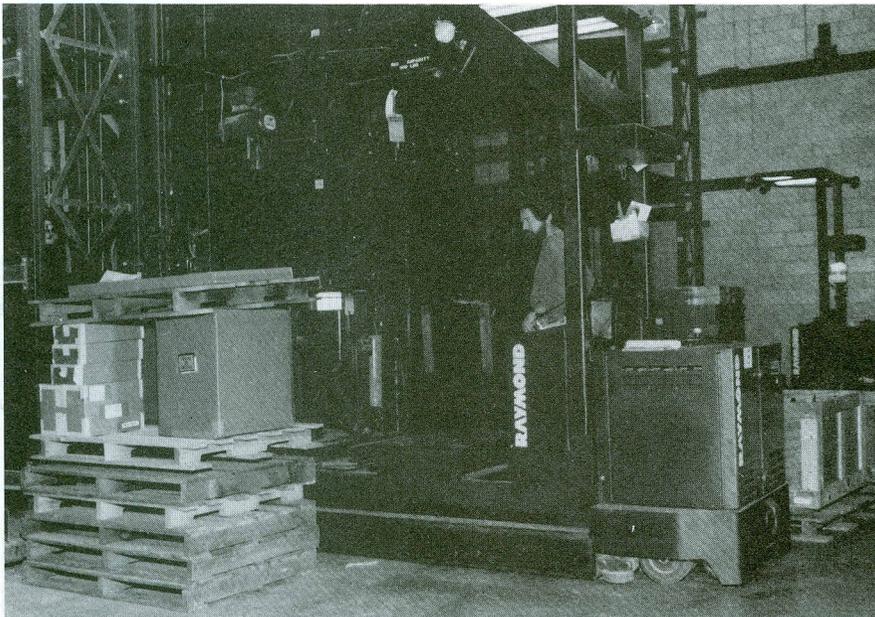
Summary

The modernization effort underway at Sharpe is an integral part of the U.S. Army's long-range plan to prepare its wholesale logistics sys-

tem for the 21st century. The WDF is representative of the major steps being taken by the logistics community to ensure timely, quality support to the soldier in the field in the most efficient manner.

The most important fact to rise from the dust of the WDF activation is that despite the numerous constraints caused by the lack of the software systems, the building works! Future improvements will serve to fine-tune and expand the capabilities of an otherwise smooth-running facility.

The transition of operations into the WDF has provided a great deal of technical information which can be exported to New Cumberland or other installations about to undertake a similar effort. The experience gained at Sharpe has also served to underscore the importance of paying attention to some of the basic tenets of leadership and management: have confidence in the expertise, experience, and ingenuity of the people in your organization, and give them the resources to accomplish the mission. If these guidelines are adhered to, success is only a matter of time! 



Using a Hybrid Materiel Handling Vehicle for supply operations in the U.S. Army's first automated wholesale-level distribution facility at Sharpe Army Depot

CPT Roger A. Hansen, a Quartermaster Officer, was Logistics Operations Officer at Sharpe Army Depot, Lathrop, California. He is currently a student at the U.S. Army Command and General Staff College (CGSC), Fort Leavenworth, Kansas.

QUIET MILITARY COLOSSUS

William Ernst Lorraine Netzko

Buying the right food, clothing, and medicines for your family may seem like taking care of an army.

But think again. Think about the Defense Personnel Support Center (DPSC), Philadelphia, PA. This activity does feed and clothe an Army, not to mention a Navy, an Air Force, Marines and a Coast Guard. In a city better known for the Liberty Bell, Benjamin Franklin and brotherly love, DPSC is a quiet military colossus.

With a \$3.5 billion annual budget, DPSC is a major force within the Department of Defense (DOD). It is also the primary reason why some 700,000 U.S. Army personnel worldwide and their eligible family members get the best possible food, clothing, equipment, medicines and medical supplies in a timely manner. Whatever DPSC buys has to be grown, made, or packaged in America.

According to DPSC's commander, U.S. Army Brigadier General (BG) John J. Cusick, DPSC employees take considerable pride in keeping its customers satisfied. "I want to continue supporting the DPSC mission," said BG Cusick, "which is to guarantee the combat readiness of America's fighting forces."

Keeping Warm or Cool

DPSC's clothing and textiles directorate buys clothing and equipment items for U.S. service personnel. Boots, shirts, tents, helmets, cold weather gear, body armor, waterproof garments, socks, insignia, flags, canteens, entrenching tools, and battle dress uniforms are just some of the 8,000 different items bought by DPSC. The U.S. Army is this directorate's largest customer.

Helping to keep soldiers combat ready is a top priority, according to DPSC's commander. He said the success of emergency supply shipments to Panama during America's contingency operations there was

just one example of the total team effort between the U.S. Army's Quartermaster supply team and the DPSC work force.

In support of U.S. troops in Panama, the DPSC processed 289 requisitions for a total of 270,140 items ranging from body armor to hot weather boots.

Buying Clothing

Management of the U.S. Army's wholesale clothing and textile supply needs consists of two important procurement functions. The cycle begins with supply personnel determining what is needed and in what quantities. Procurement contracting personnel at DPSC make sure the rules are followed in soliciting competitive bids or offers from a base of approximately 300 active contractors. During this process the contracting officer's objective is to get the best value considering quality, price, and delivery date to meet the Quartermaster needs.

After the contract is awarded, DPSC's contracting officers delegate the responsibility of contract administration to the Defense Contract Management Command (DCMC). DCMC ensures that the contractor performs according to the terms and conditions of the contract. DCMC also serves as the federal government's agency responsible for making payment to the contractor.

From the conceptional phase to troop issue, the introduction of a new item is a complex process requiring careful logistical coordination.

When DPSC's clothing directorate receives a supply request for a new clothing item, the specifications are checked very carefully for mass production potential, technical adequacy, and conformance with standardization guidelines.

DPSC is also responsible for deciding whether the fabric for the end item will be furnished by the

government or the contractor. Use of contractor-furnished material is the preferred source because it reduces the introduction period and DPSC's inventory investment.

After this issue has been decided, DPSC obtains stock numbers, estimates production lead times, and establishes a tentative supply date that the customer should be able to requisition the new item.

Before DPSC allows full production of a new item, the contractor must submit a first article for inspection to demonstrate capability to make the product according to the specification. With any new item, the clothing directorate has the option of choosing either a production test or an expanded first article contract.

The production test enables DPSC to split the award among three producers. This gives DPSC the ability to test the specification under production conditions and to judge the capability of the contractors. It also reduces the risk of failure.

Whether supplying peacetime or wartime needs, the U.S. Army Quartermaster soldier has a friend in Philadelphia. The DPSC keeps soldiers ready to fight with the right clothing, equipment, and food.

Feeding the Soldier

Napoleon once said that an army marches on its stomach.

These words are as true today as when Napoleon said them in the early 19th century. Even though today's sophisticated military hardware may be faster and more accurate, it is still food that fuels the soldier.

Aside from buying clothing and medical supplies, it is the responsibility of about 1,500 workers worldwide within DPSC's subsistence directorate to buy fresh, canned, frozen, dehydrated, or

freeze-dried food. This food is bought for approximately three million members of the U.S. armed forces for use in dining halls, commissaries, on aircraft carriers or submarines, or in the field.

This food-buying activity annually buys approximately \$2 billion worth of fresh fruit and vegetables. It spends another \$5 million annually buying food for troop issue and for resale in the commissaries. Philadelphia's food-buying operation is augmented by food buying regions in Alameda, CA, and Zweibruecken, West Germany, 27 subsistence offices, and four storage facilities. Its workers are located at terminal markets and growing sites worldwide.

Commissary Support

Food purchased by DPSC for resale in the commissaries is purchased by brand name. A perishable item is bought only if it meets certain specifications. Paper, canned goods, and other semi-perishable items for customers in the continental United States are bought directly from DPSC. Overseas customers

must submit requisitions for their semi-perishables.

When a customer orders brand name items, DPSC buys directly from the supplier. If the shipment is large enough, the center arranges to ship directly from the vendor to the commissary. The vendor sends smaller buys not large enough for a direct shipment to a defense depot for consolidation with other products destined for the same commissary.

A Taste of Home

The Defense Subsistence Region Europe (DSRE) food-buying activity, which is headquartered in Zweibruecken, West Germany, is another part of the subsistence directorate's worldwide food-buying operation. DSRE employs military, U.S. civilians, and local nationals to buy the freshest fruit and vegetables, dairy products, fish, poultry, and eggs at the best possible prices. Workers at DSRE make sure service personnel and their eligible family members can get the same quality food even though thousands of miles away from home.

This activity handles the storage and issuance of all perishable and semi-perishable food shipped from the U.S. to commissaries and soldiers throughout Europe. It has three defense subsistence storage facilities, seven terminal markets, three defense food-buying offices and five defense subsistence offices throughout Europe.

Whether supplying peacetime or wartime needs, the U.S. Army Quartermaster soldier has a friend in Philadelphia. The DPSC keeps soldiers ready to fight with the right clothing, equipment, and food. 

William Ernst is the Public Affairs Specialist for the Clothing and Textiles Directorate, Defense Personnel Support Center (DPSC), Philadelphia, Pennsylvania.

Lorraine Netzko is the Public Affairs Specialist, Subsistence Directorate, Defense Personnel Support Center (DPSC), Philadelphia, Pennsylvania.

SOLVING YOUR SUPPLY PIPELINE PROBLEMS

Kerlene M. Coote Paul M. Carter

One brigade commander recently asked, "Colonel Smith, your battalion's vehicle readiness rate is leading the brigade! What are your folks doing that the rest of the brigade is not?"

"Well sir," replied the 1st Infantry Battalion Commander, "when I went through the commander's course, I received an overview briefing about an organization called the Logistic Control Activity (LCA). I took some notes on what LCA could do to help me improve my unit's readiness. When the battalion started having problems getting repair parts, I contacted LCA. My supply and maintenance people now routinely use a number of the services and reports LCA makes available."

"LCA has really helped us improve the operational status of our vehicles. For example, we have an LCA password which allows us to check the Logistics Intelligence File (LIF) to determine the status of all our authorized stockage list (ASL) requisitions. On a number of occasions, after checking LIF status, we found that B Company, Forward Support Battalion (FSB), had acknowledged receipt of shipments containing our requisitions as much as 45 days before; yet, they still had not issued them to us. Those supplies were just sitting in B Company's holding area waiting to be processed."

LCA keeps track of the millions of requisitions for supplies and equipment that pass through the Army's

wholesale and retail supply and transportation networks. This organization, upon request or direction, can influence a change to the logistics pipeline. Located at the Presidio of San Francisco, CA, the LCA provides the logistical management tool to customers worldwide.

LCA maintains the only Department of Defense (DOD) data bases able to furnish total pipeline visibility with reconstitution capability for non-unit cargo while other data bases only provide partial supply or transportation visibility. The data bases at LCA combine both supply and transportation transactions into a single system designed to provide total visibility.

LCA currently operates six major data bases developed as tools to

assist commanders and managers within the logistics community. For example, the LIF grew out of a Vietnam conflict requirement to establish in-transit visibility of supplies moving to Vietnam.

The LIF provides total visibility that allows customers worldwide to obtain requisition or turn-in status and permits evaluation of support levels provided to different major Army commands (MACOMS) or overseas areas by the standard supply system. Also, the LIF extracts performance statistics from each node in the pipeline, thereby creating essential logistical intelligence. The LIF provides visibility of the forward pipeline, that is movement of supplies "from the factory to the foxhole."

The Materiel Returns Program (MRP) was designed to improve Army management of materiel return items and excess materiel. LCA's Materiel Returns Data Base (MRDB) provides visibility of items reported through the MRP, as well as depot receipts of all returns including automatic return items. In essence, MRDB provides visibility of the reverse pipeline, that is movement of supplies from the retail or "foxhole" to the wholesale system or "factory."

The transportation data base (TDB) serves two purposes. First, it captures Military Standard Transportation and Movement Procedures (MILSTAMP) transportation transactions sent to LCA for Army sponsored and managed shipments moving through the Defense Transportation System. Second, it passes this in-transit information to the LIF and MRDB. Visibility of shipments of the TDB begins at the point that shipments enter the defense transportation system and ends at the point at which they are delivered to the consignee.

The Force Modernization Program reporting system provides logistic managers with statistical data to support Force Modernization Packaging (FMP) and Total Package Fielding (TPF) concepts. LCA's Force Modernization Program file consists of active and

completed requisitions that contain selected project codes designed by Department of the Army (DA) to identify equipment fielding efforts.

The fielding command begins the process by identifying the type of fielding concept (FMP or TPF), project code, DOD activity address codes (DODAACs) of the units to receive the package. LCA enters the project code and DODAAC into the Force Modernization Program file to produce performance and visibility reports. With these reports, LCA assists logistics managers by giving a concise view of those items that are in transit, at the Unit Materiel Fielding Point (UMFP), or bypassing the UMFP.

The Central Demand Data Base (CDDDB) provides visibility of repair parts demands at the organization level. In general, the CDDDB gains visibility of all unit level demands by creating individual records for requests and any subsequent requests for cancellations. Data showing repair part consumption rates, demand data identified by an end item code, are available to wholesale managers. This system allows logistics managers to more accurately forecast repair parts failure rates and the capability to program repair parts for equipment being developed, fielded, or in the current inventory. These are just two of several ways the CDDDB helps the logistics managers.

While decisions on total repair parts consumption are based on demands, the repair parts for individual fieldings of equipment in operational units are based upon engineering estimates derived during the developmental phases of new equipment. These estimates are used throughout the equipment's life cycle. To update these estimates, LCA must identify and capture the repair parts usage data for maintaining that equipment. Before CDDDB, the logistics community had no way to collect this information.

The Air Clearance File (ACF) is an on-line, real-time, data base designed to automate and provide visibility of the air clearance process.

In response to the logistics community, LCA's Studies and Analysis Office conducts tailored analytical studies, identifies problem areas, and recommends remedies by using the data recorded on LCA information systems. Actually, LCA analyzes what causes the crack in the logistic pipeline. LCA reports its findings and recommendations to customers; Headquarters, Department of the Army (HQDA), and other external agencies. Also, LCA develops and models logistic systems, monitors and analyzes logistics performance, and develops and produces short-term periodic reports for HQDA.

Nearly every day, LCA helps at least one U.S. Army unit somewhere in the world resolve a logistics problem. Vietnam, Grenada, and, most recently, Panama are examples of situations where DA made extensive use of LCA data and operational capabilities.

LCA offers on-line and off-line inquiry methods that allow customers direct access to its computer. To use any of LCA's inquiry methods, customers must request a unique requester code or be assigned a special password. Logistical managers desiring access to LCA inquiry capability must submit a request by message, electronic mail or letter to the Commander, USAMC LCA, ATTN: AMXLC-I, Presidio of San Francisco, CA 94129-6900.

The information that LCA's data bases generate and provide have an impact, in one way or another, on virtually every U.S. Army commander and logistician. Knowledge of the products and services LCA provides can help you do your job better. 

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SUBSISTENCE: ALWAYS A CHALLENGE

LTC Jerry W. Bradley CPT David H. Jerome

Defense Subsistence Region Europe's (DSRE's) role in providing subsistence support for Return of Forces to Germany (REFORGER) is always a challenge. The challenge comes not only from the size of the operation, which ranges from 55,000 to 110,000 personnel, but also from another 500,000-plus service members from the U.S. Army, Navy, Air Force, Marines, and Department of Defense (DOD) civilians and their families who must be supported concurrently from the DSRE depots. Dealing with the magnitude of the DSRE logistical operation and the challenge of REFORGER support, new support concepts recently resulted in perhaps the best subsistence support for a REFORGER to date.

DSRE, a Defense Logistics Agency joint activity and a subcommand of the Defense Personnel Support Center (DPSC), provides subsistence support to 600,000 personnel in 14 different countries.

This support includes average monthly shipments of 25,000 tons of subsistence, using military and commercial truck, rail, and air transportation.

Approximately \$250 million in shipments come from four DSRE depots. Three are in the Federal Republic of Germany: Defense Subsistence Storage Facility-Kaiserslautern (DSSF-K), a chill/freeze facility that is government owned and operated; Bremerhaven (DSSF-B), a freeze facility that is contractor owned and government operated; and Germersheim (DSSF-G), a semi-perishable facility that is government owned and operated. The fourth depot is in Felixstowe, England, (DSO-F), a chill/freeze facility that is contractor owned and operated.

Additionally, DSRE purchases offshore acquired (OSA) subsistence through 7 terminal markets

and from sources in 16 different countries. Army and Air Force Exchange Service (AAFES) Europe is also a major OSA supplier for DSRE customers. Total DSRE acquisitions from these sources amount to approximately \$250 million annually.

DSRE has both 92G (Subsistence Supply Quartermaster Officer) and Functional Area (FA) 97 (Contracting and Industrial Management Officer) positions. The two government owned and operated depots are headed by two 92G U.S. Army majors. The majority of DSRE enlisted personnel are 76X (Subsistence Supply Specialist) and 76P (Materiel Control and Accounting Specialist). DSRE 92G personnel are also responsible for planning wartime subsistence support for the theater. The war planning process includes practicing in peace what we will do in war: REFORGER exercises have always provided that opportunity to DSRE.

REFORGER 88, for DSRE and our supported units, was a subsistence support success. Even though REFORGER 88 went well overall, DSRE identified some problems to correct before REFORGER 90.

Several transportation shortfalls during REFORGER 88 needed resolution. The shortfalls were trucks arriving at the field ration break points (FRBPs) before the required delivery date (RDD); trucks getting held up or lost in trailer transfer points (TTPs), thus missing RDD; and trucks getting lost in the maneuver area. The commercial trailers were being loaded at the three depots in the Federal Republic of Germany a day before the RDD. When the trailers were loaded, some commercial carriers disregarded instructions and left



Static refrigeration vans were used at field ration break points for chill/freeze storage.

before the RDD. The units were not expecting these early deliveries, and it caused a conflict at the FRBP.

The military trailers were also being loaded a day early. If the military trailers left before the RDD, they were taken to a TTP until the

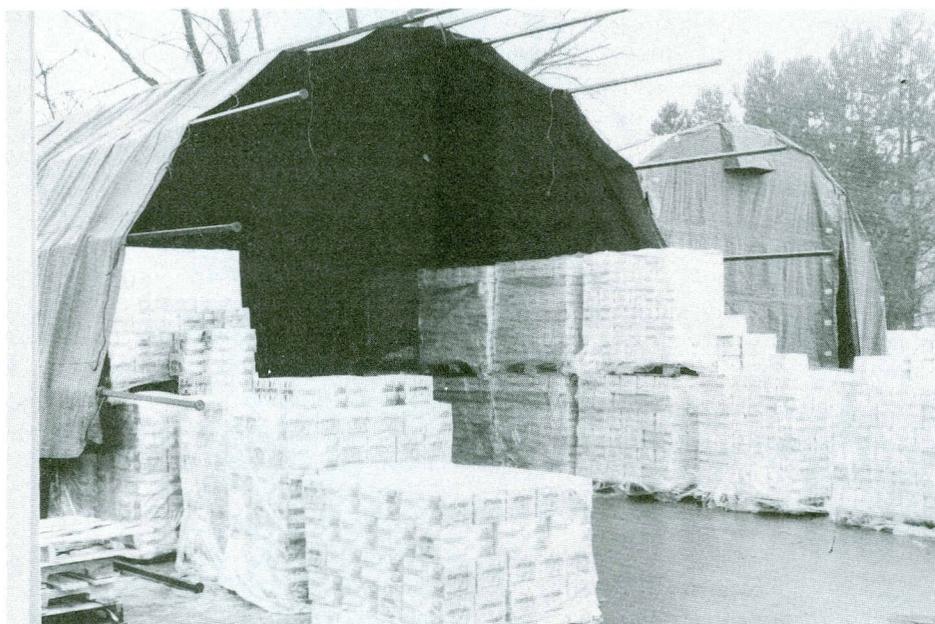
This ordering process took leaders and managers away from their primary duties in order to focus on functions at the supply clerk level. The ration ordering system was obviously inefficient and had to be revised before the next

coordination with V Corps during the in-process reviews before the exercise, revised both the method of ordering and managing rations and the concept of Class I (rations) transportation support. Caravan Guard was a great success with regard to DSRE's two initiatives for the exercise. To get away from the "stubby-pencil" concept of ration requests, DSRE developed a Class I automated program, using Lotus 1-2-3 software.

The Class I (rations) program, with the technical data loaded into the program for issuing, allowed managers to be managers. The possibility of human error was greatly reduced.

Requisitions, changes, and transportation data were submitted by facsimile from the CMMC and FDRP to the DSRE logistics operation cell (LOC). This provided information on paper copies and eliminated errors caused by telephone communication errors. The efficiency of the program reduced the initial requisition period from 15 days to five and changes were now accepted within 48 hours of the RDD instead of five days. Because of limited availability, T-Ration stocks were closely managed with the automated program and the joint V Corps/DSRE decision to repeat menus. Specific T-Ration menus were identified, based on the quantity available, to be issued a second time during the exercise, normally seven to nine days after the first issue.

Thus, even with the repeat T-Ration menus, high troop acceptability was maintained. Of those menus issued twice, the first issue generated a certain amount of excess that would be worked down during the second issue. This was done by requesting less, feeding what remained of the



A maintenance tent stored rations at a field ration break point.

RDD. Trailers were actually lost in the TTP. Other emergency shipments had to be made to meet the requirement. Loading trailers early and then maintaining limited control caused this system to be unacceptable.

During REFORGER 88, Corps Materiel Management Center (CMMC) had to submit initial ration requirements to DSRE 15 calendar days before the RDD and were only allowed to make any changes to those requirements up to five days before the RDD. The entire Class I (rations) system was largely stubby-pencil and open to human error, thus the necessity for an extensive lead time. Because of such a long lead time, many headcount changes caused either a shortfall or an excess situation.

major exercise. The extensive lead time and the manual calculations were the two main culprits that led to excesses in the field. The focus was on feeding soldiers, with little emphasis of managing excesses to a reasonable level by the end of the exercise. During REFORGER 87, 39 percent of the T-Rations issued were not consumed during the exercise; and in REFORGER 88, 24 percent were not consumed. In addition, large quantities of meals, ready to eat (MRE) were left in TTP and never delivered to units. Also, large quantities of Class I (rations) remained at the FRBPs.

Caravan Guard, a V Corps 30,000-soldier exercise conducted in September 1989, was the test bed for resolving the problems of previous REFORGER. DSRE, in

entree, and perhaps including as much as 30 percent of another menu to add more variety. The split menu was highly encouraged and used at the discretion of food service personnel. These initiatives in managing rations with the automated system and using repeat/split menus resulted in zero excesses; no stocks were turned into a DSRE depot during Caravan Guard. After the significant problems with excesses in previous major exercises, these results were outstanding.

The transportation problems were also resolved during Caravan Guard. The first destination reporting point (FDRP), although not a new concept, had not been used in recent exercises involving Class I (rations). The FDRP, located near an autobahn with plenty of space and good hard surfacing, served as the central reporting point for all trucks entering the maneuver area. This prevented trucks from becoming lost in the exercise area while searching for their respective FRBP. Strip maps were issued at the DSRE depot for the FDRP, and new maps at the FDRP for the field ration break point. To prevent trucks from pulling out early, trailers were not loaded until the RDD. (Travel time from the depot to the destination was easily accomplished on the same day because the farthest distance was approximately 150 miles.) Immediately after Caravan Guard, DSRE participated in REFORGER 90 in process reviews (IPRs) and Class I (rations) training sessions with V and VII Corps and the 21st Theater Army Area Command (TAACOM). Because of the success of the Class I (rations) program and transportation control during Caravan Guard, little time had to be spent correcting problems that developed during that exercise. The focus was clearly on REFORGER 90 and making

these two systems work for more than one corps-level unit at the same time. An LOC was established at DSRE, located at Zweibruecken, Germany. Both DSRE military and emergency-essential civilian personnel staffed the LOC from 2 January through 23 January. With a 24-hour operation from 6 January, one week before the start of the REFORGER exercise, the operations cell, along with the use of Telefax machines, contributed greatly to the efficiency of wholesale support for the 57,000 soldiers in the field for REFORGER 90.

DSRE personnel visited all subsistence support elements in their field locations, from the corps support command (COSCOM) to all FRBPs. The customer assistance office personnel were in the field throughout REFORGER to ensure early identification of problems and to provide quick response to the units' unanticipated requirements. DSRE also sent additional military and Emergency Essential Civilians

(EEC) personnel to field locations. A total of 14 DSRE personnel made 154 visits to 20 sites during a four-week period. Being in the field allowed DSRE personnel to work directly with the units to eliminate any major problem areas. As a result, DSRE maintained effective communication with COSCOM MMC and efficiently helped resolve potential supply failures.

The V Corps was involved in the developmental phase of the Class I (rations) program and indeed used the program during Caravan Guard effectively. Because the program was relatively new, VII Corps had little time to gain a practical appreciation of the system. During REFORGER 90 IPRs, from October through December 1989, DSRE provided training to key personnel within the VII Corps, to include the 800th CMMC and the divisions involved in the exercise. Even with no practical experience with the program, VII Corps did a tremendous job applying the program's capabilities to their Class I (rations)



Some field ration break points operated from leased German buildings that provided good protection from the winter weather.

mission. Both corps used the Class I (rations) program effectively during REFORGER 90. This program was among the reasons for no excess Class I (rations) turned in to DSRE at the end of the exercise.

As noted earlier, the automated system was designed using the Lotus 1-2-3 software program. The ration cycle, T-Ration—MRE—T-Ration, was loaded into the program for each consumption day tracked by DSRE for the period 6-26 Jan 90.

The ration cycle A-Ration—MRE—A-Ration was used on 20-21 Jan 90 during the mid-exercise break when corps switched to either offense or defense; this too was loaded into the program for requisitioning purposes. All enhancements (fresh fruits and vegetables, bread, ultra-high temperature (UHT) milk, warming beverages, and fresh eggs), condiments (individual salt, pepper, and jellies), and warming beverages (coffee, cocoa mix, Kool Aid, and soup) were also loaded into the program, which calculated issue factors for each of these items for every 100 soldiers. The unit of pack was also listed for each item in the program. With all of this data in the program, the only requirements needed from the units were the type of meal (A-Ration, T-Ration, or MRE), number of meals required, RDD and location for shipment. In the past, line item requisitions were required. Space for exception data

was also provided to modify the requisition (for example, delete warming beverages; increase chocolate milk by 50 percent; or reduce bread by 25 percent). DSRE developed a requisition form that the corps MMCs used to submit initial requisitions, changes, or cancellations (in effect, all the data previously discussed).

This submission took place by using the German post office telefacsimile machine. Because of the volume of the message traffic, DSRE had two Telefax machines, one for transmitting and another for receiving. Both corps units had Telefax capability at their field locations. This allowed a "hard-copy" document to be available at both ends, so any ambiguity caused through strictly verbal communication was virtually eliminated. It is stressed that this capability, because of the redundancy of the German system, will be available in wartime. In addition, there are means to ensure the security of this data.

Communications throughout REFORGER 90, from the depots to the FDRPs and from DSRE headquarters to the CMMCs, was outstanding. This success can be largely attributed to the quality of communication prior to REFORGER. As an example, the commander of DSRE personally briefed the office of the Deputy Chief of Staff for Logistics U.S. Army Europe

(USAREUR) staff, both COSCOM commanders, the acting commander of the 21st TAACOM, and the commander of the 200th TAMMC. These briefings outlined DSRE's concept of support, of soliciting good ideas and of eliminating any ambiguities, from the top down, before REFORGER 90. No doubt, this communication to these general officers, and/or their staffs, paid big dividends. The details of subsistence support were clearly explained. This proved very important during the execution stage of REFORGER 90.

The top priority of all involved in subsistence support for REFORGER 90 was to provide the best possible support to the soldier in the field. From the first IPR in June 1989 until the last trailer was received at the last FRBP in late January 1990, no one lost their focus in providing the best subsistence support possible. The soldiers were fed well! 

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WHOLESALE SUPPLY - SERVING SOLDIERS' DAILY NEEDS

Linda H. Secor

One of the most important things the U.S. Army does to see that its forces are ready, and that morale is high, is to give soldiers the supplies and equipment they need to do their job. At a small U.S. Army installation called Seneca Army Depot, located in a lake-filled region of upstate New York, the mission of serving the soldier is being carried out every day by supply experts.

Seneca Depot is part of a large network of U.S. Army supply depots organized under the U.S. Army Depot System Command (DESCOM) and the U.S. Army Materiel Command (AMC). Everything from nuts and bolts to heavy mobile equipment is stored at Seneca, ready for shipment on a moment's notice to the U.S. Army unit, and ultimately, the soldier needing it.

Seneca's current general supply mission began in 1983. Headquarters, First U.S. Army at Fort Meade, MD, asked DESCOM if it could support First Army's requirement for space to store a variety of new material and equipment. First Army needs these items ready for issue during emergencies or mobilization. Seneca agreed to provide 160,000 square feet of storage space. The mission includes receiving the material, inventorying accurately, verifying correct stock numbers, packing and preserving material for long-term storage, and placing the material in a warehouse. Today Seneca stores 823 line items with a dollar value exceeding \$11 million for the First Army.

Since 1983 the mission expanded to include the receipt, shipment, storage, and preservation and packaging of various other

general supply commodities. Many of the items were moved from New Cumberland Army Depot in Pennsylvania. During construction of the Eastern Distribution Facility at New Cumberland, space became congested at New Cumberland and Seneca began storing dormant stocks and war reserve materials.

In addition to the agreement with the First Army, Seneca meets many requirements for petroleum products. The General Materiel and Petroleum Activity (GMPA) stores most of its stocks at Seneca. A high volume of wholesale supply business is also done with the U.S. Army Tank-Automotive Command



A warehouse worker verifies a count of boots for First Army in the General Supply Division, Receiving Branch, at Seneca Army Depot in upstate New York.

This is known as the "cluster depot concept." These materials are on accountable record at New Cumberland, but Seneca has responsibility for storing, caring for, and receiving and shipping the materials. New Cumberland pays Seneca for these services.

In 1984, Seneca's mission attained division status under the directorate of supply. From an initial staffing level of four personnel, the division grew to more than 50.

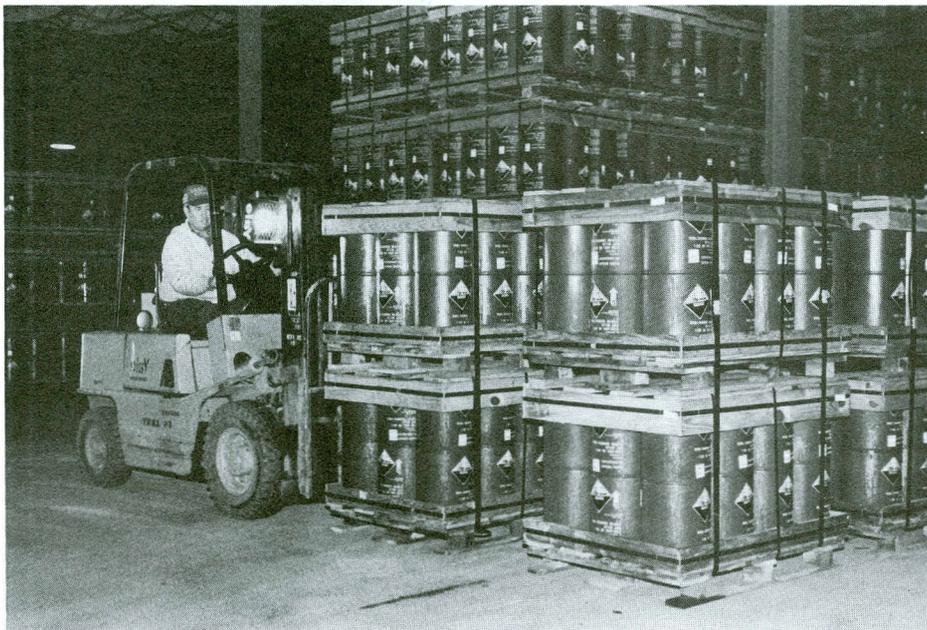
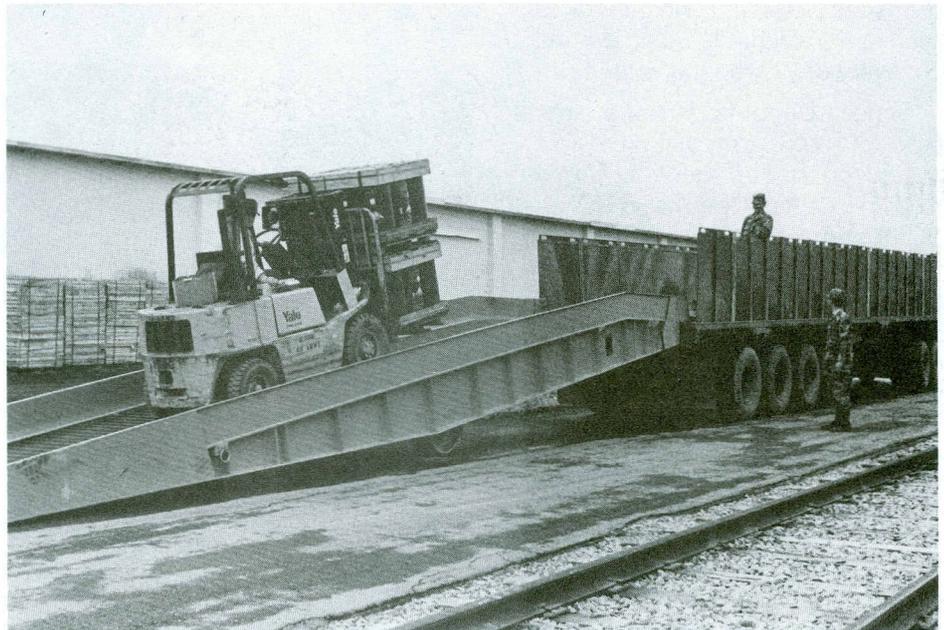
(TACOM) and the U.S. Army Armament, Munitions, and Chemical Command (AMCCOM). Wholesale supply refers to items on a national inventory control point (NICP) accountable record. The general supply division also receives and issues all items in the depot's retail account. Retail stocks are items ordered by the depot and its tenants for operating supplies.

The main functions of a wholesale supply operation are



A worker checks the location of pump units in a warehouse at Seneca Army Depot, which stores materiel ranging from nails to heavy mobile equipment.

Soldiers assist in unloading a decontaminating agent from a tractor trailer onto a forklift during a warehouse unloading and receiving exercise.



A forklift operator within a warehouse places a decontaminating agent in storage, ready for shipment on short notice wherever needed.

locating and controlling documents, planning, receiving, shipping, warehousing, care of supplies in storage (COSIS), and shelf-life program control. Four branches in the general supply division handle these functions.

The stock control branch handles all administrative duties for the division along with posting of receiving and shipping documents and determining locations for items. This branch also plans and estimates for preservation and packaging and warehousing work, as well as monitoring the shelf-life program.

The receiving branch receives all material coming to the depot,

when an incorrect item is received or an item is missing. An inspector from the directorate of product assurance (formerly quality assurance) prepares a Report of Discrepancy when damaged items are received.

Most shipments leaving the depot are processed by the shipping branch. Personnel in this branch are school-trained packers and preservers. They have all attended basic courses and received regular training updates to make sure of the latest methods and techniques in preservation and packing operations. When a material release order (MRO) is received directing shipment of an item, the priority is

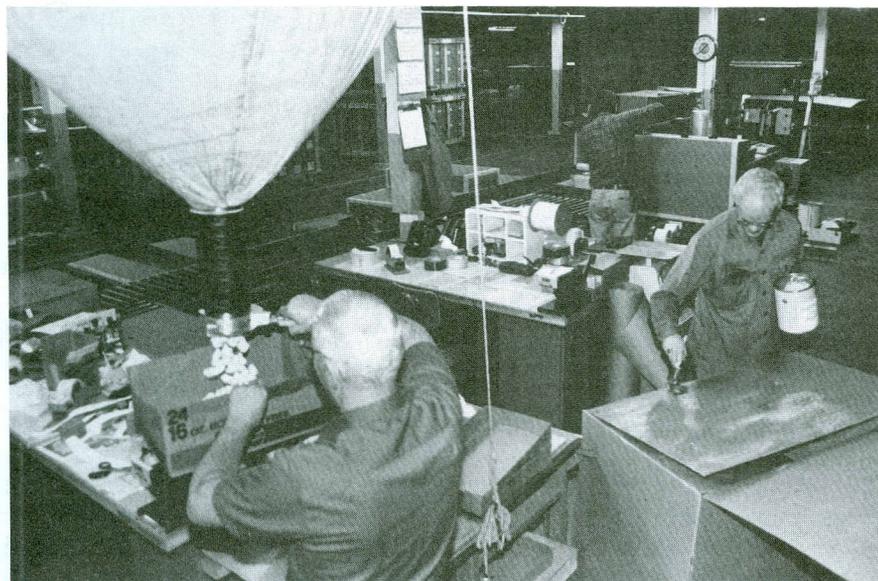
The warehouse branch stores all general supplies. The branch has 10 general-purpose warehouses and a variety of outside storage locations for supplies and equipment worth more than \$330 million. Heated and unheated warehouse space is available as well as areas for storage of pilferable and hazardous materials. Seneca stores more hazardous materials than any other DESCOM depot. A \$27 million construction project has been proposed to upgrade hazardous material storage at Seneca Depot. This will enable DESCOM to store all hazardous materials at one depot. Personnel in the warehouse branch must store items properly, assure the correct quantities are on hand, and continuously inspect stored materials for any signs of deterioration. When deterioration is noted, the material is scheduled into the COSIS program for rework or repackaging. All but 26 percent of available storage space is occupied.

Many depot organizations support general supply mission operations. Of particular importance is the commercial freight branch of the transportation division. This branch obtains the proper transportation equipment, usually truck or rail; prepares all bills of lading; and assures stocks are moved in time to meet the time requirements of the MRO.

Seneca's location makes it ideal for supporting units in the northeastern United States, Europe, and South America. Events involving U.S. Armed Forces will usually result in high priority requests for the general supply division. This happened recently during Operation Just Cause in Panama and also this past summer when Hurricane Hugo hit Puerto Rico and other Caribbean islands.



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Packers at Seneca Army Depot prepare camouflage screens for First Army for long-term storage.

both wholesale and retail. Wholesale items are turned over to the warehouse branch after verifying correct item and quantity and processing the receipt. Retail items are issued to depot customers after verifying and processing the receipt. The receiving branch also conducts a small warehousing operation, storing backup stocks for the depot's self-service supply center and a variety of fast-moving stocks for daily operations throughout the depot. This branch prepares discrepancy reports

the first concern. High priority and emergency shipments are handled first and fast. The division has few shipment denials. This is the result of placing items in the correct location and assuring correct quantities and locations on record when material is moved. The inventory management division is a valuable part of the directorate of supply operations. This division must count items and validate correct locations on all depot stocks. This division's efforts play an important role in Seneca's low denial rate.

JESS: AN ASSET TO CSS UNIT TRAINING

MAJ Edward P. Ronayne

Soldiers assigned to Quartermaster units in the U.S. Army Reserve (USAR) and Army National Guard (ARNG) typically have training opportunities at or near their home stations. However, opportunities for unit training, especially command and staff training within the context of CAPSTONE alignments, occur far less frequently. (The CAPSTONE program aligns Reserve Component units with Active Army units in case of mobilization for war.) Reasons for less frequent Reserve unit training include the all-too-familiar factors of fund constraints, difficulty in coordinating the three-year training plans and priorities of multiple units, and tightly scheduled training facilities.

To overcome these problems, Quartermaster units must find innovative ways to effectively train staff personnel at home station or during annual training (AT). Command post exercises (CPXs) are one such way. CPXs for battle staffs of combat units have been significantly enhanced by the Joint Exercise Support System (JESS). A computer-driven simulation, JESS frequently supports brigade, division, corps, and echelons above corps CPXs.

Though not specifically designed to support logistics exercises, JESS does simulate several logistics or logistics-related functions, including personnel losses, convoy operations, fuel consumption, ammunition and repair parts, and weapons system repair. These logistics or logistics-related functions in JESS raise a valid question: How useful is JESS for conducting stand-alone logistics CPXs for USAR and ARNG combat service support (CSS) units?

The 75th Maneuver Area Command (MAC), headquartered in Houston, TX, has acquired considerable experience over the past year in conducting JESS-assisted CPXs for CSS units at their home stations or AT sites, both as stand-alone exercises and with division and corps ex-

ercises. The 75th MAC's mission includes conducting CPXs, field training exercises (FTXs) and other training for groups, brigades, and higher-level staffs of USAR and ARNG units. Through its extensive battle simulation capability, the 75th MAC is discovering that JESS has both advantages and drawbacks as a CPX support system for logistics units.

On the positive side, CSS operations must remain focused on and responsive to the tactical situation as it develops. When exercised with a division or corps CPX, CSS units can perform realistic, real-world coordination with higher and subordinate headquarters, with customers, and with other CS and CSS units. When the 75th MAC conducts a stand-alone CPX for a logistics unit, 75th MAC controller personnel will portray those units.

JESS can be tailored to support exercise scenarios that the 75th MAC writes to satisfy the specific training objectives of the exercised units. JESS also retains reasonable time-distance relationships during operations, and battle losses and consumptions are in fairly close alignment with expected attrition rates. As a final point in its favor, JESS gives the 75th MAC exercise controllers the means to adjust the progress or status of units to keep the simulation synchronized with the CPX objectives.

For all of its virtues, however, JESS does have some serious drawbacks as a logistics exercise driver. It expresses personnel casualties in terms of number of combat or non-combat personnel, but JESS does not identify the specific military occupational specialties (MOSSs) involved. The 75th MAC controllers, therefore, must compute this information manually, a very time-consuming process. To make matters even more difficult, the casualties must be accounted for manually for the remainder of an exercise.

JESS does not simulate the consumption or resupply of Class I (rations), Class II (general supplies), packaged Class III (petroleum, oils, and lubricants), Class IV (construction and barrier materiel), Class VI (personal demand items), and Class VIII (medical supplies). The 75th MAC controllers can calculate the tonnages of these supply classes based upon criteria in Field Manual 101-10-1/2 (Staff Officers' Field Manual: Organizational, Technical, and Logistical Data). However, specific national stock number (NSN) and line items cannot be portrayed, detracting seriously from the use of JESS in training commodity managers. Even when expressed only as tonnages, these classes of supply must be accounted for manually throughout an exercise.

Class VII (major end items) replacements occur only through controller intervention, though logistics units can interface with 75th MAC controllers off line to simulate the management of requisitions and battle loss reports which would result in such replacement actions. JESS expresses Class V (ammunition) consumption and resupply in terms such as generic artillery ammunition, and generic tank ammunition. Commodity management by the Department of Defense Ammunition Code (DODAC) is not possible.

Class IX (repair parts) consumption and resupply is expressed only in short tons, again severely limiting the participation of the division materiel management center (DMMC) and materiel management center (MMC) personnel. JESS portrays some convoy operations, but is deficient in traffic management, distribution asset control, and setting priorities for upload requirements.

JESS does not simulate pipelines or water transport, but controllers can manipulate JESS to

represent limited helicopter resupply operations. In essence, the current generation of JESS cannot completely drive a CS/CSS exercise.

On balance, JESS does represent a significant move towards a capability to conduct CPXs for logistics units using a powerful, cost-effective, interactive simulation system. The U.S. Army

Logistics Center, Fort Lee, VA, has initiatives underway to compensate for the concerns identified in JESS and to develop other simulations specifically tailored to satisfy the unique requirements of logistics units. Meanwhile, the 75th MAC will continue to explore other ways of enhancing the usefulness of JESS through continuing exercises and staff studies. 

MAJ Edward P. Ronayne is the Division Materiel Management Center Command Controller for the 75th Maneuver Area Command (MAC) in Houston, Texas. The 75th Maneuver Area Command conducts training exercises for U.S. Army Reserve and Army National Guard units west of the Mississippi River.

TOMORROW'S AREA SUPPORT GROUP

Joseph R. Bainbridge CPT Arthur T. Walters

In the mid-1980s the Army of Excellence Study examined intermediate logistics headquarters to identify and eliminate any layering or redundancy. The goal was to streamline the logistics system and increase combat strength within an overall cap on total personnel. Both the larger theater army support group (TASG) "H Version" table of organization and equipment (TOE) and the present area support group (ASG) "H Version" TOE were affected. The TASG's mission is command and control subordinate supply and maintenance organizations to provide general support (GS) to the units in the communications zone (COMMZ) and to the theater, while the ASG provides field services and direct support (DS) supply and maintenance to units in the COMMZ. (See Figure 1.)

The study recommended combining the TASG and ASG headquarters (HQ) into a single, multipurpose HQ to command and control specific combat service

support (CSS) units in the COMMZ. The recommendation was adopted. The U.S. Army Logistics Center, Fort Lee, VA, designed an ASG "Proposed L Version" to perform this combined mission. (See Figure 2.) This ASG will be fielded on the basis of span of control (one per three to seven battalions or battalion equivalents assigned) and local factors.

Not all ASGs necessarily will have a general support (GS) mission (a portion of the old TASG mission). The nature of an ASG's mission depends on need. All ASGs are tailored by assigning elements to adapt the groups to the needs of their assigned territory and the theater army. A low-intensity environment or limited deployment may generate few GS requirements. ASGs may be phased in based on the support requirements of the area. Responsibilities will shift to accommodate the changing needs of the theater.

The following tasks comprise the mission of a "textbook" ASG:

To command, control, and supervise all assigned and attached units.

To provide GS maintenance to support the theater supply system.

To provide GS supply (less medical and ammunition) to DS units in the COMMZ and to corps GS units.

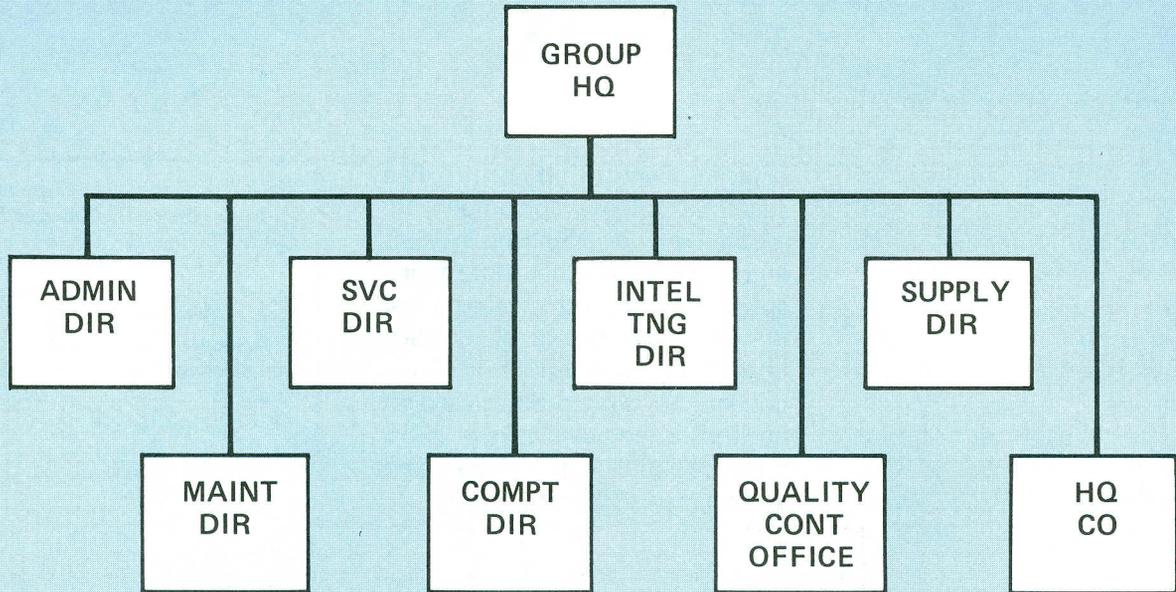
To manage and coordinate host nation support that affects or augments portions of the ASG support mission.

To plan and direct the provision of DS supply, maintenance, and field services (less medical, ammunition, and centralized personnel and administrative services) to units located in or passing through the COMMZ. The DS maintenance mission includes reinforcing support to the corps when required.

To coordinate physical security and rear operations within its area of the COMMZ.

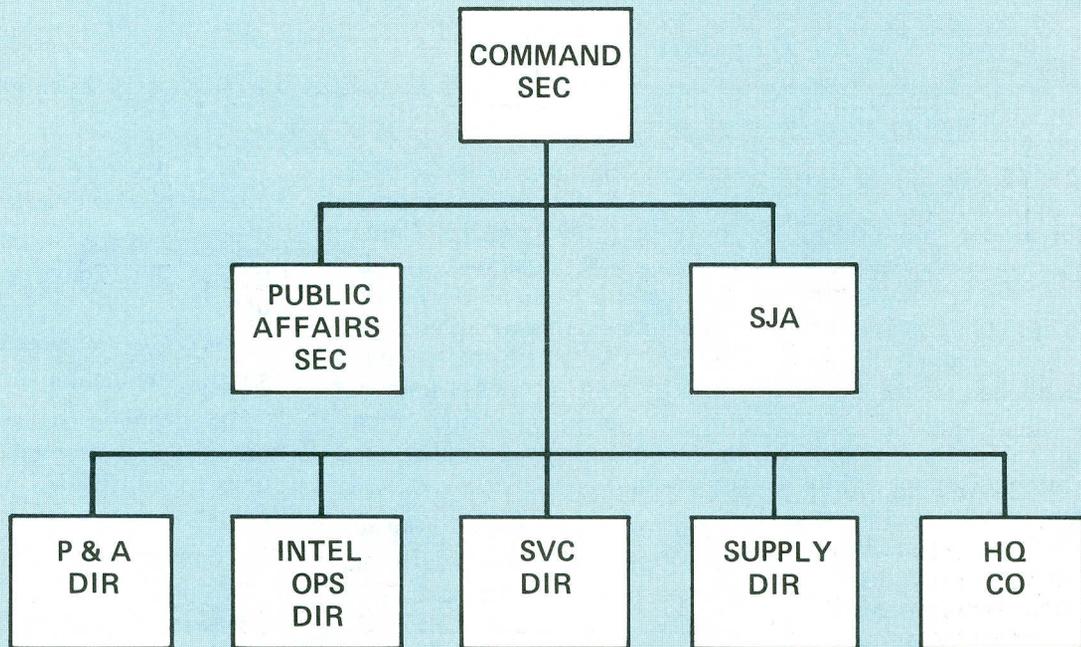
TASG

("H" Version)



ASG

("H" Version)



LEGEND:

Admin- Administration

ASG- Area Support Group

CO- Company

Compt- Comptroller

Dir- Directorate

HQ- Headquarters

Intel Ops- Intelligence Operations

Intel Tng- Intelligence, Planning, and Training

Maint- Maintenance

P&A- Personnel and Administration

Quality Cont- Quality Control

Sec- Section

SJA- Staff Judge Advocate

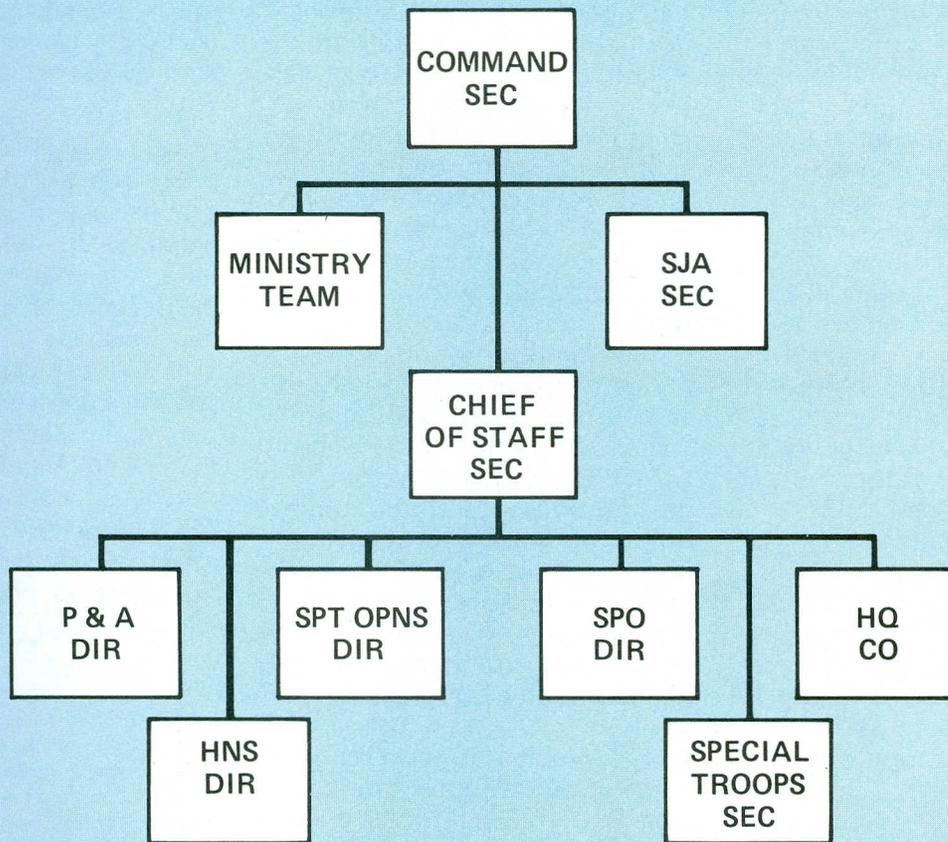
SVC- Services

TASG- Theater Army Support Group

Figure 1

ASG

(Proposed for "L" Version)



LEGEND:

ASG- Area Support Group
CO- Company
Dir- Directorate
HNS- Host Nation Support
HQ- Headquarters

P&A- Personnel and Administration
Sec- Section
SJA- Staff Judge Advocate
SPO- Security, Plans, and Operations
Spt Opns- Support Operations

Figure 2

To plan and coordinate the location or relocation of units within the ASG area and assist them in obtaining basic support services such as engineer support.

The "L" version ASG TOE was approved by the Training and

Doctrine Command (TRADOC) and submitted to the Department of the Army (DA). DA rejected the TOE because it proposed an increase in staffing without citing an offsetting decrease in another organization. The overall strength of the Army has been capped by Congress and cannot "grow" regardless of enhanced

capabilities or new responsibilities. Study and resolution of this situation will delay the new ASG TOE. However, the mission changes for the ASG are certain. The TASGs in the U.S. Army Reserve and Army National Guard are scheduled for conversion to ASGs in September 1990.

The 443rd Theater Army Support Group has started that reorganization. The unit received a modified TOE (MTOE) in September 1989, which gives the unit a year to transition. A year in the Reserve Component means that only 48 days of inactive duty training and 15 days of annual training are available to research, resource, and implement this reorganization. The most drastic changes from this reorganization occurred in personnel. The TASG, with an authorized strength of 251 soldiers, would become an ASG roughly half that size. In addition, several military occupational specialties (MOSs) which are not in the TASG structure are in the ASG. Due to the multifaceted nature of an ASG, most of the "new" MOSs include skills which require formal schooling such as legal specialists, legal technicians, law and order officers, and chemical officers. Also, several high-density MOSs in the TASG, such as material storage and handling specialists and computer/machine operators, were eliminated.

The first step in implementing these widespread changes was to develop an MTOE analysis report. This report identified all MOSs added or eliminated by the conversion. Next, a specialty skill identifier (SSI) MOS requirement report was

prepared. This report lists each soldier assigned to the TASG by grade, SSI/MOS and any secondary or additional SSI/MOS. This information was analyzed and matched against positions of similar grade and SSI/MOS. When a match was found, the soldier was tentatively placed in the position. Positions which could not be filled from unit assets were identified. Soldiers who met the prerequisites for the MOSs of the vacant positions were identified using guidance in Army Regulation 611-201 (Enlisted Career Management Fields and Military Occupational Specialties) or 611-101 (Personnel Selection and Classification, Commissioned Officer Classification System) for the MOS of the vacant position. Formal school seats were sought for soldiers who were available to perform extended active duty for training. Soldiers selected but unavailable for extended active duty for training, for such reasons as employment or college conflicts, attended U.S. Army Reserve schools or were enrolled in the Army Correspondence Course Program.

The TASG soldiers who were not qualified for a position in the ASG and not selected for a position requiring MOS training would be left without an assignment. Because retention is a major goal within the

Reserve Components, the 99th Army Reserve Command Strength Management Office located MOS-compatible vacancies in units within commuting distance. Soldiers will be permitted to transfer to any available compatible vacancy.

The transition to the new ASG presents a significant challenge to the men and women of support groups in the echelons above corps (EAC). They must prepare for a new, enhanced role without the documentation and guidance they would like to have. This transition will call upon the initiative and managerial expertise of support group staffs. Field Manual (FM) 54-40 (Area Support Group) describes the mission of the new ASGs. However, the ASG's final structure may differ significantly from what is presented in this manual.



Joseph R. Bainbridge, Logistics Management Specialist at the U.S. Army Logistics Center, Fort Lee, Virginia, is lead action officer for FM 54-40 (Area Support Group).

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USING DECEPTION IN THE FORWARD SUPPORT BATTALION

CPT Edward W. Zimmerman

During the 1989 Branch Liaison Team visits by the U.S. Army Quartermaster Center and School, Fort Lee, VA, numerous battalion commanders cited the need for lessons learned and information about what successful commanders have done to prepare for the rear battle. The following article is the second that will address the rear battle and provide commanders with ideas for both training and integration into their tactical standing operating procedures (SOPs).

The battalion commander, S3 (Operations and Training Officer), and subordinate company commanders must consider deception as part of their defensive plan. Deception planning in a forward support battalion (FSB) is key to survivability. The effective use of deception can be a combat multiplier on the perimeter, enabling more soldiers to perform combat service support (CSS) functions. It can conceal key assets from enemy observation or convey a false image of the commander's intent. Deception provides the support battalion with the ability to enhance CSS and rear area defense.

What is available to the FSB commander for deception? The commander can use any number of deceptive tasks to accomplish the mission such as the feint, demonstration, ruse, and display. (See Table 1.) What is available to the FSB in these areas is only limited by the imagination. Deception, like any other aspect of the mission, requires practice for the unit to be proficient. In addition, there are considerations for using deception. Is the enemy susceptible? Is there an opportunity for deception? Are the resources available for deception? How is the enemy likely to react to the situation? Answering these questions ensures success.

PASSIVE DEFENSE

The FSB will rarely have the time, personnel, and equipment available for anything extravagant in deception. For this reason, the focus is on simple passive defense measures to:

- Hide the location of the unit and/or key assets.
- Display a false appearance of location or strength.

BASIC CAMOUFLAGE

Using basic camouflage skills will hide the location of the unit and key assets. The Soviets, well versed in our doctrine, know the approximate locations available for units within the BSA. This is all the more reason to be innovative and thorough. The most likely way the enemy will find a unit in the BSA is by aerial detection (spotting and photographs) or by electronic direction finding.

AERIAL DETECTION

Good camouflage prevents aerial detection. Fuel tankers are probably the hardest pieces of equipment to camouflage. Another problem when positioning the fuel tankers is dispersion. One round may destroy all tankers, plus the remainder of the company, if the tankers are too close. However, it is much more difficult to protect the tankers if they are too widely dispersed. Wide dispersion is preferred over tankers too close together. Dispersion will hinder aerial detection and protect assets from catastrophic loss if the FSB is attacked. It is unrealistic to think that the small number of soldiers assigned to the supply company of the FSB can protect the tankers. The FSB must rely on good camouflage

and observation posts to protect the tankers.

There are several ways to camouflage the fuel tankers.

If engineer support is available, a "tanker position" can be built. If the terrain permits, a rectangular box can be carved into a hill and the tanker backed into the space. When operating on flat terrain, either a gradually sloping position (that the tanker can be backed into) or a drive-through hole can be dug. A camouflage net stretched across the top makes any of these positions complete. Tankers can be placed in a garage or bay when operating in a built-up area. Whatever is done, the fuel tanker cannot be left in the open.

Heavy traffic or the damage heavy traffic does to the terrain can create an aerial signature, especially for the FSB operating from a wooded area. The commander can avoid detection, due to traffic, by choosing a good location. A site that has good traffic ability is optimum for the location of the FSB. Hopefully an area with tall, large, canopy trees and operating room in between trees can be located. A traffic plan must be established before moving into the area. When possible, avoid using dirt roads that have no overhead cover. Often there is ample room between trees to make a new road network within the perimeter. This new road system will be concealed by the overhead canopy of the trees. Another practice that will minimize traffic and traffic damage is to perform the CSS mission outside the perimeter. Make every effort to transfer supplies at night to further reduce the FSB's signature. Use supply point distribution at pre-designated locations between the FSB and the supported battalion's rear. This requires extensive coordination

Types Of Deception

The U.S. Army recognizes four types of deceptive tasks:

- **FEINT:** A feint requires contact with the enemy. This deceptive task would be left to maneuver units. In general, a supporting attack is performed to present the appearance of a main effort. The object is to have the enemy commit forces towards the fake attack and surprise the enemy with the main attack.
- **DEMONSTRATION:** This is similar to a feint, but there is no contact with the enemy. Actions are performed to make the enemy think something will take place. Combat service support (CSS) units may play an important role in this task. For instance, a buildup of supplies can give the appearance that an offensive or defensive action will take place. If it appears as though an enormous amount of Class IV (construction and barrier materiel) is located in the brigade support area (BSA), it may appear as though the brigade is going into a defensive posture. When the brigade launches an offensive, the element of surprise will provide an advantage. Of course this type of deceptive task requires higher headquarters to organize. The FSB commander cannot do this independently.
- **RUSE:** A ruse is when false information is deliberately given to the enemy. A document of some sort, such as a false operations order, is planted for the enemy to find. The false information can also be transmitted over the radio. This technique can be used effectively when the FSB relocates. While the move is taking place, FM radio communication can remain in place and provide routine communication portraying that the unit is still in place. A ruse not only requires coordination communication with everyone participating but also the ability to accurately predict the enemy's actions.
- **DISPLAY:** The display is a deceptive task used to hide or distort the real. The following types of displays are available to the FSB commander:
 - **Simulation:** Displaying objects that do not exist. Examples of this would be to display a false weapons system such as missiles or tanks. When possible, damaged weapon systems that have been recovered could be displayed. In addition, fighting positions can have dummies in them to simulate a stronger defense perimeter. Simulations were used extensively in World War II. In fact, there was an entire unit, the 23rd Headquarters Special Troops, consisting of 11,000 soldiers dedicated to using this type of ploy. Armed with inflatable tanks, fake artillery pieces, generators, and sound system devices, this unit would impersonate different units.
 - **Disguise:** Altering an object to make it appear as something else. The use of a disguise to conceal critical assets can be extremely effective as far as aerial photographs are concerned. If natural camouflage does not exist, fuel tankers can be made to appear as buildings or cattle cars. This would require a box built around the truck and tanker or box built on the trailer. Either way nothing elaborate is necessary. Airstrips can be painted green or brown to make them harder to detect. Even better, airstrips can be made to appear as though they are damaged.
 - **Portrayal:** Presenting a false picture of a unit to the enemy. For instance, empty 55-gallon drums and supply cartons positioned within the BSA will make it appear as a supply point. This will require some camouflage and additional assets, such as tents and trucks, to enhance its appearance. Additionally, personnel will have to appear within the area. Another use of the portrayal would be to use wooden railroad tracks to distract the enemy's attention from the real tracks. To help this ploy succeed, the real tracks could be painted to make them hard to see from the air.

Table 1.

Considerations For Using Deception

- Is the enemy susceptible? If the enemy cannot gain an advantage from acting in the desired manner, the enemy will not try it. Knowing the enemy and enemy doctrine will enable the commander to determine if the enemy is susceptible.
- Is there an opportunity for deception? The enemy must be presented more than one course of action. The enemy must be able to analyze the options available to determine a course of action.
- Are the resources available for deception? The manpower, time, supplies, and equipment to accomplish the deceptive task must be available. If these resources are not available or using them will adversely affect the combat service support (CSS) mission, the deceptive task may not be productive.
- How is the enemy likely to react to the situation? Predicting the enemy's reaction to a situation is important. The commander must be able to successfully predict the enemy's actions, by using doctrine or history, in order for the ploy to work.

Table 2.

and communication between the support operations section, supported units, and other key players such as the main support battalion (MSB), the division material management center (DMMC), and corps units.

Electronic Direction Finding

The following suggestions can keep the FSB from being located by electronic direction finding. Use wire and messengers to communicate within the perimeter. Radio should only be used to communicate outside the perimeter. Routine communication outside the perimeter, such as daily personnel reports, should be done with a messenger. When the FM radio must be used, the commander's or S3's vehicle can be used. Moving outside the perimeter before transmitting inhibits the enemy's ability to locate the FSB. Another option is to remotely locate the FM radio within the tactical operations center (TOC) by placing the antenna outside the perimeter. Unfortunately, a signal loss can be expected when the antenna is located away from the radio. These actions, coupled with good communication procedures, will keep the FSB hidden from electronic detection devices.

FALSE APPEARANCE

Displaying a false appearance of location or strength is another means of deception.

The use of displays and demonstrations can focus the enemy's attention away from the location of the FSB. A false picture of the FSB's location can be presented elsewhere in the BSA. Old supply containers, damaged equipment, and dummies can make a convincing picture of the FSB. Create a lot of traffic damage throughout this area, and this location will jump out on an aerial photo.

Perimeter security and strength is another area where a false image can be presented. The use of dummies on the perimeter will give the enemy the impression that more people are dedicated to perimeter defense. When the threat level is low, dummies can be placed throughout the perimeter. This will discourage observers and terrorists from coming too close to the perimeter. Alternating the positions of the dummies will keep the enemy from realizing the ploy. Two-soldier fighting positions, consisting of one soldier and one dummy can be used when the threat is greater. The soldier will have to move the

dummy periodically to make the ploy convincing.

BEST DECEPTION

Good passive defense measures are the best deceptive tasks for the FSB. As a minimum, the basics of camouflage, communications security (COMSEC), and operations security (OPSEC) must be performed. Since the basics of these passive defense tasks are practiced regularly, they only require reinforcement. It is important to take these measures both in the defensive perimeter and when performing CSS missions outside the perimeter, such as resupply, recovery, and relocation of the FSB. Demanding attention to detail while performing these passive defense measures will enhance the battalion's security.

Deception is a very complex subject, with no rights or wrongs. Deception should be a part of the operation at hand, not a separate task. Whether in training or at war, deception will provide the FSB commander with a winning edge. 

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Quartermaster Officer Advanced
Course at Fort Lee, Virginia.*

SOLDIERS MANAGE CENTRAL ISSUE FACILITY

CPT Lawrence P. Phelps

Welcome to Fort Campbell, Kentucky!

Imagine that you are a newly assigned soldier to the 101st Airborne Division (Air Assault), the 101st Corps Support Group (Provisional), or any of the other major commands on the installation. After leaving the replacement detachment, one of your first stops will be the installation's Central Issue Facility (CIF) to draw your organizational clothing and individual equipment (OCIE). This is your first contact with the support facilities on the installation. If a seasoned soldier with previous experience at other continental United States (CONUS) installations, you are in for a surprise. The CIF at Fort Campbell is operated and managed by military personnel!

The CIF annually services 23,000 customers; processes 52,750 transactions; accounts for \$38 million worth of property; and receives, stores, and issues 836 individual line items. The CIF classifies all of its own property, operates eight warehouses, and manages an annual budget of \$1.2 million. It additionally works closely with division and installation logistics personnel to provide field OCIE support to deployed personnel.

This work load is performed with a civilian work force of one, (a property book officer who is a General Schedule (GS) 8) and a military section of 60. The soldiers belong to the 227th General Supply Company, 561st Supply and Service Battalion, and possess either a 76P (Materiel Control and Accounting Specialist) or a 76V (Materiel Storage and Handling Specialist) military occupational speciality (MOS). In addition to operating the CIF, the 227th provides Class I (rations), II (general supplies), III (petroleum, oils and lubricants (packaged)), IV (construction and

barrier materiel), limited VII (major end items), and equipment support to the 101st Airborne Division (Air Assault) and Fort Campbell.

The CIF was upgraded, renovated, and enlarged in 1987, after analyzing the enormous requirement for customer service. In addition to being able to process several customers at one time, the facility has a well-designed waiting area for customers awaiting service. The facility is automated with a Wang VS-80 computer system which makes all required computations and keeps a running total of sized items and produces an automated hand receipt for each soldier. The computer system is currently under analysis for an upgrade to allow for better customer service through faster data processing.

To speed up the inprocessing of soldiers, the CIF has been organized into several separate sections. The soldiers follow a preplanned and organized issue trail.

The reception station desk is the first stop. Here, the soldier's information is input into the com-

puter. The diversity of the units at Fort Campbell requires a variety of different issue menus or lists on the computer. Depending on the soldier's new unit and the soldier's MOS, the computer assigns the soldier a particular issue menu from the 34 available. The different menus satisfy the different mission requirements of the varied units on Fort Campbell. After the computer input station, the soldier progresses through three issue stations. Each issue station's design includes an adjacent warehouse. Each issue section prepares to issue to the soldier in advance, with common items prepositioned for easy pickup. Soldiers pick up the prepositioned equipment, as well as any other items required by their individual issuing menus.

Soldiers assigned to aviation units move on to the flight cage to receive flight-specific items. Additionally, other specialty items such as cook's whites and maternity battle dress uniforms (BDUs) are ready for issue. Carts, similar to supermarket shopping carts, are



Military personnel pre-position property on the issue lines to speed soldiers through the Central Issue Facility (CIF) at Fort Campbell, Kentucky.

available for soldiers to move their equipment around the large facility.

Finally, soldiers proceed to the abstract section for final processing. Here, they receive two copies of their hand receipts. Sorting bins and examples of all issued equipment assist a soldier in inventorying and identifying issue before signing a hand receipt. The entire issue process takes less than two hours. The CIF classifies all of its own returned equipment to expedite the reissue process. A system of checks and balances ensures that no serviceable equipment is turned in as unserviceable. Each piece of equipment is classified three times. First, the equipment is classified when a soldier turns it in for recoverable exchange or as part of the installation clearing process. All CIF workers are cross-trained in classification, and extracts of manuals with classification data are readily available. The CIF worker visually inspects the equipment to ensure serviceability. If all serviceability and cleanliness criteria are met, the equipment is labeled as serviceable. If not, the equipment goes to the classification section. At this time, a classifier looks at the equipment again and either concurs, or noncon-



Soldiers stock the field repair and exchange van to support the 101st Airborne Division.



Military staff provide soldiers an exchange of worn items at the CIF's recoverable exchange section.

curs with the line worker's determination. Finally, the noncommissioned officer in charge (NCOIC) looks at the equipment. If the equipment again fails to meet serviceability or repair criteria, it goes to the local Defense Reutilization and Marketing Office (DRMO) for disposition.

Next to the CIF is an equipment repair section. This section repairs damaged equipment and sews on name tags, rank insignia, and unit patches at no cost to enlisted soldiers.

In addition to the regular issue process, the CIF also operates a full-time recoverable exchange (RX) section. Staying open during lunch hours causes minimal training distractions and allows many more soldiers to "RX" unserviceable items. If the item being turned in is unserviceable after fair wear and tear, the soldier receives a new item with no paperwork required.

The 227th is a deployable unit and requires training in all field skills to ensure readiness in its combat service support mission. For better supply training and service to the soldiers of Fort Campbell, the 227th uses an OCIE RX van. The van deploys to provide OCIE to combat and combat support units training in the field. The RX van allows deploying units a great deal of realism and flexibility in their sustainment training. Not only can a

deployed unit exchange items damaged during field training, a unit in the field can also practice OCIE in processing of new replacement personnel.

The CIF personnel anticipate support operational needs. Recently, when Fort Campbell received the new Army gray physical training uniforms, CIF personnel deployed the RX van to each major unit on post to issue the new items. In an operation as large and busy as the CIF, constantly ensuring the best possible support is important. Critiques are filled out by personnel after completing CIF transactions, and this feedback is reviewed daily to identify and remedy and problems noted.

The opportunity for a soldier to work in a CIF serving other soldiers is fast becoming a part of the past in today's Army. Most CIF operations are run entirely by civilian personnel. However, at Fort Campbell, soldiers serving soldiers provides the best CIF support possible for everyone in the 101st Airborne Division (Air Assault). 

CPT Lawrence P. Phelps, a Quartermaster Officer, is Commander of the 227th General Support Company, 561st Supply and Service Battalion, 101st Corps Support Group (Provisional), Fort Campbell, Kentucky.

THE ROWPU BARGE

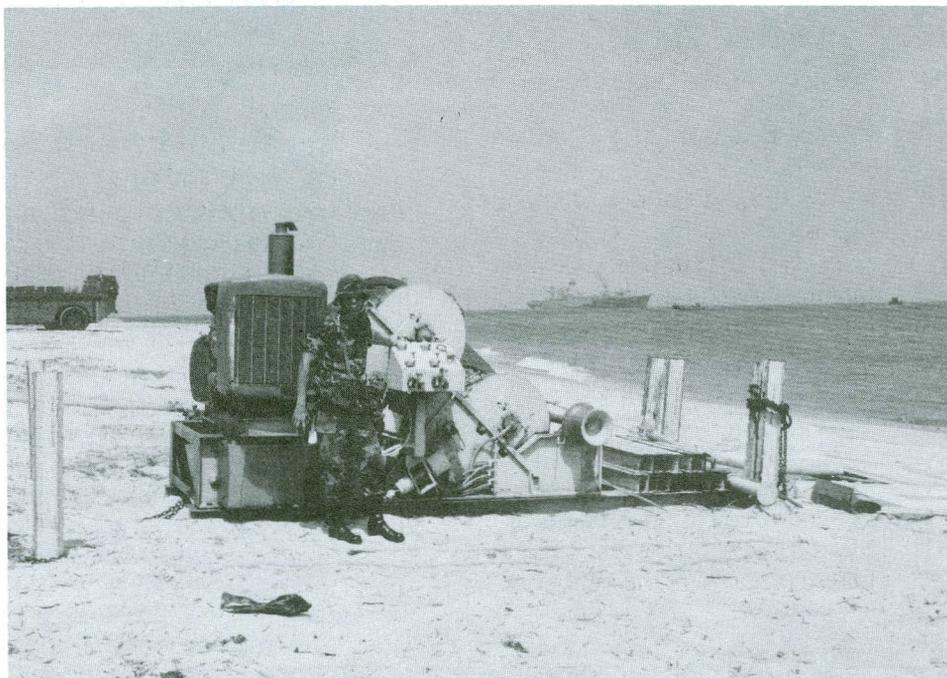
LT Susan K. O'Konski

The 26th and 30th Quartermaster Detachments, Headquarters and Headquarters Company, 6th Transportation Battalion, Fort Eustis, VA, maintain the Active Army's only barge-mounted reverse osmosis water purification unit (ROWPU). The ROWPU barge produces potable

water from either fresh, salt, or brackish water. The ROWPU barge is a quick and reliable barge-to-shore production and delivery system that is capable of providing potable water to rapid deployment forces at any landing site. The system provides bulk quantities of potable water to a

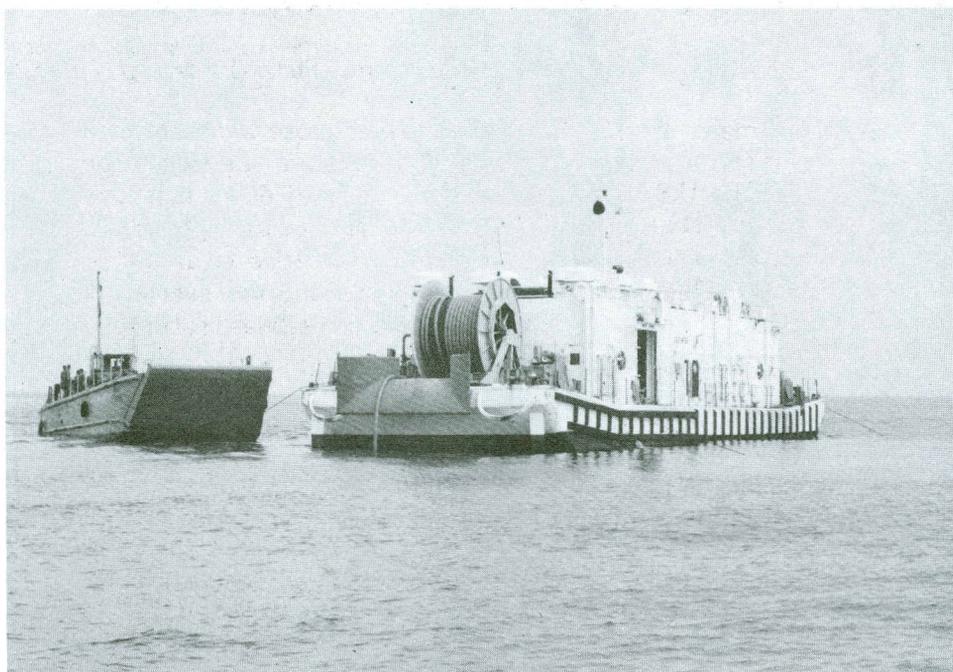
water supply company or similar unit for storage and distribution.

A 100-foot tug boat is used to position the 120-foot, 505-ton ROWPU barge approximately 2,000 feet offshore. The barge is stabilized using a four-point anchoring system. This anchoring system is deployed using a landing craft,



ROWPU barge's beach winch at Fort Story, Virginia, during Joint Logistics Over the Shore (J-LOTS) exercise

Landing craft, mechanized (LCM) beside anchored ROWPU barge at Fort Story during recent J-LOTS exercise



mechanized (LCM). Operations can continue in sea conditions provided waves do not exceed 4 feet. A 20-ton bow crane is provided to move a 6-ton beach winch from the bow of the barge to the deck of an LCM. The LCM then transports and positions the winch on shore. After the winch is secured on shore, it pulls a 2,500-foot hose from the barge to the water storage facility located on land. During the treatment process, water is pumped through a series of filter materials and membranes in the reverse osmosis system before being sent to shore. Chlorine is added in the final step of purification. The barge is capable of storing up to 15,000-gallons of water, in four separate tanks, on board.

A 15-soldier detachment operates the reverse osmosis operations 24 hours-a-day. Two 12-hour shifts are used: 10 hours for water production and 2 hours for maintenance. A 23-foot workboat shuttles crew members from ship to shore. Limited sleeping and mess facilities are available on board. Therefore, the crew must rely on facilities located on land.

The Quartermaster detachments demonstrated their capabilities during a recent Joint Logistics Over the Shore (J-LOTS) exercise at Fort Story, VA. The ROWPU barge purified approximately 225,000 gallons of salt water daily. The detachments produced and transported over 1.4 million gallons of potable water between 30 May and 6 June 1989 to a shore distribution and supply company. This exercise not only provided valuable training, but also tested the ROWPU barge system for the first time on its capability for sustained operations.

The crew is not only utilized on the ROWPU barge. Ten personnel deployed to support the Guantanamo Bay, Cuba, water crisis from 7 July to 4 August 1989. The personnel purified approximately 3.5 million gallons of water by using two, 150,000 gallons-per-day, skid-mounted ROWPUs before turning the operation over to U.S. Navy forces. The Navy forces were trained by the Quartermaster soldiers before taking over the operation.

Constant training maintains mission preparedness. The 77W (Water Treatment Specialist) must remain proficient on such tasks as operating the 600 gallons-per-hour ROWPU, the 10-kilowatt and 30-kilowatt generators, the tactical water and distribution system (TWDS), the forward area water point supply system (FAWPSS), the 125 gallons-per-minute pump, and the Engineer Research Development Laboratory (ERDLATOR).

The 26th and 30th Quartermaster detachments have proven themselves a reliable and capable water purification resource. They are available to deploy with the ROWPU barge and possess the flexibility to provide personnel for other water purification equipment.



LT Susan K. O'Konski is Watercraft Platoon Leader, Headquarters and Headquarters Company, 6th Transportation Battalion, Fort Eustis, Virginia.

MODERN COMMISSARY STORE MARKS ANNIVERSARY

This summer marks the 124th anniversary of the end of sutlery and the beginning of the U.S. Army's modern commissary store operations, announce officials at the U.S. Army Troop Support Agency, Fort Lee, VA.

Sutlers were provisioners to Army posts during frontier days and through the Civil War who sold supplies such as canned goods, clothing, and newspapers to soldiers before the Army had full-fledged Quartermaster services.

With permission from the post, the sutlers would set up wagons, tents, and shops with their supplies on or near post.

Problems arose with sutlery for several reasons. Sutlers often charged high prices for merchandise—sometimes as high as five times the real value of an article. Also, heated disputes over credit often emerged between sutlers and soldiers.

On July 28, 1866, Congress abolished the Office of Sutler in the U.S. Army and at military posts and tasked the Subsistence Department to furnish sutlery articles to be designated by the Inspectors General of the Army. The articles were to be sold to officers and enlisted soldiers at cost. The sutlers were permitted, however, to sell to soldiers until the

articles could be procured through the U.S. Army system.

Because of the delay in procurement, the commanding general of the Army was empowered to appoint "post traders" to supply the soldiers until the Subsistence Department could. This post trading system eventually developed into the modern post exchange system.—**Dr. Michael E. Hucles, a Historian employed this summer by the Public Affairs Office, U.S. Army Troop Support Agency, Fort Lee, Virginia.**



THE SUN NEVER SETS ON THE FIGHTING JEEP

James L. Holland

“The Jeep was the United States’ main contribution to the war effort.” General George C. Marshall

The most versatile mobile object in the history of the land warfare, invaluable in the command, liaison, and reconnaissance roles with the capacity to traverse rugged terrain, water obstacles, and operate efficiently in all types of weather. The object of the foregone description: the horse. This was the philosophy of the military services before 1940.

The famous jeep was conceived in the predawn of World War II. The quest for a replacement for the horse actually began in the late 1930s. The motorcycle and numerous other mobile utility platform concepts were explored. Various concepts culminated in the

specifications for a light, 4 x 4, quarter-ton vehicle set forth by the Quartermaster Technical Committee on 27 May 1940. The jeep concept was born. The committee specifications called for a vehicle with a driving front axle, a two-speed transfer, rectangular body design, a folding windscreen, and a blackout lighting system. The weight of the vehicle was not to exceed 1,300 pounds with a wheelbase of 80 inches and a track of 47 inches. Additional specifications called for a top speed of 50 miles per hour (mph) with the ability to carry a 600-pound payload. As development proceeded, these specifications proved impractical and numerous revisions were made.

On 11 July 1940, the Office of the Quartermaster General released an

invitation to bid on the light, 4 x 4, quarter-ton vehicle. The invitation to bid specified that a prototype design had to be submitted within 49 days and delivered to the Holabird Quartermaster Depot by 23 September 1940. One hundred and thirty-five manufacturers were invited to submit design proposals. To the dismay of the Office of the Quartermaster General, only two companies responded—American Bantam Car Company and Willys-Overland Motors, Inc. The Ford Motor Company would submit a design later in the fall of 1940.

Prototype Development

It has been widely held that Willys-Overland Motors, Inc. designed and built the first jeep. The true credit belongs to the American Bantam Car



Lieutenant General George S. Patton exits his jeep outside a unit command post in a French village.

A company commander explains the cost of various parts of a jeep to a soldier during a cost-consciousness program.



Company. The first design proposal was submitted by American Bantam Car Company on 22 July 1940. The design credit solely belongs to the company's chief engineer, Karl K. Probst. The Bantam prototype met all the design requirements except for the weight limitation. Probst stated that it was technically impossible to build a vehicle with sufficient power under 1,300 pounds.

The first jeep, the Bantam, arrived at Holabird Quartermaster Depot on 23 September 1940, weighing in at 1,850 pounds. Testing of the Bantam was well under way by the time the Willys-Overland Motors prototype, the Willys Quad, arrived on 13 November 1940. The weight problem plagued the Quad as well with a weight of 2,423 pounds. The Ford Motor Company prototype, the Pygmy, arrived on 23 November 1940. Both Ford and Willys-Overland paid a penalty for their

late deliveries. All three prototypes bore a strong resemblance to each other.

The focal point of prototype testing was the excess weight and power performance of the vehicles. The performance of all three varied, and each one had points in which it bettered its rivals. The Willys-Overland Quad clearly stepped ahead with the best power performance.

Pre-Production Models

The testing of the prototypes continued through the fall and winter of 1940-41. The vehicle specifications were changed. The most significant change was the maximum weight requirement now set at 2,100 pounds. The prototypes underwent redesign in the early months of 1941. At the same time, it was decided that each of the three prototype manufacturers would build 1,500 vehicles for

extended field testing during the Spring of 1941.

The strongest contender of the prototypes reappeared as the Willys-Overland model MA. The MA retained the strong power train of the Quad while the vehicle shed its excess weight.

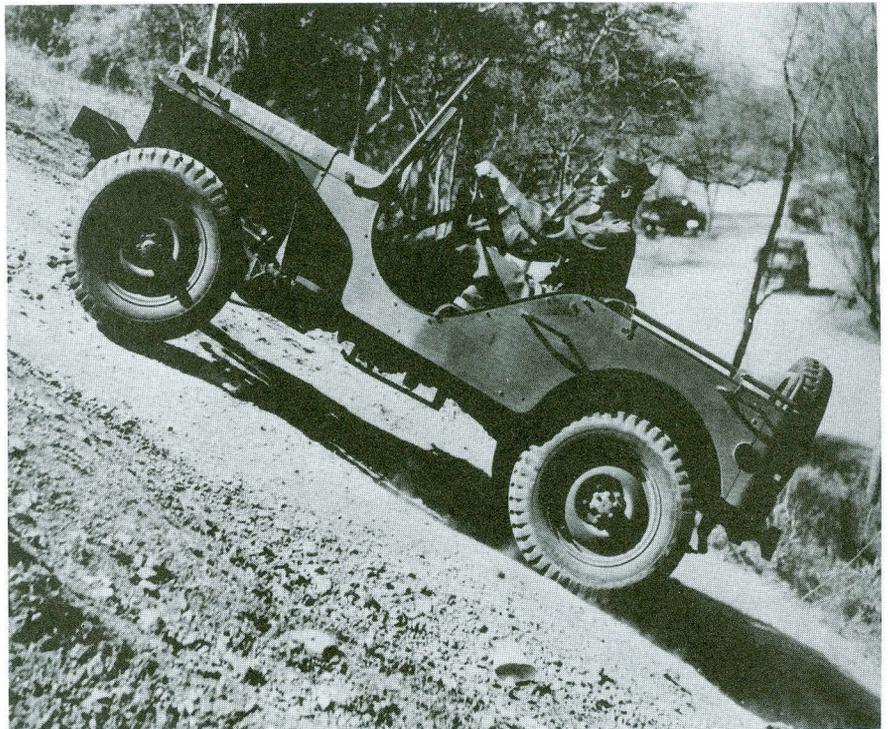
The first jeep, the Bantam, was also redesigned and now carried the designation of the Bantam 40 BRC (Bantam Reconnaissance Car). The Ford Motor Company Pygmy underwent redesign also, and became known as the GP (General Purpose). Testing of the pre-production models at the Holabird Quartermaster Depot was extensive. Results of the testing were categorized into positive and negative features of each vehicle. Once again power train performance was the driving factor. The Willys-Overland MA outshined its

competitors in the power train performance area. The other two models had their own positive features. The 40 BRC was noted for its superior steering while the GP's body and passenger comfort characteristics were mentioned. The negative features of each model prevented the Quartermaster Board from awarding a production contract to the three manufacturers.

Production Model

The dark clouds of war were appearing. Time would not allow for another redesign submission. Politics and controversy over the award of a production contract were extraordinary. The Quartermaster Board finally awarded the production model contract to the Willys-Overland Corporation on 23 July 1941. Improvements to the MA were begun immediately to incorporate the positive features of the other two competitors. The improvements established the standardized combat jeep designated model MB. Production of the first contract order for 18,600 jeeps began with a contracted price of \$738.74 each.

Demand began to overwhelm Willys-Overland, and a second production source was necessary by October 1941. Ford Motor Company was awarded a production contract based on the Willys-Overland standardized design. The Ford Motor Company model was designated GPW (General Purpose Willys). All parts were interchangeable with the MB. Joint production



A soldier puts the durable, practical jeep to the test up a 30 per cent incline.

of the standardized jeep by Willys-Overland and Ford Motor Company continued until 14 August 1945. Total production of the famous World War II jeep reached 635,786 vehicles.

The originator of the jeep vehicle, the American Bantam Car Company, would never see a production contract for the vehicle it had pioneered. They spent the war years making trailers and other war materiel. The Quartermaster Corps would relinquish its vehicle responsibilities to the Ordnance Corps in August 1942. The credit

for the development of the U.S. Army jeep rests with the Quartermaster Corps and the employees of American Bantam Car Company, Willys-Overland, and Ford Motor Company. To these people, the American soldier is eternally grateful. 🇺🇸

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SAFETY-A BALANCED APPROACH

James S. Emery

As a unit leader, you are vitally concerned with your personnel's safety. This is a given. You must become technically and tactically proficient in the entire scope of your unit's mission, whether airdrop, laundry and bath, clothing renovation and exchange, or one of the other Quartermaster military occupational specialties (MOSs).

When General Carl E. Vuono, Chief of Staff, U.S. Army, congratulated the Army for having one of its safest years in FY 89, he said this was "directly attributable to command involvement and attention to detail." He cautioned that safety awareness is a perishable commodity if not practiced all day, every day. General Vuono focused on incorporating safety into training and unit operations through command involvement, attention to detail, and practice all day, every day.

COMMAND INVOLVEMENT

One of the first steps to take is to read the unit field manual (FM) on your unit's operation. For example, FM 10-400 (Quartermaster Airdrop and Airdrop Support Units) covers airdrop support units. The following FMs cover safety procedures and cautions for laundry, bath, clothing renovation and exchange: FM 29-114 (Field Service Company, General Support, Forward), FM 29-147 (Supply and Service Company, Direct Support), FM 10-7 (Supply and Service Company, Supply and Transport Battalion, AIM (armored-infantry-mechanized) Division), and FM 10-280 (Mobile Field Laundry, Clothing Exchange, and Bath Operations). Your unit's equipment is also covered in a technical manual (TM). Each TM highlights safety. As a unit leader, you should generally be aware of the

information in these TMs. Your operators should be intimately aware. A common complaint that I have heard over the years about one safety requirement or another is "Yeah, that would be nice to do, but we are just not resourced to do it." Wrong!! When your table of organization and equipment (TOE) is written, a manpower authorization criteria standard is applied to each position. This standard is based on the soldier doing a specific job the way the manual instructs, with all safety procedures included. Insist on the job always being done the correct way. Before you ever short cut a safety requirement, always analyze the risk involved before you make the decision. This is the risk management approach, and the U.S. Army Safety Center at Fort Rucker, AL, has published an excellent brochure that your local safety office should be able to assist you in obtaining.

ATTENTION TO DETAIL

An old but true Army axiom is that "a command does well those things the commander checks." For example, the airdrop business has a requirement for an inspector to check the parachute at several prescribed points during the parachute packing procedure. These are commonly called "rigger checks." In units where the leadership knows the requirement's importance and makes sure inspections are performed, "rigger checks" are done religiously. If the leadership is not aware of the requirement or does not show an interest, the inspections may be superficial.

Unit leaders should periodically observe in-process inspectors to see how they are performing this very important inspection. Are they actually watching the packers or

are they performing a collateral duty such as folding the parachute harness to speed up the pack operation? If inspectors are watching the packer, do they move to the soldier's location and actually check the work or do they simply wave the packer on to the next step? You must know the requirement, ensure it's enforced, and check it on a daily basis by paying attention to all the details.

Safety leadership not only results in a safer operation, but also improves morale as unit personnel begin to realize that unit leaders are interested in their jobs down to the lowest level of detail. This does not mean that all leaders in an equipment operator's chain of command need to know the same level of detail as the equipment operator. However, leaders need to know if the operator is aware of safety precautions required for safe operation of the equipment. Ask your operators the safety concerns for their particular equipment. Have them show you the TM or other publication dealing with the equipment or the operation you are inspecting. Have them point out the safety cautions and concerns. Ask specific questions such as "What are the grounding requirements?" "What do you do in case of fuel spill?" Then have the operators show you where an approved publication covers the procedure. Don't take anything for granted!

PRACTICE ALL DAY, EVERY DAY

We all have come in contact with special emphasis programs that get a lot of command attention while they are the command's "hot item" but are forgotten when command attention is withdrawn or refocused onto another area. Safety operations will respond in

'You must all know the requirement, ensure it's enforced, and check it on a daily basis by paying attention to all the details.'

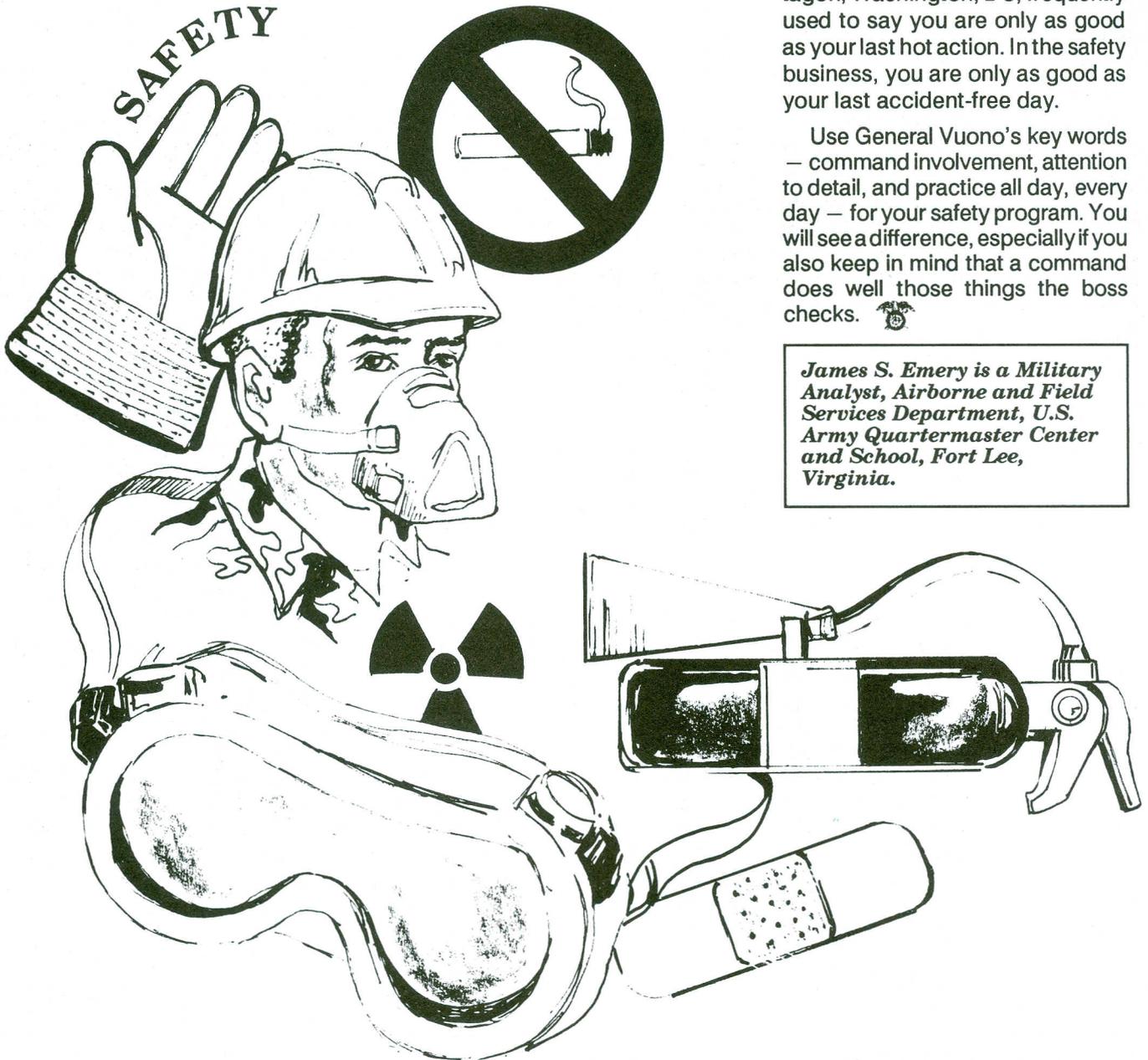
the same manner unless we practice safety all day, every day. You do not have to carry a safety program to extremes to be effective.

When your personnel realize your genuine interest in a safe working environment and when they realize that you expect them to know and

meet all safety requirements on their jobs, you will be well on your way to establishing a good safety record. Action officers in the Pentagon, Washington, DC, frequently used to say you are only as good as your last hot action. In the safety business, you are only as good as your last accident-free day.

Use General Vuono's key words – command involvement, attention to detail, and practice all day, every day – for your safety program. You will see a difference, especially if you also keep in mind that a command does well those things the boss checks. 

James S. Emery is a Military Analyst, Airborne and Field Services Department, U.S. Army Quartermaster Center and School, Fort Lee, Virginia.



Natick Center Has New HOTLINE Number

The Hotline number for the U.S. Army Natick Research, Development and Engineering Center, Natick, MA, has changed to AUTOVON 256-5341 or Commercial (508) 651-5341. The center encourages soldiers to call to comment about Natick-developed items and considers its Hotline a critical link in the feedback process between soldier and developer.

TRAINING AND DOCTRINE

SKILL QUALIFICATION TEST (SQT) TRACKING AND TESTING

In FY 89, the U.S. Army Training and Doctrine Command (TRADOC) began implementing several initiatives to battle-focus the skill qualification test (SQT). The U.S. Army Quartermaster Center and School (USAQMC&S) is well on its way towards completing SQT tracking for six of its 13 military occupational specialties (MOSs). Further analysis will identify additional tracks, specifically for MOSs 76P (Materiel Control and Accounting Specialist), 76V (Materiel Storage and Handling Specialist), and 94B (Food Service Specialist).

Currently, seven MOSs have been identified as single-duty jobs requiring only one SQT test per skill level. These seven are 43E (Parachute Rigger), 57F (Graves Registration Specialist), 77L (Petroleum Laboratory Specialist), 76P (Materiel Control and Accounting Specialist), 76V (Materiel Storage and Handling Specialist), 76X (Subsistence Supply Specialist), and 94B (Food Service Specialist).

A second TRADOC initiative impacting the USAQMC&S involves the SQT tailoring concept. The Reserve Component (RC) commander will receive an SQT track list (SQT Notice) about three months before the SQT test period. The commander may identify for deletion any tasks on the SQT Notice which are inconsistent with the unit's mission, equipment, or mission-essential task list (METL) by completing a simple, one-page computer form and returning the form to the local Training Standards Office (TSO). This initiative is being implemented RC-wide in FY 90.

For the future, TRADOC is also exploring ways to automate the SQT. Through the unit's new Standard Army Training System (SATS) computer, unit leaders eventually may tailor the unit's SQT tasks locally and provide immediate feedback on performance.

EVALUATION AND STANDARDIZATION

AUTOMATED QUERY ANALYSIS PROGRAM (AQAP)

The Directorate of Evaluation and Standardization (DOES) is designing a Management Information System to allow a user to input, retrieve, and print combat service support (CSS) issues for future use and analysis. The system will contain three main modules: the Query Issue System, Safety Issue System, and Survey System. The Query Issue System, a subsystem, consists of three submodules which allow identification of issues in three categories. The three categories are Branch Liaison Team (BLT), Battlefield Operating System (BOS), and Doctrine, Organization, Training, Materiel and Leadership (DOTML). Any or all categories may be used to identify and categorize an issue. At this time, 165 programs have been developed for input of the process portion for the system. Testing is underway. The query, issue printing, and analysis submodules are still being developed. Completion of the Query Issue System is expected during the 3rd Quarter of FY 90. Upon completion of the Query Issue System, the Survey System and the Safety Issue System will be developed.

QUARTERMASTER BRANCH SAFETY

Since March 1989, safety has become an integral part of the Directorate of Evaluation and Standardization (DOES), U.S. Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA, evaluation program, evaluation team visits, and evaluation of data analysis. The DOES safety program is being designed to provide systematic, objective evaluation of safety-related problems to USAQMC&S organizations and proponent Quartermaster units in the field. To accomplish this goal, DOES has analyzed and compiled Quartermaster accident statistics for FY 88 and FY 89 and distributed them to over 390 Active and Reserve Component Quartermaster units. The data was also provided to USAQMC&S departments and centers for development of lesson material. The statistical information shows general trends while still identifying specific problem areas in the Quartermaster areas of interest. The data also compares the percentages of Quartermaster accidents that occurred within a military occupational speciality (MOS) with the percentages of Quartermaster soldiers in the MOS and shows which MOSs are responsible for a

disproportionate number of accidents. Additional data provides a breakdown of the total accidents by MOS, general accident category, and fatalities. Each accident category was also broken down into more specific causes.

A branch safety folder and Quartermaster safety materials are also being developed for Quartermaster Pre-Command Course personnel. Information for the folder includes risk management, accident analysis updates, hazardous communication, and Quartermaster commander's field safety checklist booklet. Completion of this project, currently in various stages of development, is expected during the 3rd Quarter of FY 90.

Anyone with safety problems or shortfalls in Quartermaster training, doctrine, or equipment is encouraged to use the Quartermaster Hotline to relay any questions or feedback directly to the USAQMC&S. The Quartermaster Hotline number is AUTOVON 687-3767 or Commercial (804) 734-3767.

The Publications Branch of the Airborne and Field Services Department, U.S. Army Quartermaster Center and School, Fort Lee, VA, forecasts the fielding (in final form) of Field Manual (FM) 10-500-2 (Rigging Platforms) for August/September 1990. Also, the following interim publications should be fielded this summer:

AIRBORNE AND FIELD SERVICES

AIRDROP RIGGING FIELD MANUALS

Change 3, FM 10-513	Rigging 3/4-Ton Trailers
Change 1, FM 10-517	Rigging 1 1/4-Ton High Mobility Multi-Purpose Wheeled Vehicle (HMMWV)
Change 3, FM 10-528	Rigging Road Rollers
FM 10-500-66	Rigging 4-Litter Armored Ambulance (HMMWV)

AIRDROP CHAPTER IN THE NEW QUARtermaster PRINCIPLES MANUAL

The U.S. Army Quartermaster Center and School, Fort Lee, VA, is writing a new "umbrella" doctrinal manual to cover, in relatively broad terms, all areas of the Quartermaster Corps mission. One chapter will be devoted to airdrop operations. The coordinating draft of this manual should be ready for field review in mid-1990.

NEW AIRDROP DOCTRINAL MANUAL

Work is underway in the Airborne and Field Services Department, U.S. Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA, on a new field manual (FM) covering airdrop resupply doctrine in a theater of operations. The title of the manual will be "Airdrop Resupply Operations in a Theater of Operations." The preliminary draft has been completed and is being staffed in the USAQMC&S. The coordinating draft will be ready for field review in April 1990. This manual will implement the broad airdrop doctrine to be published in FM 10-XXX, the "umbrella" Quartermaster doctrinal manual.

NEW AIRDROP ARMY CORRESPONDENCE COURSES

The Airborne and Field Services Department, U.S. Army Quartermaster Center and School, Fort Lee, VA, is developing new airdrop Army Correspondence Course Programs (ACCPs) that will be available late in 1990. These ACCPs are listed below:

- Airdrop Logistics, Quartermaster (QM) 0327
- Computing Contingency Stocks, QM 1000
- Inspection of Airdrop Equipment, QM 1001
- Perform Duties as Malfunction Noncommissioned Officer (NCO), QM 1002
- Site Selection and Set Up of Air Delivery Supply Company, QM 1003

AIRDROP TRAINING EDUCATIONAL TELEVISION TAPES

The Airborne and Field Services Department, U.S. Army Quartermaster Center and School, Fort Lee VA, is developing four new educational television tapes (ETVs) that should be available soon. These ETVs are listed below:

- RAM AIR Parachute
- Air Delivery Equipment Recovery Procedures
- Martin-Baker Parachute System
- 35K Extraction Force Transfer Coupling

RESERVE COMPONENTS

RESERVE COMPONENT COMPANY COMMAND MODULE

The Reserve Component - Company Command Module (RC-CCM), also known as Phase I RC Officer Advanced Course, class dates for FY 91 are as follows:

CLASS	REPORT	RC CCM	START	GRADUATE
91-1	13 OCT 90		14 OCT 90	27 OCT 90
91-2	9 MAR 91		10 MAR 91	23 MAR 91
91-3	20 APR 91		21 APR 91	4 MAY 91
91-4	17 AUG 91		18 AUG 91	31 AUG 91

Requests for orders should be processed through your Army Reserve Command (ARCOM) and Army Reserve Personnel Center (ARPERCEN) for U.S. Army Reserve (USAR) Officers and the State Training Officer for Army National Guard (ARNG) Officers. POCs are LTC Mark A. Williams and LTC Leslie Carlow, advisers to the U.S. Army Quartermaster General, U.S. Army Quartermaster Center and School, Fort Lee, VA, AUTOVON 687-4237 or Commercial (804) 734-4237.

OFFICER BRANCH TRANSFER

Branch qualification for Reserve Component officers in the Quartermaster Corps follows the guidelines defined in applicable regulations. However, officers who have completed another branch advanced course and are unable to attend the resident Quartermaster Officer Advanced Course (QMOAC) of the Reserve Component QMOAC may complete the Supply Management Officer Course. The course is offered in a nine-week resident format at Fort Lee, VA, or a non-resident format with 67 subcourses. This generally applies to field grade officers who are selected to fill positions requiring qualified Quartermaster Officers with a troop program unit (TPU).

ARMY CENTER OF EXCELLENCE, SUBSISTENCE

FAST TRACK - 94B (FOOD SERVICE SPECIALIST)

The 94B (Food Service Specialist) Fast Track Program is a little known but very valuable resource to a unit's food service operation. The 94B "Fast Trackers" (students who maintained a 95 percent or better test average and met other requirements) receive an additional 36 hours of training in food service administration, advanced culinary and pastry skills, and elegant buffet service.

The program's benefits to units with Fast Track graduates depend upon how the unit utilizes the Fast Track graduates. Food service advisers who wish to train other 94Bs in these valuable skills or wish to brief unit commanders on the 94Bs with Fast Track qualification can request a copy of the program by writing 94B Fast Track Program, U.S. Army Quartermaster Center and School, ATTN: ATSM-CES-CSD, Fort Lee, VA 23801-5000.

FIELD BREAD BAKING OPERATION

The U.S. Army Quartermaster Center and School, Fort Lee, VA, offers a Field Bread Baking Operation Course which trains enlisted personnel to manage and operate the mobile bakery plant. The curriculum covers the functions and principles of baking, and the operations and maintenance of equipment. Prerequisites for the course are as follows: Members of Active Army, U.S. Army Reserve, and Army National Guard who are qualified in MOS 94B (Food Service Specialist).

The FY 91 class schedule follows:

<u>CLASS</u>	<u>DATES</u>
91-1	9-16 Nov 90
91-2	11-22 Mar 91
91-3	6-17 May 91

SANITATION IMPROVEMENT

A sanitation productivity improvement idea confirmed that using inexpensive chlorine bleach instead of hot water to sanitize pots and pans in dining facilities is equally effective and can save \$8 million per year in energy costs and other expenditures. Chlorine bleach can eliminate the requirement to purchase, use, or maintain unreliable and expensive heater boosters. For more information, phone AUTOVON 687-2511/3808.

FOOD SERVICE CONTRACTING

The Army Center of Excellence, Subsistence, U.S. Army Quartermaster Center and School, Fort Lee, VA, is now the functional focal point for food service contracting. The Regulatory and Policy Division, Operations Directorate, maintains the Army's Prototype Performance Work Statement (PWS) and Quality Assurance Surveillance Plan (QASP) for food service contracts. This document contains the necessary requirements, standards, and quality assurance provisions for installations to develop a sound, legal contract. The use of this prototype is mandatory (paragraph 13-1, Army Regulation (AR) 30-1, The Army Food Service Program). The prototype is updated based on applicable regulation changes, installation feedback, and lessons learned from court decisions. Installations may obtain assistance in developing functional documents (such as PWS, QASP, government cost estimates, and contingency plans), contract administration, and training for quality assurance personnel. No longer do functional contract documents take months or years to develop; it is just a matter of weeks with the right guidance and resources available for the job. Obtain assistance by submitting a request to Commander, U.S. Army Quartermaster Center and School, ATTN: ATSM-CES-OF, Fort Lee, VA 23801-5041, or calling AUTOVON 687-4718/1868; Commercial (804) 734-4718/1868.

15TH ANNUAL U.S. ARMY CULINARY ARTS COMPETITION

The 15th Annual U.S. Army Culinary Arts Competition was held on 2-8 March 1990 at Fort Lee, VA. The competition hosted 28 installations Armywide to include U.S. Army Europe, Korea, Panama, Hawaii, and Alaska. Two hundred and forty-six competitors produced over 300 exhibits displayed at the Fort Lee Officers' Club. The competitions were judged by accredited judges from the American Culinary Federation (ACF) and some of the Army's most knowledgeable and experienced noncommissioned officers, warrant officers, and officers. As a first, soldiers had the opportunity to compete for ACF medals by producing exhibits in three categories within a given class. Seven soldiers participated and six were awarded medals. Fifteen installations tested their overall skills and abilities by competing in the Garrison and Field Cooking Competitions to qualify for the Installation Trophy and the coveted General McLaughlin Shield. The competition also hosted schools, distinguished visitors, and media.

Winners for the Garrison Cooking Competition: 1ST Place— U.S Army, Europe (USAREUR): SFC Richard Warfield, SSG Bobby Bowles, SGT Eric Snood, and SPC George Carby. 2D Place—Fort Polk, LA: CPL Grant Williamson, PFC Gordon Rees, SGT Bobby Johnson, and SPC Timothy Thielman. 3D Place—Fort Sill, OK: SGT Harvey Merida, SPC Roland Davis, CPL Eric Heinz, and PFC Stephen Segrets.

Winners for the Field Cooking Competition: 1ST Place (Tied)—Fort Dix, NJ: SFC Cornelius Thornton and SSG Jeff Morgan; Fort Richardson, AK: SSG James Phillabaum and SSG John Johnson. 2D Place—USAREUR: SGT Ethel Keele and SGT Anthony Brown. 3D Place—Fort Bragg, NC: SSG Guy Hermis and SPC Preston Slayton.

Winners for the Static Competition: Class A (Larder): Category 1 - Junior Competition—1ST Place: None. 2D Place: CPL Michael Thom, USAREUR; SPC Alexander Guerrero, Fort Richardson, AK; SGT Willie Dunmeyer, Panama. 3D Place: PFC Steven Weber, Fort Riley, KS; PFC Sharon Allen, Fort Campbell, KY; SPC Steven Rosa, Fort Hood, TX; SPC Paul Begnoche, Fort Hood, TX; SGT Duncan McLaurin, Fort Stewart, GA; SGT Vanessa Hadley, Fort Myer, VA; SPC John Wojtkun, Fort Bliss, TX. Senior Competition—1ST Place: None. 2D Place: SSG Thomas Bond, Schofield, Barracks, HI; 3D Place: SSG Luis Ortiz, Korea; SFC James Geigan, Fort Knox, KY; MSG Ferrell Davis, Fort Hood, TX; SFC Cornelius Davis, Fort Lee, VA; SSG David Longstaff, Fort Campbell, KY; SFC Robert Tucker, USAREUR; SSG Thomas Gibson, Korea; SSG Michael Baber, Korea. Category 2 - Junior Competition—1ST Place: SGT Robert Halibicheck, Fort Eustis, VA; 2D Place: CPL Eric Heinz, Fort Sill, OK; SPC Steven Rosa, Fort Hood, TX; SGT Vanessa Hadley, Fort Myer, VA; SGT David Russ, Fort Bragg, NC; SGT Lee Snood, USAREUR. 3D Place: SGT Christina Perrington, Fort Hood, TX; CPL Charles Reed, Fort Hood, TX; SGT Herbert Clerkley, Fort Gordon, GA. Senior Competition—1ST Place: None. 2D Place: SSG Clarence Love, Fort Campbell, KY; SGM William Scott, Fort Sam Houston, TX. 3D Place: SFC James Geigan, Fort Knox, KY; SSG James Phillabaum, Fort Richardson, AK. Category 3 - Junior Competition—1ST Place: SGT Mark Mansfield, Fort Sam Houston, TX. 2D Place: None. 3D Place: SGT Walter McKinney, Fort Campbell, KY; SPC Paul Begnoche, Fort Hood, TX; SPC Roland Davis, Fort Sill, OK; SGT Duncan McLaurin, Fort Stewart, GA; SPC Ephram Hayes, Fort Gordon, GA; SGT Vanessa Hadley, Fort Myer, VA. Senior Competition—1ST Place: SFC Samuel Sankey, USAREUR; SSG Stephen Whitworth, Fort Lee, VA. 2D Place: MSG Ferrell Davis, Fort Hood, TX; SSG Dennis Menard, Panama; MSG Arthur McKenzie, Fort Gordon, GA; SGM William Scott, Fort Sam Houston, TX. 3D Place: None. Category 4 - Junior Competition—1ST Place: PVT Jerry Davis, Fort Lee, VA; 2D Place: SPC Mitchell Manzo, Fort Richardson, AK; SGT Vincent Dove, Fort Hood, TX; SPC James Walker, Panama; SPC Richard Howlett, Fort Sill, OK. 3D Place: SPC Carl Jones, Fort Bragg, NC; PFC Sean Dean, Fort Polk, LA; SGT Herbert Clerkley, Fort Gordon, GA; PFC David Podgorski, Fort Stewart, GA; SGT Mark Mansfield, Fort Sam Houston, TX. Senior Competition—1ST Place: None. 2D Place: SSG John Hawthorne, 100th Division, Louisville, KY; 3D Place: CW1 Larry Covington, Fort Bragg, NC; SSG Timothy Winslow, Fort Lewis, WA; MSG Arthur McKenzie, Fort Gordon, GA; SFC Cornelius Davis, Fort Lee, VA. Category 5 - Junior Competition—1ST Place: None. 2D Place: SPC Reginal McMillian, Fort Sill, OK; SPC James Walker, Panama. 3D Place: SPC Valerie Thomas, Fort Lewis, WA; SGT Eugene Patterson, Fort Stewart, GA; SPC Paul Campuzano, Fort Campbell, KY; SPC Michael Butler, Schofield Barracks, HI. Senior Competition—1ST Place: SFC Samuel Sankey, USAREUR; SSG Bobby Bowles, USAREUR. 2D Place: SFC Jerry Duvall, Fort Campbell, KY; SSG Dennis Menard, Panama; SSG Juan San Miguel, Fort Richardson, AK. 3D Place: SSG Luis Ortiz, Korea.

Class B (Confectionary): Category 6 - Junior Competition—1ST Place: None. 2D Place: SGT Ethel Keele, USAREUR; SGT Anthony Brown, USAREUR; SPC Anthony Ferree, Korea. 3D Place: SPC Regina Jackson, Fort Stewart, GA. Senior Competition: No Awards. Category 7 - Junior Competition—1ST Place: SPC Michael Wagner, Fort Sill, OK. 2D Place: SGT Michael Hart, USAREUR. 3D Place: SGT Andre Ingram, Fort Lewis, WA; SPC Orlando

Oropeza, Fort Devens, MA. Senior Competition – 1ST Place: SFC Arlene Seelie-Bullock, Fort Eustis, VA. 2D Place: None. 3D Place: W01 John Young, Fort Hood, TX; SFC Jimmy Neal, Fort Lewis, WA; SSG Enrique Carrion, USAREUR; MSG James Whitehurst, Fort Sill, OK. Category 8 - Junior Competition – 1ST Place: SGT Michael Hart, USAREUR; SGT Larry Harper, Fort Campbell, KY. 2D Place: SPC Fredrico Gondola, Fort Stewart, GA; SPC Gary Kropp, Fort Campbell, KY; SPC Jeffrey Parsons, Fort Campbell, KY. 3D Place: PFC Marty Martin, Fort Lewis, WA; SPC Resznay Johnson, Fort Hood, TX; PFC Nancy Morales, Panama; SPC Michael Wagner, Fort Sill, OK; SPC Eddie Jones, Fort Sill, OK; SGT Anthony Maiore, Fort Knox, KY; PFC Stephen Segrets, Fort Sill, OK; SPC Preston Slayton, Fort Bragg, NC; SPC Charles Thompson, Fort Bragg, NC; PFC Rindi Larson, Fort Bragg, NC; SPC Janet Williams, Fort Bragg, NC. Senior Competition – 1st Place: SSG Enrique Carrion, USAREUR. 2D Place: SFC Kenneth Grubbs, Korea; SSG Hyun Paek, Fort Lee, VA. 3D Place: SSG Ralph Cochran, Fort Hood, TX; SFC Reso Vanterpool, Fort Stewart, GA; SSG Guy Hermis, Fort Bragg, NC. ; Scott Chapman, Department of the Army civilian, Fort Richardson, AK. Category 9, Section 1 - Junior Competition – 1ST Place: None. 2D Place: SPC Christopher Keel, Panama; PVT Todd Food, Fort Eustis, VA; 3D Place: SGT Larry Harper, Fort Campbell, KY; SGT Diane James, Fort Hood, TX. Senior Competition – 1ST Place: None. 2D Place: SSG Guy Hermis, Fort Bragg, NC; 3D Place: SFC Arlene Seelie-Bullock, Fort Eustis, VA; SFC Jimmy Neal, Fort Lewis, WA; SSG John Johnson, Fort Richardson, AK; SSG Charles Peyton, Fort Stewart, GA. Category 9, Section 1 - Junior Competition – 1ST Place: None. 2D Place: None. 3D Place: SPC Janet Williams, Fort Bragg, NC; PFC Nancy Morales, Panama. Category 10 - Junior Competition – 1ST Place: None. 2D Place: SPC Anthony Ferree, Korea. 3D Place: SPC Steven Hosford, Fort Richardson, AK. Senior Competition – 1ST Place: None. 2D Place: Almengord Munoz, Department of Army civilian, Panama. 3D Place: MSG Ferrell Davis, Fort Hood, TX; SSG Donald Madden, Fort Lee, VA.

Class C (Centerpieces): Category 11 - Junior Competition – 1ST Place: PFC Nancy Morales, Panama. 2D Place: SPC Jimelyn Stevens, Fort Richardson, AK. 3D Place: SGT Larry Harper, Fort Campbell, KY; CPL David Troxtell, Fort Campbell, KY; SPC Preston Slayton, Fort Bragg, NC; SPC Daniel Horton, Fort Eustis, VA. Senior Competition – 1ST Place: None. 2D Place: SSG Dennis Menard, Panama; SFC Robert Cockrell, Fort Lewis, WA. 3D Place: SSG Gloria Knight, Fort Lee, VA; SSG Timothy Winslow, Fort Lewis, WA. Category 12 - Junior Competition – 1ST Place: PFC Landon Moncada, USAREUR. 2D Place: SPC Tammy Ferguson, Fort Campbell, KY; SGT David Russ, Fort Bragg, NC; SPC David Ainsworth, Fort Campbell, KY; CPL David Troxtell, Fort Campbell, KY; SGT David Roark, Schofield Barracks, HI; SPC Devan Strange, Fort Campbell, KY; PFC Sharon Allen, Fort Campbell, KY; SPC Johanna Goudy, Fort Stewart, GA. 3D Place: SPC Jeffery Welch, Fort Knox, KY; CPL Grant Williamson, Fort Polk, LA; SGT Charles Harjo, Schofield Barracks, HI; SGT Eric Bryant, Schofield Barracks, HI; SPC Paul Campuzano, Fort Campbell, KY. Senior Competition – 1ST Place: SSG Dennis Edwards, Fort Campbell, KY. 2D Place: SSG Ralph Cochran, Fort Hood, TX; SSG David Longstaff, Fort Campbell, KY; SFC Marvin Clark, Fort Knox, KY. 3D Place: SSG Mark Holland, Korea; SSG Dennis Edwards, Fort Campbell, KY; SSG Clarence Love, Fort Campbell, KY; SFC James Geigan, Fort Knox, KY. Category 13 - Junior Competition – 1ST Place: None. 2D Place: SGT Scott Moore, Fort Devens, MA. 3D Place: None. Senior Competition – 1ST Place: None. 2D Place: Claude Mongeau, Fort Richardson, AK. 3D Place: None. Category 14 - None.

Major Award Winners: Best Exhibit of the Show in the Junior Competition: SGT Robert Hlibichuk, Fort Eustis, VA. Best Exhibit of the Show in the Senior Competition: SSG Enrique Carrion, USAREUR. Old Dominion Chapter of the American Culinary Federation Award of Merit: SPC John Wojtkun, Fort Bliss, TX. Commandant's Award (given for the best exhibit displayed by a soldier during the first term of service): PFC Nancy Morales, Panama.

Overall Class Winners: Class A, Bronze Medal from the American Culinary Federation: MSG Arthur McKenzie, Fort Gordon, GA; SGM William Scott, Fort Sam Houston, TX; SFC Cornelius David, Fort Lee, VA; SFC James Geigan, Fort Knox, KY; SGT Vanessa Hadley, Fort Myer, VA. Junior Competition, Class A, Overall Winner: SGT Vanessa Hadley, Fort Myer, VA. Senior Competition, Class A, Overall Winner: MSG Arthur McKenzie, Fort Gordon, GA. Class B, Bronze Medal From the American Culinary Federation and Overall Class Winner for Class B, Senior Competition: SSG Guy Hermis, Fort Bragg, NC. Junior Competition, Class B, None Qualified. Class C, Overall Winner in Junior Competition: CPL David Troxtell, Fort Campbell, KY. Senior Competition, Class C, None Qualified. Inter-installation Winners: 1ST, Totaling 358 Points: USAREUR; 2D, Totaling 311 Points: Fort Sill, OK; 3D, Totaling 308.5 Points: Korea.

SUPPLY AND PROFESSIONAL DEVELOPMENT

ORGANIZATIONAL SUPPLY MANAGEMENT SYSTEM

The Organizational Supply Management System (OSMS) workbooks and facilitator guides have been updated with Unit Supply Update 12 changes. Levels I (Primary Supply Managers) and II (Supervisor Supply Managers) are currently at the printers. Work continues on Level III (Command Supply Managers). As in previous years, funds are minimal for printing. Therefore, upon request, only two sets of manuals will be shipped to an organization: one for instructor use and one to meet the organization's print requirement. Manuals should be ready for distribution by the end of April 1990.

WARRANT OFFICER TRAINING

The Warrant Officer Development Branch became a training division under the recent reorganization of the Supply and Professional Development Department, U.S. Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA. The former Warrant Officer Development Branch was redesignated the Warrant Officer Division.

The Warrant Officer Division is responsible for all warrant officer training requirements and the operation of the Senior Warrant Officer Technical Course (SWOTC) and the Warrant Officer Technical/Tactical Certification Course (WOTTCC). Training is for both Active Duty and Reserve Components. The Warrant Officer Division is the active agency for certifying and recertifying all warrant officer students for the Quartermaster General for the following:

- Initial warrant officer utilization (WOTTCC)
- Recertification (SWOTC)
- Certification prior to utilization (reclassified from other warrant officer military occupation specialty codes)
- The Warrant Officer Division will be the proponent activity at the USAQMC&S for all Quartermaster warrant officer correspondence courses, training support packages, and any training media required for warrant officer professional development.

The ultimate goal is consolidating all warrant officer training and professional development under one division with the mission and structure of the Total Warrant Officer System (TWOS) and the requirements for tactical and technical certification.

STANDARD ARMY RETAIL SUPPLY SYSTEM (SARSS) UPDATE

The Standard Army Retail Supply System-1 (SARSS-1) (Objective) is on its way. The much-talked-about SARSS-1 (Objective) supply system is nearing the testing/conversion/fielding stage. The software acceptance test (SAT) is tentatively scheduled for May 1990. The test will take place with the fielding of SARSS-A, SARSS-2A, and SARSS-2B at Fort Bragg, NC. The conversion is tentatively scheduled for June 1990. This fall, VII Corps has also been tentatively scheduled for conversion.

Representatives from the U.S. Army Quartermaster Center and School, Fort Lee, VA, Supply and Professional Development Department (SPDD) are currently participating in several U.S. Army Logistics Center (USALOGC) efforts on SARSS-1 (Objective), SARSS-2A, and 2AC Standard Army Management Information Systems (STAMIS) validation. Since October 1989, SPDD has been involved with the SARSS-1 software development/testing process. During March and April 1990, representatives of SPDD participated in the SARSS-1 (Objective) software verification as well as the user's/end user's manual verification. With the initial extension of the SARSS systems, SPDD will be involved in the Software Qualification Test (SWQT). SPDD's efforts will pay off when SARSS training development begins later this calendar year.

SARSS OBJECTIVE FIELDING CONCEPT

SARSS-1 (Objective), SARSS-2A, and SARSS-2B will be initiated at the corps level. Corps support will be converted gradually in order to maintain logistical support. During the conversion, SARSS-2A and SARSS-2B will accept both SARSS-1(I) (Interim) and SARSS-1 (Objective) data. The system will also accept Direct Support Unit Standard Supply System (DS4) input transactions until DS4 is replaced division by division. The Standard Army Intermediate Level Supply System (SAILS) support will be terminated once the complete conversion to SARSS-2A and SARSS-2B is completed at the corps level.

A NEW UNIT SUPPLY OFFICE

To provide a "vital link" between the schoolhouse and the field, a newly formed Unit Supply Office (USO) will serve as the executive agent and single point of contact for all aspects of unit supply operations. The Unit Supply Office will emphasize the role of the U.S. Army Quartermaster Center and School, Fort Lee, VA, as a sustainer of fielded Army systems.

The director of the Supply and Professional Development Department established the office on 14 February 1990. He assigned personnel based on a commitment to "simplify the system" and respond to questions quickly and accurately.

The Unit Supply Office's basic charter requires:

- Single point of contact for all unit supply inquiries.
- Development and dissemination of unit supply doctrine to support current and emerging concepts.
- Development and maintenance of Department of the Army (DA) Pamphlet 710-2-1 (Using Unit Supply System Manual Procedures) and DA Pamphlet 710-2-2 (Supply Support Activity Supply System Manual Procedures).
- Execution of the Chief of Staff, Army, Supply Excellence Award in concert with DA Deputy Chief of Staff, Logistics (DA DCSLOG).
- Hosting the annual DA DCSLOG's Council of Colonels (formerly worldwide supply conference).

Personnel assigned to various task forces and independent studies in the Unit Supply Office work on "the cutting edge of Army logistics issues with enormous consequences for the future." To cite a few:

<u>USO Personnel</u>	<u>Task Force/Independent Study</u>
MAJ/CW4	76C (Equipment Records and Parts Specialist) Career Progression
CW4	Project Officer - Council of Colonels
CW4	Headquarters, Department of the Army (HQDA) Strategic Logistics Program <ul style="list-style-type: none">● HQDA and U.S. Army Forces Command (FORSCOM) Excess Team● HQDA Asset Visibility Study
CW4	Emerging Systems

Coupling that fast start with the commitment to "simplify the system" and provide timely, accurate response to all inquiries constitutes a real challenge for the U.S. Army Quartermaster Center and School.

Reach out and touch USO — the new office committed to assisting all personnel in day-to-day operations and resolving perceived and real-world unit supply problems. Write or phone: Commander, U.S. Army Quartermaster Center and School, ATTN: ATSM-SUP-SP, Fort Lee, VA 23801-5039; AUTOVON 687-1716/5459/5802/5001 or Commercial (804) 734-1716/5459/5802/5001.

PETROLEUM AND WATER

1990 PETROLEUM MATERIAL REQUIREMENTS CONFERENCE

In a joint conference 17-21 Sep 90 at Fort Lee, VA, the U.S. Army Quartermaster Center and School at Fort Lee will sponsor the 10th biannual Worldwide Petroleum Material Requirements Conference and the Department of the Army Deputy Chief of Staff, Logistics (DCSLOG) will sponsor the 19th Inland Petroleum Distribution System Action Officers Workgroup (AOW). The consolidated conference will improve efficiency and save temporary duty (TDY) funds. The AOW-only items will start the conference, followed by joint AOW/Requirements and then purely requirements issues. At the end of the conference, the Petroleum and Water Department (PWD) will host the biannual "Old Timers Reunion" on 22 Sep 90. Directorate of Combat Developments (DCD) points of contact are Mr. Parent and MSG Gilchrest at AUTOVON 687-3066/1764 or Commercial (804) 734-3066/1764. PWD points of contact are Mr. Renee and CPT Davis at AUTOVON 687-4842/4684 or Commercial (804) 734-4842/4684.

EXTENSION OF SHELF/SERVICE LIFE OF STORAGE TANKS

The Troop Support Command (TROSCOM) extended the shelf and service life of the following collapsible fabric petroleum and water storage tanks:

PETROLEUM TANKS

APPLICABLE NSN	SIZE	OVERALL LIFE	SHELF LIFE DEPOT/POMCUS	SHELF LIFE RETAIL SUP/UNIT	LIFE TEMP. ZONE	LIFE TROPICS
5430-00-268-8187	3,000 GAL	14 YRS	14 YRS	7 YRS	5 YRS	2 YRS
5430-00-641-8552	10,000 GAL	14 YRS	14 YRS	7 YRS	5 YRS	2 YRS
5430-00-052-3412	10,000 GAL	14 YRS	14 YRS	7 YRS	5 YRS	2 YRS
5430-00-292-7212*	10,000 GAL*	20 YRS	20 YRS	10 YRS	4 YRS	2 YRS
5430-01-215-7525	20,000 GAL	14 YRS	14 YRS	7 YRS	5 YRS	2 YRS
5430-00-182-8181	50,000 GAL	14 YRS	14 YRS	7 YRS	5 YRS	2 YRS
5430-01-160-3528	5,000 BBL	14 YRS	14 YRS	7 YRS	5 YRS	2 YRS

WATERTANKS

5430-01-170-6984	3,000 GAL	18 YRS	18 YRS	9 YRS	6 YRS	2 YRS
5430-01-106-9678	20,000 GAL	18 YRS	18 YRS	9 YRS	6 YRS	2 YRS
5430-01-106-9677	50,000 GAL	18 YRS	18 YRS	9 YRS	6 YRS	2 YRS
5430-01-181-4071	3,000 GAL**	20 YRS	20 YRS	10 YRS	8 YRS	4 YRS
5430-01-120-7823	5,000 GAL**	20 YRS	20 YRS	10 YRS	8 YRS	4 YRS

* INDICATES A NITRILE RUBBER TANK

** INDICATES A NITRILE RUBBER SEMITRAILER MOUNTED FABRIC TANK (SMFT)

ALL OTHER TANKS ARE POLYURETHANE TANKS.

SERVICE/USE LIFE BEGINS THE DATE THE TANK IS FIRST PLACED IN USE BY THE USING UNIT.

This extension applies to those tanks currently in depots, retail supply activities, and prepositioning of materiel configured to unit sets (POMCUS)/operational stocks in the hands of units and under contract subject to inspection procedures outlined in TROSCOM message 131400 13 Mar 90.

The military specifications have been revised to require a minimum shelf life of 10 years and a minimum service/use life of 5 years on the future contracts. Points of contact in the Petroleum and Water Department are MSG Williams and CPT Davis at AUTOVON 687-4842/4684.

COMBAT DEVELOPMENTS

FIVE-SOLDIER CREW TENT

In September 1989, the U.S. Army Natick Research, Development, and Engineering Center, Natick, MA, completed tropic, arctic, and desert testing on an 80-pound, five-soldier tent requiring less than five minutes to erect or strike. Limited production (1,000 tents) will be issued to all U.S. Army Forces Command (FORSCOM) divisional units during the 1st and 2d Quarters FY 91 to obtain additional user feedback before type classification. This five-soldier crew tent is designed to replace the current TA 50-901 shelter half plus the M-1950 five-soldier hex tent in non-arctic environments. In addition to lightening and reducing the load carried on the individual soldier's back, less storage space on crew-served vehicles is required, blackout capability with a standard Army lantern is permitted, plus sufficient tent floor space exists to accommodate a heater and the individual gear for five soldiers.

SOLDIER MODERNIZATION PLAN

The U.S. Army Quartermaster Center and School, Fort Lee, VA, provided deficiency shortage and funding input to Headquarters, Department of the Army, Deputy Chief of Staff for Operations and Plans (DCSOPS) Soldier Modernization Plan on proponent systems in field services, airdrop, and Army field feeding. The Soldier Modernization Plan is a new strategy for increasing management and funding support and for treating individual clothing and equipment items as a total package known as the soldier support system, rather than handling clothing and equipment as separate items. Included are all items worn, carried, or consumed by the soldier in the field such as operational rations, parachutes, load-carrying equipment, individual communications equipment, protective clothing and masks. These items are considered essential to survival, sustainment, and combat effectiveness on the battlefield. The DCSOPS will assume the lead role in ensuring increased visibility and funding for the soldier support system. The Deputy Chief of Staff, Logistics will recommend and manage priority of funding for soldier protection and sustainment items in the Long-Range Research, Development, and Acquisition Plan.

ARMY STANDARD FAMILY OF RIGID-WALL SHELTERS

The U.S. Army Quartermaster Center and School (USAQMC&S) is the Training and Doctrine Command's designated combat development proponent for chemical, biological, and electromagnetic interference (EMI) enhancements to fielded International Standards of Organization (ISO) 20'x8'x8' rigid wall shelters. Ninety percent of these table of organization and equipment shelter users are medical, maintenance, signal, and psychological operations printing plants. To meet USAQMC&S requirements, the U.S. Army Natick Research, Development, and Engineering Center, Natick, MA, is developing a hardened shelter by adding a modification kit for use in chemically or biologically hostile environments requiring a highly mobile containment-free and environmentally controlled work or living space.

This kit pressurizes the work area with clean filtered air. Because pressurized air is forced out through all possible openings, the intrusion of contaminants is prevented. The collective protected compartment (work area) is pressurized to 0.7 inches water gauge (iwg). Through an opening in the wall, air flows into the protective entrance (PE) to achieve a pressure of 0.3 iwg, similarly preventing agent intrusion. Each kit is designed to work with its shelter to provide rapid entry/exit without contamination of the work area. After removal of contaminated gear, the soldier enters the PE and sets a timer. Clean air from the work area "showers" down onto the soldier to remove harmful vapors and flushes out through a vent in the exterior door. After a five-minute purge cycle, a 1,000:1 contaminant reduction is achieved in the airlock. The soldier is then allowed to remove his mask and enter the work area of the shelter.

Additionally, the kit enables the shelter to counter EMI threats alternating from a minimum of 60 decibels in the frequency range from 150 kilohertz to 10 gigahertz. Fielding for the chemical/biological kit is scheduled for the 2d Quarter of FY 90 followed by the EMI kit in the 1st Quarter of FY 93.

SEMITRAILER MOUNTED FABRIC TANK (SMFT)

Soldiers continuously ask about using the semitrailer mounted fabric tank (SMFT) to make multiple deliveries of water in a single lift. The SMFT is a pressurized container designed to be transported either completely full or empty. It was initially procured to provide line haul capability in support of central command operations in Southwest Asia.

Since water support is provided by supply point distribution, the SMFT was never intended as a servicing vehicle. The 3,000-gallon SMFT was incorporated into the divisional water section to allow for line haul of potable water from water sources to established dry points co-located with Class I (rations) issue points. The SMFT was also intended as a mobile supply point in an emergency situation. For emergencies, the SMFT would be operated in a stationary manner close to the user. Units go to the SMFT to fill their water trailers or containers. If any water remains at the end of the operational day, the SMFT is drained before returning to the water point. In a situation requiring multiple deliveries, soldiers can use the 5-ton cargo truck (prime mover for the 600-gallon per hour Reverse Osmosis Water Purification Unit (ROWPU)) with two 500-gallon collapsible drums and the tie-down kit of the forward area water point supply system. This is the method to provide unit distribution to the infantry battalions of the light division.

The SMFTs in nondivisional direct support water sections are used as in the divisions. They also support major users such as hospitals with sufficient storage to accept an entire load.

QUARTERMASTER AND TROOP SUPPORT COMMAND (TROSCOM) SUMMIT

The ninth laydown of all U.S. Army Quartermaster Center and School (USAQMC&S) Directorate of Combat Developments materiel requirements supported by Troop Support Command (TROSCOM) Research, Development, and Engineering Centers at Fort Belvoir, VA and Natick, MA, is tentatively scheduled 6-7 Jun 90 at Fort Lee, VA. The annual meeting is co-chaired by the USAQMC&S Commander and the TROSCOM Commander and is designed to review progress, funding, and delivery times of equipment and materiel systems satisfying Quartermaster deficiencies.

ALL-TERRAIN LIFTING ARTICULATED SYSTEM (ATLAS)

The Universal Self-Deployable Cargo Handler has been renamed by the U.S. Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA. The new name is the All-Terrain Lifting Articulated System (ATLAS). This change more accurately portrays the joint services interest and multipurpose characteristics of the vehicle.

The ATLAS, a self-transportable rough terrain 4-10K lift-capable fork truck, will replace the current 4, 6, and 10K forklift fleet. This common-chassis vehicle has sparked interest throughout Training and Doctrine Command schools and other services in the field. In the Materials Handling Equipment Modernization Plan, Headquarters, Department of the Army recognizes the ATLAS as the chief modernization effort for materials handling equipment for now until FY 2020. The USAQMC&S is currently preparing requirements documents to support a 4th Quarter FY 90 milestone I/II in process review. The required operational capability is drafted and will be circulated in July 1990.

FIELD WATER SUPPLY

A reliable supply of potable water on the battlefield has long been recognized as an absolute necessity by the U.S. Armed Forces. In Field Manual (FM) 10-52 (Field Water Supply), the Army recognizes that soldiers operating on the winter battlefield should drink more water than their counterparts engaged in operations in the temperate zones. Feedback from the field indicates that cold weather operations present special problems to water purification personnel. As part of the Extreme Environment Water Supply Program, the Belvoir Research, Development, and Engineering Center at Fort Belvoir, VA, the U.S. Army Quartermaster Center and School at Fort Lee, VA, and the U.S. Army Cold Region Test Center (CRTC) at Fort Greely, AK, are putting together winterization kits for the Army's water-handling equipment. A kit for the 600-gallon per hour (GPH) Reverse Osmosis Water Purification Unit (ROWPU) is the first item on the extreme environment agenda. The objective is to determine if the winterization kit will allow the 600 GPH ROWPU to operate in a sub-freezing environment.

This kit will consist of shelters, heaters, and other equipment already in the Army's inventory. Additional items under study are warm water, recirculation systems, and potable antifreezes.

An exercise on a tentative configuration was conducted the 2d Quarter FY 90 with the 10th Mountain Division (Light). The kits' expected release date is 2d Quarter of FY 91.

3,000-GALLON PER HOUR (GPH) REVERSE OSMOSIS WATER PURIFICATION UNIT

The fielding dates for the 3,000-gallon per hour (GPH) Reverse Osmosis Water Purification Units (ROWPUs) are being revised. Initial fielding may be delayed until the 3rd Quarter of FY 91. The delay is to allow the correction of problems during the testing of the initial production units. For example, changing the type of electrical connectors to obtain a more watertight seal prior to the reverse osmosis membranes is being reevaluated. Production units will be retested on completion of the needed modifications.

The Army must continue to rely on existing Engineer Research Development Laboratories (ERDLATORS) and the operational project stocks of 150-gallon per day commercial ROWPUs for water purification and desalination at corps and echelons above corps.

DOCUMENTATION OF ARMY FIELD FEEDING SYSTEM

Appropriate changes to Tables of Organization and Equipment (TOE) to reflect wartime staffing requirements for personnel in military occupational specialty 94B (food service specialist) and mess equipment along with associated items of equipment for mess operation under the Army Field Feeding System (AFFS) were conducted in two phases. Those changes identified for personnel and equipment will apply to H, J, and L series TOE affected by AFFS.

Phase I - Included changes to all TOEs that are organic to divisions, separate brigades, and armored cavalry regiments. The changes were approved by Headquarters, Department of the Army (HQDA) and published in TOEs effective October 1989.

Phase II - Included changes to all TOEs that are organic to echelon above division/echelon above corps. The changes were approved by HQDA and were scheduled for publication in TOEs effective April 1990.

GRAVES REGISTRATION

GRAVES REGISTRATION TRAINING OPPORTUNITIES FOR RESERVISTS

Reserve Component Officer Advanced Course (8-10.C22RC). Reserve Component officers enrolled in phase I and III of this course will receive 12 hours of graves registration training. Training includes four hours of instruction on graves registration operations and unit level leadership and eight hours of instruction on planning and supervisory graves registration support in a theater of operations.

Reserve Component Configured Courseware (RC3). Graves registration exportable training packets for skill levels 10, 30, and 40 provide an opportunity for Reserve Component schools or academies to conduct graves registration training. Training packets may be obtained through the basis of issue plan (BOIP).

Army Correspondence Course Program (ACCP). Several ACCPs are available for graves registration personnel. Refer to DA Pamphlet 351-20 (Army Correspondence Course Catalog) for a list of courses and enrollment procedures.

Training Support Package: DA Pamphlet 10-2-C002TSP (Perform Unit Graves Registration (GRREG) Functions (Non-GRREG Personnel)). This training support package contains all of the materials required to conduct unit level training for non-graves registration personnel. Obtain this package from the Graves Registration Center, ATSM-GR, Fort Lee, VA 23801.

Training Films. Six graves registration training films are available through local training and audiovisual support centers. A new film, "Walk Softly Stranger," will be available in the 3rd Quarter of FY 90. This informative film highlights the important and sensitive role of GRREG personnel. Additionally, there are three films, legible prints, skeletal system, and dental structure, available from the Graves Registration Center, ATSM-GR, Fort Lee, VA 23801.

Mobile Training Teams. Upon request, the Graves Registration Center provides (at unit expense) specialized training for Reserve Component units. This training may be tailored to the needs of the unit and often is an alternative to sending personnel to school at Fort Lee, VA. To request this type of support, call the Graves Registration Center, AUTOVON 687-4616/4694.

QUARTERMASTER CONTACTS

If you are unsure of which department to contact within the U.S. Army Quartermaster Center and School, the Directorate of Evaluation and Standardization maintains a 24-hour HOTLINE for collecting feedback from the field. Here is that number:

AUTOVON 687-3767
COMMERCIAL (804) 734-3767

Address inquiries to:

COMMANDER
U.S. ARMY QUARTERMASTER CENTER
AND SCHOOL
ATTN: (APPROPRIATE OFFICE SYMBOL)
FORT LEE, VA 23801

Office titles and symbols are Airborne and Field Services Department (ATSM-ABN-FSD), Army Center of Excellence, Subsistence (ATSM-CES), Directorate of Combat Developments (ATSM-CD), Directorate of Evaluation and Standardization (ATSM-EV), Directorate of Training and Doctrine (ATSM-DT), Graves Registration Center (ATSM-GR), Petroleum and Water Department (ATSM-PWD), and Supply and Professional Development Department (ATSM-SUP-SP).

CAREER
NOTES

THE CHALLENGE OF THE RESERVE COMPONENT PLATOON LEADER

LT Steven J. Marrano

Editor's Note: This article was written by a Reserve Lieutenant who wishes to share with future Platoon Leaders some of the knowledge he gained while serving as a Platoon Leader.

Winston Churchill once commented that the "Reservist is twice the citizen." The U.S. Army takes a positive attitude toward the "total force" concept. This emphasis cannot be overstated because the Army requires both Active and Reserve officers to fight and win as a team on the AirLand Battlefield. To better understand the Reserve Component officer, I offer you some simple advice after completing a year of commissioned service.

The first challenge that Reserve Officers usually face after taking their commission stems from their perception of their awesome responsibilities. You must realize that you are not a "weekend warrior" or a "part-time manager of violence." The uniform you wear is the same as your active counterparts. When you put on that uniform, you represent the officer corps and the forces which defend this nation. Your commission places you with the command of our most precious resource — a platoon of United States soldiers. Therefore, you should maintain a high standard of appearance and con-

duct in both civilian and military life. If you do not strive for further educational opportunity, then the Reserves is not for you. If you do not strive for excellence with limited resources and manpower, then the Reserves is not for you. In short, accept your commission with a sense of challenge and pride unrivaled by any soldier.

You are the newcomer to your unit. Because you do not have the day-to-day opportunity to get acquainted with the platoon sergeant and your commander, you must prepare to present the best possible image. Before you talk to the commander and platoon sergeant, be sure of your uniform's appearance. This initial impression becomes important because a leader must always give the impression of personal control. You should also make certain that your conduct truly reflects behavior consistent with that of "an officer and a gentleman/lady."

The key to taking charge of any unit stems from the ability to ask the right questions. Before you introduce yourself to the platoon, talk to the company commander and platoon sergeant. Listed below are suggested questions for you to ask the company commander and platoon sergeant:

COMPANY COMMANDER

1. What is my mission?
2. Who is my platoon sergeant?

3. How many soldiers do I have?

4. What equipment do I have?

PLATOON SERGEANT

1. How do I accomplish the mission?
2. Who are my section chiefs?
 - Which ones are most reliable?
 - Which ones must be micromanaged?
3. Which military occupational specialities (MOSs) do I have?
 - How do we train these MOSs?
 - What do we do to sustain MOS training?
 - How much time should we give to MOS training versus tactical training?
4. How many of each item do we actually have and what do we need?
 - Who controls dispersal of supplies?
 - Where are the records?
 - Do we have appropriate field manuals and technical manuals?
 - Ask to see the arms room.
 - Ask to see the supply room.
 - How often do we pull maintenance?
 - Where are maintenance records kept?
 - What are the results of the most recent inspection?

CAREER NOTES

5. What are administrative and recruiting requirements/additional duties that I must perform?

5. Which MOSs are short of personnel?

- What is being done to get soldiers to fill shortages?
- Who is retention noncommissioned officer (NCO)?
- What company-level retention activities does the retention NCO develop?
- Which soldiers have administrative problems in areas such as pay, medical, and clearance?
- Which soldiers are due for awards and promotions?
- Check counseling statements and the new Noncommissioned Officer Evaluation Reports (NCOERs)

Now that you have asked all the right questions, you have a good idea of what to expect from the unit. The "analysis" of the unit does not stop with the questions that you ask the platoon sergeant and company commander. Because you have to establish technical competence, you must be prepared to teach yourself outside the two-day drill weekend. Your professional development and understanding of the mission will come from your ability to use references effectively.

Listed below are some sources you can use to shape your plans for mission accomplishment:

- Soldier's Manuals of Common Tasks - Skill Level I
- Soldier's Training Publications for each MOS
- Tables of Organization and Equipment
- Field Manuals giving the appropriate doctrine for your operation
- Series 10 manuals for equipment
- Military Qualification Standards (MQS) II manuals
- Battalion/company level standing operating procedure (SOP)
- Army regulations dealing with personnel issues such as weight control

After you learn how to use these references, focus on training. Focus on your company Army training and evaluation program (ARTEP) and mission training plan. As a platoon leader, your job is to provide training guidance to your NCOs with the ARTEP which provides specific task steps for specific mission subtasks.

Before your platoon conducts training, at least have a rehearsal. The trainer (usually a section sergeant) should have all the necessary tools to conduct training. Since U.S. Army Reserve and Army National Guard units receive low priorities when it

comes to training areas and special equipment usage, you and your NCOs may have to plan a drill weekend up to six months ahead. You also must remain current with post regulations. Post regulations will tell you how to draw fuel and ammunition and how to drive at night on a given installation. Since the safety rules and hours of operation differ from post to post, your training has to take these differences into account. One of the best sources for new information is the local readiness group. These Active Army NCOs and officers will help to procure the appropriate equipment and personnel for your unit's training. They also have contact with the service schools which allow you access to the most current doctrine and information.

Part of conducting training stems from your ability to work on many requirements with very little time to accomplish every objective. Therefore, you must balance your training schedule so you do not "accomplish 90 percent of everything and 100 percent of nothing." During training, all platoon members should be maintenance-conscious. The section sergeant should "power down" knowledge to junior enlisted soldiers so your personnel can learn more than just one function. This also forces your NCOs to learn how to educate soldiers and communicate. Your emphasis should include hands-on, "real world" situations to help your soldiers gain an appreciation for their role as supporters of the combat arms.

The final focus of my experience deals with leadership. I will list only general guidelines to help you determine a course of action:

- Lead by example. You must lead in thought, word, and deed. Because you do not have all of the corrective powers of your active duty counterparts, your job as the platoon's primary motivator becomes very important. If you complain about food, pay, or poor training, you cannot expect your subordinates to have a positive attitude.

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- Set and maintain high standards. You must create a "command climate" for good performance. This means you have to delegate and check work done outside of the drill weekend. Make sure your section sergeants develop and stick to a section work plan. Ask for specifics when one of your subordinates briefs you on a plan. Make sure that section members have been briefed by their section leader and that the section leader delegates, supervises, and follows up.
- Maintain your integrity. Given the pressures from higher headquarters, it becomes very easy to use the "M-1 pencil" to correct mistakes. While this may make you look good in the short term, ultimately your mistakes catch up with you. Since we're in the accountability business, truthful reporting plays an integral part in our success or failure to support the mission. Integrity also plays a role in evaluating performance.

Your job as a Reserve officer requires you to be a leader and a manipulator of resources. Because you have very little time to plan and execute your mission, you must be prepared to work outside the time frame of weekend drills. Ask yourself if you will give up some weeknights to plan training. Ask yourself if you know how you will train the diverse MOSs in your platoon and how you will get your soldiers MOS-qualified.

Your most important role is as a leader. Even with all the equipment we use in our complex business, all the systems and paperwork boil down to one element: soldiers. You must be willing to practice your physical training on a regular basis so that when you ask your soldiers to march five miles, you can do six. You must be willing to get to know your soldiers along with all their troubles, hopes, and aspirations. You must be willing to listen as well as speak and draw from the professionalism of the Reserve Component NCO. Finally, you must be willing to deal with the pressures and frustrations associated with the seemingly endless administrative requirements. If you cannot place both soldiers and mission on an equal plane when planning and executing peace, you can expect many casualties in war.

After the battle of the Khe Sanh in Vietnam, one soldier wrote that "those who fight for democracy have an appreciation for freedom that the protected will never know." As our Reserve Components move into the 21st century, we must stand

ready to defend our country and the freedom it represents.

The following listing of selected references can help you form your leadership style:

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3. McDonough, James R. Platoon Leader. Novato, California: Presidio Press, 1985. This book details one lieutenant's leadership experiences during the Vietnam conflict.
4. Nye, Roger H. The Challenge of Command: Reading for Military Excellence. Garden City Park, New York: Avery Publishing Group, Inc., 1986. This is a good guide to the best books on military leadership. The author discusses the commander's role as a tactician, moral arbiter, leader, and warrior.
5. Smith, Perry M. Taking Charge: Making the Right Choices. Garden City Park, New York: Avery Publishing Group, Inc., 1988. Written for both military and civilian leaders, general leadership guidelines include checklists that provide clear "how to" items to remember for hiring, firing, and listening to subordinates.
6. Swinton, Ernest Dunlop. The Defence of Duffer's Drift. Garden City Park, New York: Avery Publishing Group, Inc., 1986. This small "military fable" consists of several dreams that place a junior officer named Backsight Forethought in the defense of a hill. Backsight Forethought picks up lessons to help him secure the hill while dealing with the timeless problem of fitting together terrain and strategy.

LT Steven J. Marrano is a graduate of the Officer Basic Course, U.S. Army Quartermaster Center and School, Fort Lee, Virginia. LT Marrano serves as a Platoon Leader in A Company, 150th Support Battalion (Forward), in the New Jersey Army National Guard. LT Marrano is an electrical engineer for a chemical process firm.

QUARTERMASTER ENLISTED CAREER Update

LTC Stephanie S. Hunter CPT Eric A. Flagg

The Quartermaster/Chemical Branch in Alexandria, VA, wants you to know factors we consider in getting the right soldier to the right job and how you can influence getting the assignment you want. We'll also give you some additional general information about what's going on in your career fields.

Quartermaster and Chemical Corps soldiers worldwide are assigned to the right unit at the right time according to the U.S. Army's force readiness needs. The 42 noncommissioned officers (NCOs) and civilians in the Quartermaster/Chemical Branch in the Army Personnel Command (PERSCOM) implement Army directives.

ASSIGNMENTS

"Why am I going to...?" is a frequently asked question. The following discussion should help you understand the why and perhaps help you to influence the where.

First, we assign soldiers based on the Army's readiness needs. Commands throughout the world identify their requirements (based on known or anticipated losses/vacancies against authorizations) to the Enlisted Personnel Management Directorate (EPMD) Distribution Division. The Distribution Division, based on the worldwide inventory of each military occupation specialty (MOS) and rank and the priority of a command, will send us a request for a soldier. Some requests require only a soldier of a particular MOS and rank, while others will list a multitude of requirements. Requests come to us through our personnel computer system which also searches the enlisted master file (EMF) to try to match the requirements and the soldier's qualifications. Our computer only aids in identifying a qualified soldier. All assignments are made by our assignment managers, not the computer! Many times, readiness requirements simply outweigh the desire of a soldier. However, several times we also have found that the soldier's EMF is outdated.

There are some key points for you to consider in helping us get you where you want to go. There are codes on the EMF which indicate your continental United States (CONUS) area of preference (CONAP) and your overseas area of preference (ORSAP). You input your preferences by updating your DA Form 2A (Personnel Qualification Record, Part I - Enlisted Peacetime). Your DA Form 2A is submitted to your Personnel and Administration Center (PAC) and then used to update the EMF by a Standard Installation/Division Personnel System (SIDPERS) transaction performed at your local military personnel office (MILPO).

Will this assure your assignment of choice? Not necessarily, but it will help! For overseas assignments, you must realize that we try to mix long and short tours in your career for tour equity for the majority. Hawaii and Alaska are sought-after assignments, and there are only so many positions to fill. Timing between the projected vacancy of a position and your availability is also a critical factor. For CONUS, the installation/command's priority, density, and projected strength must be of primary importance to maintain readiness. If your CONAP is not correct or if you don't have one, you are significantly reducing your chances of getting the assignment you want. The bottom line is to make sure that all your records are up-to-date and that your CONAP and ORSAP accurately reflect your desires.

Another frequent question is "Can I be assigned overseas...now?" There are some general policies which we must consider. You must have at least two years at your current station (time-on-station) to be moved. We make exceptions only when we do not have sufficient inventory in a particular rank and MOS to meet overseas readiness requirements. Exceptions must be approved by the Office of the Secretary of the Army. Other factors include the strength and priority of the installation to which you are currently assigned, the normal "turn-around time" of your MOS and rank, your date of

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last permanent change of station (DLPCS), your last date returned from overseas (DROS), and stabilizations—to mention just a few. We make every attempt to be as fair as possible in determining overseas assignments.

CONUS to CONUS assignments are generally difficult to receive. When we receive a CONUS requisition, we will make every attempt to assign an advanced overseas returnee (AOR) (a soldier due back from overseas) against the requirement. Only when we do not have an AOR soldier who meets the qualifications for a high priority requirement will we consider a CONUS to CONUS PCS.

SCHOOLS

We will attempt to send you to the Basic Non-commissioned Officer Course (BNCOC) or the Advanced Noncommissioned Officer Course (ANCO), if you are qualified and if class scheduling and quotas permit, during your PCS. It is not always possible and many of you will go temporary duty (TDY) and return. We need your support and the chain of command's support to assist us in our scheduling efforts. Too often quotas are not filled and an opportunity for training is lost. If you are notified that you have been selected for school and provided a class date, please ensure you get there. Be aggressive—it could impact on a future promotion or assignment selection!

NCOER

First, remember that you sign your Noncommissioned Officer Evaluation Report (NCOER). You must ensure that your height and weight data are correct. Although less frequent in recent years, we are still seeing some NCOs who "grow" to accommodate their weight. This is easily spotted when looking at a series of NCOERs and can do create a poor impression, particularly for a selection board. Check your data and make sure it is correct! Second, if you are in a leadership position, ensure your NCOER reflects your leadership position. It does make a difference.

CALLING YOUR 'BRANCH'

We have been testing a new phone system and realize that many of you are having problems con-

tacting us. We do have new phone numbers and they are listed in this article. However, please finish reading before you call. We are finding that well over 50 percent of the phone calls we receive can be answered at home station by your chain of command, your personnel staff noncommissioned officer (PSNCO) at your PAC or your local MILPO. Since we take care of over 80,000 soldiers, our phones are constantly ringing. Please help us out by trying to get your questions answered locally and saving the tough questions for us. The following are Quartermaster/Chemical Branch telephone numbers (AUTOVON prefix 221-XXXX or Commercial prefix 703-325-XXXX) by MOS and assignment team:

MOS		TEAM	PHONE
76C	(Equipment Records and Parts Specialist)/	A	5899/5916
76Y	(Unit Supply Specialist)/		
76Z	(Senior Supply/Service Sergeant)		
43E	(Parachute Rigger)/	B	3906/5886
43M	(Fabric Repair Specialist)/		
54B	(Chemical Operations Specialist)/		
57E	(Laundry and Bath Specialist)/		
57F	(Graves Registration Specialist)/		
76V	(Materiel Storage and Handling Specialist)/		
77F	(Petroleum Supply Specialist)/		
77L	(Petroleum Laboratory Specialist)/		
77W	(Water Treatment Specialist)		
76P	(Materiel Control and Accounting Specialist)/	C	8016/8018
76X	(Subsistence Supply Specialist)		
94B	(Food Service Specialist)		

You can also write us: Commander, United States Army Personnel Command, ATTN: TAPC-EPM-L, 2461 Eisenhower Avenue, Alexandria, VA 22331-0454. Stop and visit if you are going to be in the Alexandria, VA, area. (Remember to park in the visitor's parking lot and get a pass. Towing is enforced and is expensive!)

PROFESSIONAL DEVELOPMENT

Each of our three assignment teams have a professional development NCO (PDNCO). MSG Jim Sledge of Team A is responsible for 76Cs, 76Ys, and 76Zs. MSG Chris Brown is the PDNCO for Team B: 43Es, 43Ms, 54Bs, 57Es, 57Fs, 76Vs, 77Fs, 77Ls, and 77Ws. SFC Brian McGuirl, recently assigned, handles 76Ps, 76Xs, and 94Bs for Team C. They assist the assignment managers in determining assignments which professionally develop the soldier, and they analyze board results to determine what makes a successful NCO.

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AIRBORNE SHORTAGE

We are seeking airborne volunteers to fill critical shortages in the following primary MOSs: 76V-Materiel Storage and Handling Specialist (Skill Level 10), 76Y-Unit Supply Specialist (Skill Levels 30 and 40), and 77W-Water Treatment Specialist (Skill Level 10). If you are interested in being an U.S. Army parachutist, regardless of MOS, see your PAC or PSNCO for assistance. Submit your application according to AR 614-200 (Selection of Enlisted Soldiers for Training and Assignment).

NCOLP MEMBERS NEEDED

The U.S. Army needs highly qualified senior NCOs with multifunctional knowledge in logistics to apply for the Noncommissioned Officer Logistics Program (NCOLP). In particular, the Quartermaster Branch needs more than 500 Career Management Field 76 Supply and Service NCOs to fill vacancies resulting from retirement and assignments outside of the NCOLP program. Promotable staff sergeants and above in MOSs 76P, 76V, 76X, 76Y, 76Z, and 77F are eligible. Prerequisites and procedures for applying are in

Chapter 7, AR 614-200 (Selection of Enlisted Soldiers for Training and Assignment). If interested, check out the program and apply. If you would like more information on the program after reviewing the regulation, please call or write us.

COMING UP

In the future, we will publish information on promotion boards. If you would like to know more about other personnel issues of interest to the Quartermaster Corps in general, drop us a card or letter and let us know.

LTC Stephanie S. Hunter, former Battalion Commander of the 25th Supply and Transport Battalion of the 25th Infantry Division in Hawaii, is Quartermaster/Chemical Branch Chief of the Enlisted Personnel Management Directorate, U.S. Army Personnel Command, Alexandria, Virginia.

CPT Eric A. Flagg, Deputy Branch Chief and Proponent Officer, was formerly Commander of A Company, 47th Forward Support Battalion, 1st Armored Division, Federal Republic of Germany.

CAREER OPPORTUNITIES IN DEPOT LEVEL SUPPLY

LTC David W. Gordon

A depot supply organization provides a unique opportunity for active duty officers and noncommissioned officers to learn about wholesale supply. Wholesale supply is frequently looked on with either indifference or disdain by active personnel. An assignment in a depot isn't necessarily looked upon as the place to be. However, it's a tremendously challenging assignment that provides a career-rounding opportunity.

What can an officer or noncommissioned officer expect upon assignment to a U.S. Army depot? It's different; the U.S. Army Materiel Com-

mand has its own way of doing business. It isn't like a directorate of logistics nor is it similar to a corps or division G4 (Assistant Chief of Staff, Logistics). You must learn new regulations, different computer systems, and a new way of doing business.

A depot's supply function will be organized with a directorate of supply managing the entire wholesale operation and a portion of the retail. The directorate of engineering and logistics (DEL) will control the remaining portion of the retail operation. The theory is that it's better to

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separate the installation support (base operations) from the mission (supply operations) functions.

Typical directorates of supply at other than area-oriented depots are organized into these five divisions:

- Planning, production, and control.
- General supply.
- Inventory management.
- Transportation.
- Depot property.

What are each of these divisions and their functions? Basically, they all do what their title describes. First, a planning, production, and control division controls the directorate. It is the unit that evaluates and plans work load. It is the activity that coordinates total package fielding (TPF) and foreign military sales (FMS). It is the controller of the operation. In table of organization and equipment (TO&E) verbiage, it is the S1 (Adjutant) and S3 (Operations and Training Officer) rolled up into one.

The general supply division is the largest of the divisions and the heart of the organization. It is the revenue-producing element of the directorate. All materiel in a depot is handled by this division. General supply receives, stores, and issues everything. Preservation, packaging, set assembly, and limited repair are all done by this activity.

Inventory control and accuracy are the responsibility of the inventory management division — a relatively small number of people who have a critical job. Functions, such as physical inventories, location audits and surveys, and maintaining the custodial balance are their responsibilities. Additionally, it is the responsibility of inventory to research and reconcile discrepancies.

The fourth division with the directorate is the transportation division. The functioning of the transportation division is similar to most other transportation offices on military posts. The volume is greater, but the same principles apply.

Internal rail operations are still active on most depots, and these fall under the transportation division.

The final division is depot property division. The depot property division is charged with managing all materiel in support of both the depot's maintenance mission and the installation support mission. The accountable officer is usually dual-hatted as the chief of this division. Activities carried out by depot property, include determining and maintaining the depot stockage list, operating the self-service store, and controlling and issuing petroleum, oils, and lubricants.

Property book officer functions and sections are in the DEL. This division of responsibilities creates some coordination difficulties, but the system is workable with effort from all. Other retail functions assigned to the DEL are the equipment management and the transportation motor pool.

Typical assignments a soldier could expect at a depot are noncommissioned officer in charge (NCOIC) of general supply, branch chief, or project manager for foreign military sales or total package fielding. The variety is there; it's a matter of experience, knowledge, opportunity, and desire.

Depots are often overlooked areas by the Active Army, but we as an Army can't efficiently operate without them. There is a knowledge gap that needs to be closed. Assignment of highly qualified officers and noncommissioned officers is the first step, and proper utilization is the second. The second is answered by the first. Assign quality leaders and they will see those who work for them are properly assigned.

Seek out a depot assignment. You and the U.S. Army will benefit. Besides, you may be pleasantly surprised.

LTC David W. Gordon is Director of Supply at Letterkenny Army Depot, Chambersburg, Pennsylvania.

COMING UP IN THE QMPB

AUTUMN 1990 -- Unique Training Opportunities in the Quartermaster Corps

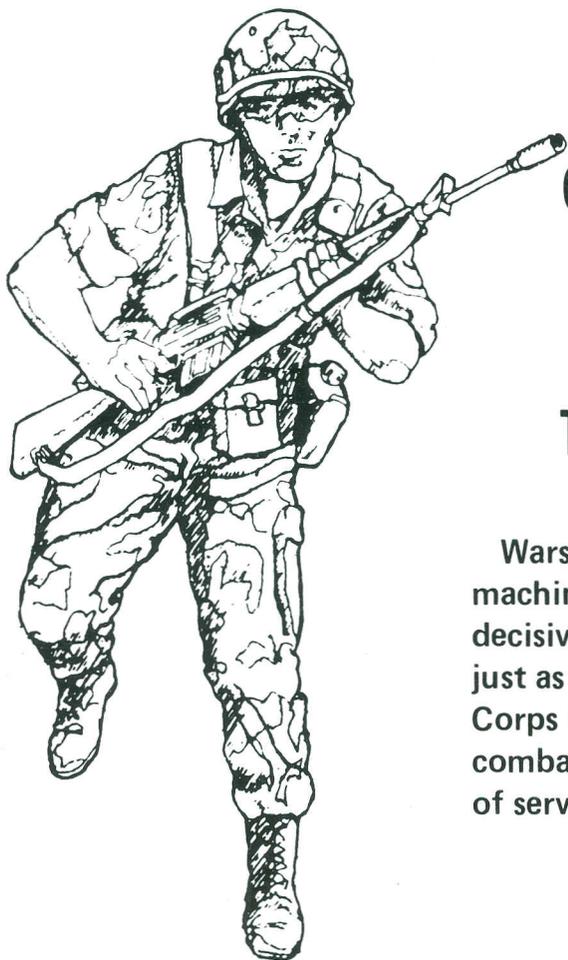
To better accommodate our reading audience, the Quartermaster Professional Bulletin is now being distributed individually to Active Duty personnel at the grade of E-8 or higher. Unit distribution will continue at the battalion level for other Active Army personnel. In the Reserve Components, distribution will continue at the company level.

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