

Quartermaster

PROFESSIONAL BULLETIN

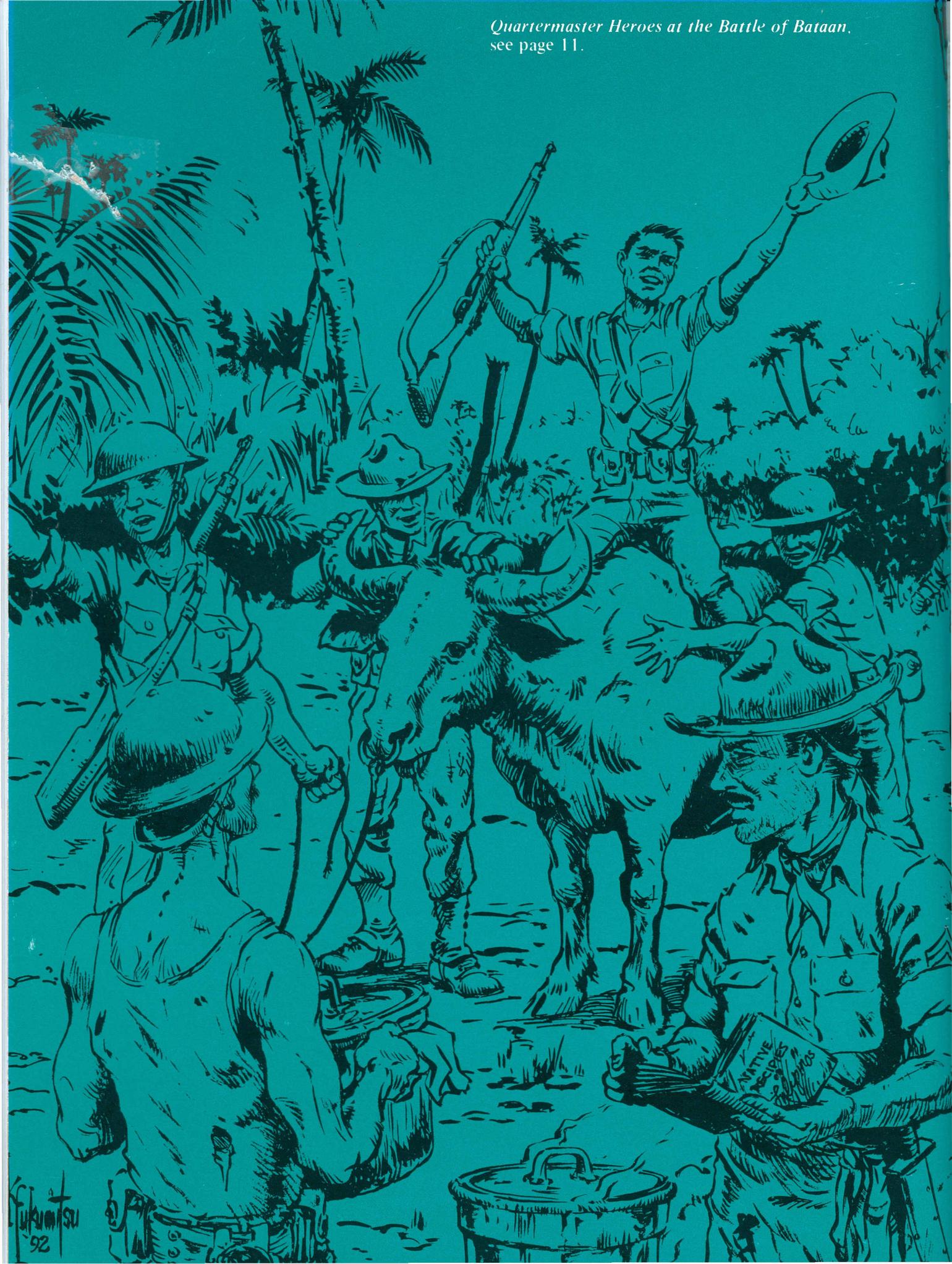
SUMMER 1992

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LOGISTICS WARRIORS



Quartermaster Heroes at the Battle of Bataan,
see page 11.



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92

Quartermaster

PROFESSIONAL BULLETIN



The Quartermaster General

Brigadier General John J. Cusick

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Logistics Warriors

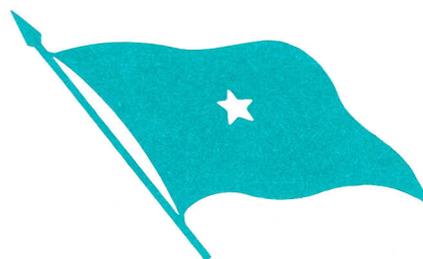
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THE FRONT COVER, drawn in pencil from a combat photograph, depicts a soldier eating a C-Ration during the Vietnam War in 1968. The artist is Trudy Brown Herman, Illustrator assigned to the Presentations Branch, Training and Audio-Visual Support Center, Fort Lee, Virginia.

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From The Quartermaster General



Brigadier General John J. Cusick

The importance of providing high quality food to soldiers, especially in combat, is a truism throughout history and applies to all military organizations worldwide. Food is the fuel of our most valued military asset - the American soldier - and a major factor in the health and morale of our armed forces. Therefore it is crucial that we as Quartermasters, responsible for this class of supply, understand the importance of this mission and continuously seek new ways to improve the quality, distribution, sanitation, service and management of our rations.

This edition of the *Quartermaster Professional Bulletin* will update you on an extensive Armywide study conducted by the Army Center of Excellence, Subsistence, U.S. Army Quartermaster Center and School. With the help of Commanders in Chief (CINCs), corps commanders, division commanders, officers, noncommissioned officers and soldiers, we have structured an Army Field Feeding System (AFFS) concept that will correct shortfalls in our current system and provide a leap-ahead, quality of life advantage to our soldiers. We also reflect upon a modern day hero of the Corps in our brief review of Lieutenant General John D. McLaughlin's great contributions to the U.S. Army. He loved soldiers and took special pride and dedication in trying always to improve Army food service. He was in my office just a few weeks before he passed away and was discussing in detail ways to improve the quality of life of our soldiers. He was a totally dedicated Quartermaster officer and he is greatly missed. The remainder of this edition will provide insights into a broad spectrum of the subsistence business: early history to space exploration, research and development, training, management and even merry olde England - enjoy!

We are working hard on a number of other significant actions, some of which were noted earlier and include:

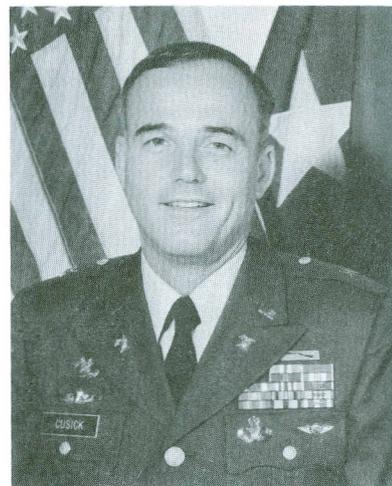
- **Battlefield Spares System** - This action is focused on fixing the shortfalls in our current Class IX (repair parts) system. We plan to streamline distribution, improve visibility of spare parts throughout the system, reduce order ship times, and fine-tune prescribed load

lists/authorized stockage lists (PLLs/ASLs) to improve demand satisfaction and to reduce costs. We will focus the entire process on battlefield success.

- **Field Services Improvements** - As an Army, we have been working with old technology in the area of laundries, showers and shelters with few exceptions since World War II. We will shortly have a concept that will lead us to providing significant improvements for our combat soldiers. We will place special emphasis on soldiers positioned on the forward edge of the battlefield. These improvements will include lighter, easily erected, environmentally structured shelters both hard- and soft-walled; containerized kitchens, laundries and shower units; and safer, more efficient heaters.

A major effort has been underway to provide various forums for gathering recommendations Armywide on the above issues. Please participate and know your ideas are important. 

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



Tough and Intelligent



Command Sergeant Major Milton B. Hazzard

The Quartermaster Corps has a long and distinguished history. We can trace the footprints of the Corps to the American Revolution, where we made

technical skills.

This decreased emphasis on tactical skills becomes quite obvious when observing a few of our combat service support units during field operations or when reviewing quarterly training briefings. Far too often the unit assessments suggest that areas requiring significant use of tactical skills receive a rating of "practice needed." Also, we must build upon and protect the credibility of the Corps and the Logistics Warrior. We must ensure that our units are fully

Every warrior who has the privilege of marching under the Quartermaster Regimental colors must recognize that our mission has been and will always be a tough one. Logistics Warriors must be tactically proficient and also highly skilled in one or more technical disciplines — simultaneously.

monumental contributions towards securing independence for the American colonies. In fact, we can trace the footprint of Logistics Warriors across all battlefields to include scenarios with bows, arrows and catapults as the primary weapons systems.

Whether we trace the footprints of the Logistics Warriors through the past, present or into the future, one fact remains unchanged. The Quartermaster Corps, a very important combat force multiplier, projects a critical influence over battlefield success or failure. Similar characteristics apply to peacetime field exercises and garrison operations.

Every warrior who has the privilege of marching under the Quartermaster Regimental colors must recognize that our mission has been and will always be a tough one. Logistics Warriors must be tactically proficient and also highly skilled in one or more technical disciplines — simultaneously.

The downsizing of the Army may reduce personnel strength figures by approximately 25 percent. As a result, our missions will be increasingly difficult to accomplish. Of course, a smaller force will require a large contribution from those left in the formation. These factors, to some degree, have influenced proposals to reorganize the Quartermaster military occupational specialty (MOS) structure. To sustain success, all Logistics Warriors must be as tough as they are intelligent. There can be no compromise.

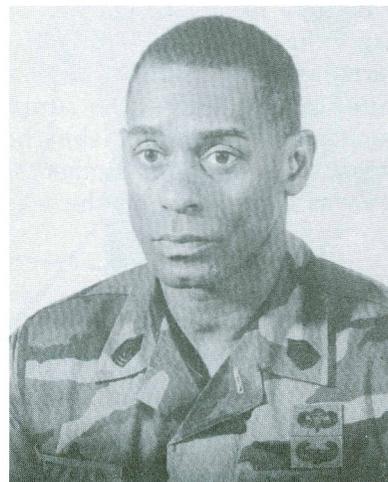
On occasion, we see the footprints of a Logistics Warrior who has selected a route of march that is not in compliance with command philosophy and doctrine. This direction would deemphasize the value of tactical skills and concentrate primarily on

trained and equipped for the mission. We must also ensure that the Logistics Warrior gets opportunities for professional and personal growth. No soldier in the formation wants to belong to anything other than a prestigious career management field. Every Logistics Warrior deserves an opportunity to be characterized as a winner.

The ranks of the Quartermaster Corps are filled with Logistics Warriors who make it happen. We are capable of fulfilling either the mission of being a war-maker or a war-stopper. Whenever anyone traces the footprint of any Logistics Warriors, the trail should yield a proud history of achievements. What type of history will the trail of your personal footprint yield?



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



From Our Readers

Dear Editor:

I thank CPT Mark W. Hamilton for taking the time to write his article "Inspecting Unit Level Supply" in the Autumn 1991 edition. Without a doubt, the Command Supply Discipline Program (CSDP) is the best "unused" program in the Army.

There are a few notes I feel should be said about the article. I'm writing from 15 years experience in the supply field and from being a Noncommissioned Officer (NCO) and Warrant Officer.

First, the comment by General Bruce C. Clarke that organizations only do well those things that the boss checks could be true, but CPT Hamilton's remark "especially true of the supply arena" is not completely true. (Now understand I'm not making excuses for poor performance by any supply person regardless of rank or position.) The supply arena is without a doubt the most abused section in a unit. The supply sergeant usually is a young NCO trying to do a job and for the most part is the only "supply type" in the unit, so he/she is expected to be "just like the unit's military occupational specialty (MOS)." For example, in a mechanized Infantry unit, the supply sergeant is expected to wear Infantry insignia on his/her uniform, train for the Expert Infantry Badge, etc., taking away from being the unit supply sergeant. Some units have the supply sergeant doing so many other things it seems that being the supply sergeant is an additional duty. The job title of the supply sergeant in a nutshell should be "to resource the unit to accomplish its mission." Treat the supply sergeant as a member of the unit but let him/her do the supply job that soldier was trained for.

Being a former NCO, Supply Sergeant, Division Inspector, General Supply Inspector and now a Warrant Officer, I've seen everything from A to Z in units. In most cases, the supply rooms that were unsatisfactory were either because the supply sergeant was busy doing other tasks in the unit or no one was aware that he/she was not performing to

standard (if there was a standard in the unit). That leads me to my next point. Do not send someone to the supply room with a checklist who does not know how to give solutions when a problem is found. This also is a problem in units. They send someone to inspect who knows less than the supply sergeant. Ensure that the person doing the inspection (CSDP) is knowledgeable. Just because he/she is an NCO/Officer or because he/she is wearing Quartermaster insignia does not mean he/she knows how to give those needed solutions. If there is no one in the unit qualified to do the CSDP checks, request assistance through the commander. If you do not do this, you then must live with the results of the inspector general's findings and the insufficient supply operation, which isn't fair to the unit.

The next point is when CPT Hamilton talked of doing daily checks. In my experience, too many checks are just as bad as none at all. You should make unannounced checks as well as those scheduled CSDP checks. Give the supply sergeant a schedule of the CSDP visits and then make unannounced checks between these. If the supply sergeant is not performing to standard, find out why. Is it a training deficiency? Once you have determined this, you then can improve your unit supply program. If the supply sergeant is performing to standard, he/she is doing what he/she gets paid for. If he/she is performing above the standard, reward this; but if it's below the standard, correct the problem as quickly as possible.

The last point is that CSDP is not only the unit supply personnel's responsibility but also involves everyone in the unit. Supply discipline should be in the minds of all assigned to the unit. Classes on the training schedule given by the supply sergeant (if he/she is knowledgeable) can pay very large dividends in the long run. Train your unit to conserve the resources of the unit, saving Army dollars. 

**CW2 Danny O. White,
16th Combat Equipment Company
Belgium**

Army Field Feeding Study

CW4 Samuel P. Galloway

"Right Meal, Right Place, Right Time" — What does this really mean? Simply stated, it means making a decision on which type of meal to feed according to the tactical and logistical situation. It means getting the right meal to every soldier in both the training and combat environments. So, what's the problem, and why are we conducting a study of the Army Field Feeding System (AFFS)? The answer is quite simple, but the solution is not.

ARMY FIELD MENU RIGHT MEAL, RIGHT PLACE, RIGHT TIME



What's Wrong?

Our present AFFS provides commanders the capability to prepare one A- or B-Ration meal every third day, but limits their capability to distribute Class I (rations). Comments from the field from commanders, leaders and soldiers clearly indicate that one A- or B-Ration meal every third day as a standard is unacceptable. Observations from *Operation Desert Shield/Storm* also support this position. Therefore, an AFFS study began March 1992 to develop an AFFS strategy for the future. The AFFS analysis will determine the present and future field feeding requirements and capabilities in the following areas:

- Policy
- Rations/Class I Distribution
- Personnel to Support the AFFS

- Equipment
- Training

The U.S. Army Quartermaster Center and School, Fort Lee, VA, was tasked to take the lead in this action.

Participating Organization

These organizations also are participants in the ongoing AFFS Study:

- U.S. Combined Arms Support Command and Fort Lee
- U.S. Army Natick Research, Development and Engineering Center
- U.S. Army Institute for Environmental Medicine
- Department of the Army Office of the Surgeon General
- Department of the Army Office of the Deputy Chief of Staff for Logistics

- Defense Logistic Agency
- Infantry School
- Combined Army Center
- Artillery School
- Training and Doctrine Command (TRADOC) System Manager, Tactical Soldier System
- Project Manager, Tactical Soldier System
- Major Commands
- Office of the Deputy Chief of Staff for Operations
- Air Force Engineering Systems Center
- Headquarters, Marine Corps
- Navy Food Service Systems Office

An AFFS Study working group met in May 1991. An AFFS action plan was developed, approved and initiated in June 1991. Action Plan Teams conducted field visits.

Individual	Heat and Serve	Cook Prepared
Option 1	Option 2	Option 3
<p>Meal, Ready to Eat (MRE)</p> <ul style="list-style-type: none"> - Retain. - Pack with flameless heater (bulk pack available now). - Increase menu variety. - Enhance when possible (fresh fruit, juices, bread and milk). - Search for other packaging (reduce packaging/trash). <p>Meal, Ordered Ready to Eat (MORE)</p> <ul style="list-style-type: none"> - Retain concept. - Contingency contract/ implement at mobilization. - Unitize, or do not use. 	<p>Unitized Tray Rations</p> <ul style="list-style-type: none"> - Retain for now. - Replace with unitized A-/B-Ration or heat and serve ration. - Eliminate unacceptable breakfast entrees. - Mix pallets/containers. - Reduce feeding size. 	<p>Unitized A-/B-Rations</p> <ul style="list-style-type: none"> - Develop 10 breakfast modules and 10 dinner modules. - Add entree enhancement: <ul style="list-style-type: none"> - T-, B-, or A-Ration meat - Fresh/dehydrated eggs - Add 10-day condiment module. - Mix pallets/containers. - Reduce single line item handling. - Publish in Army Field Menu.

Figure 1. Family of Rations

Field Visits

Field visits provided an AFFS update briefing with *Operation Desert Shield/Storm* observations. Action Plan Teams also obtained input from senior commanders, leaders, soldiers, food service and Class I personnel about the Army's field feeding strategy for the future. The bottom line is that commanders want the capability for one A- or B-Ration meal every day with the capability to distribute (depending on mission, enemy, terrain, troops and time available (METT-T)).

Insights

Other suggestions from the study include the following:

- Equip the force with state of the art equipment.
- Automate Class I.
- Provide an adequate force structure to support the AFFS (Food Service/Class I).
- Return brigade-level food

service technicians to the force structure.

- Focus training on field operations.
- Retain the Family of Rations and implement innovative feeding techniques, using foods which are easily prepared (Figure 1).

AFFS Game Plan

Based on the recommendations from the field, an action plan was prepared and presented to a General Officer Steering Committee (GOSC) in March 1992. After the GOSC, a decision brief was presented to the Chief of Staff of the U.S. Army. The concept is to provide commanders the capability for one A- or B-Ration meal every day with the capability to distribute Class I. The action plan deals with issues such as equipping the force structure, equipment upgrades, Class I distribution, policy, doctrine,

training and rations. These issues must be resolved through testing and validation. Right Meal, Right Place, Right Time - No problem, once all recommended fixes are in place.

Where We Are Now: Capability for an A-Ration or B-Ration meal every third day but shortfall in distribution.

Where We Are Going: Capability for A-Ration or B-Ration meal every day with capability to distribute (METT-T dependent).



CW4 Samuel P. Galloway is a graduate of the Warrant Officer Senior Course, Food Advisor Course, Club Management Course and Contracting Officer Representative Course. His previous assignments include Food Advisor, 2d Infantry Division, and tours in Germany and Vietnam. He is currently a Project Officer, Army Field Feeding System Study Group, Army Center of Excellence, Subsistence, Fort Lee, Virginia.

Melt in Your Mouth

Easter bunnies, Christmas stockings, Grandma's candy dish, a Halloween treat; wherever you found it, chocolate has been an American passion for as long as anyone can remember. Its sweet taste and delicate aroma made up for it melting in your mouth and in your hands. Quartermasters had been trying to provide chocolate to soldiers since the 1930s; however, for soldiers stationed in the tropical South Pacific it proved to be a melt-away burden. Army food engineers experimented with many different things to make chocolate more heat resistant, including coating the chocolate with oatmeal which resulted in a poor taste and a rough texture.

On a trip to the South Pacific, the Army Inspector General (IG) queried soldiers on C-Rations. One soldier replied that he wanted



chocolate that "melts in your mouth, not in your hands." Where have we heard that before? M&M's Plain Chocolate Candies, introduced by the M&M/Mars Corporation in 1940, proved to be the answer that soldiers had been looking for. The first mass-produced, pan-coated chocolates, M&M's with their thin, colorful, sugar shell, shielded soldiers from the effects of melting chocolate. The sweet chocolate taste satisfied the soldiers craving for chocolate, and undoubtedly proved

to be a major morale boost during a war fought far from home. The Army placed large orders for these new chocolates after the outbreak of World War II, followed by Navy procurement. Soon soldiers around the world were enjoying M&M's with their daily rations. Desert Bars, C-Ration "John Wayne Bars," and others may come and go from the Army's field feeding menu, but M&M's have the proud distinction of being the first to truly satisfy the American soldier's passion for chocolate.



The Army Food Service Program: Then and Now

Glen C. Morris

Ever since the U.S. Army drew its first "line in the sand" at Lexington, MA, in the days of the American Revolution, commanders have been responsible for providing their soldiers with quality subsistence in a variety of environments and tactical situations. From the establishment of the first formal military food program in 1775 by the Continental Congress to a Class I (ration) breakdown point in *Operation Desert Storm*, the Army Food Service Program has undergone drastic modifications in an ongoing attempt to adapt to the soldier's needs on the ever-changing battlefield.

The Continental Congress of 1775 attempted to standardize rations and the way units prepared them. The basic ration included 1 pound (lb.) of beef, or 3/4 lb. of pork, or 1 lb. of salt fish; 1 lb. of bread or flour; 1 pint (pt.) of milk, or payment of 1/72 dollars, and 1 quart of cider or spruce beer; 3 pts. of peas or beans per man per week.

Procured from commercial sources, these staples were issued to soldiers for individual or group preparation. As is true today, the commercial suppliers often did not deliver the required items or delivered inferior products. In some cases, contractors charged the military prices higher than on the civilian market. Overpricing resulted in the Continental Congress passing a law in May 1776 to regulate prices on salt. Salt was critical to preserving foods such as meats as there were no means of refrigeration available to the soldiers of this era.

Company-level food service was first introduced in 1777, with a focus on personal cleanliness and close supervision of food preparation and cooking. Large cooking

pots were introduced to the inventory in order to make feeding of the entire company easier. The year 1777 also saw the first use of prepositioned subsistence along a deployment route as a battalion on the move from central Pennsylvania to Philadelphia was able to "eat on the go," a concept used in tactical doctrine today.

The use of commercial transportation assets in moving subsistence was also introduced during the Revolutionary period. Commercially moving supplies forward to a unit's location remains a key logistics function. Over 5,000 commercial vehicles were used during *Operation Desert Storm* to move supplies in the theater.

After the War of 1812, the War Department became responsible for central procurement of common supply items for all services. At the same time, the Army Subsistence Department was merged with the Quartermaster Department. Even with these changes, the Army continued to issue ration components to individual soldiers through the Civil War years. Eventually, company cooks were appointed and were excused from all other details in the unit.

In 1917 the Army adopted the concept that accountability for subsistence ended with its transfer from the supply depot or source to the local unit. The assumption was that it was better to have too much than too little and that supplies should be sent forward without requiring units to submit a requisition. This assumption added greatly to the total requirement for subsistence during World Wars I and II. Coordinated subsistence procurement began to take shape in the early 1940s with three Quartermaster depots for nonper-

ishable items and 35 Quartermaster Market Centers for perishable foods. Food preparation during World War II focused on the typical company kitchen consisting of three gas-fired stoves, an ice chest, several 32-gallon cans and immersion heaters for washing utensils and pans, and a tent for cooking. Unit initiatives resulted in modifying the 2 1/2-ton cargo trucks into mobile kitchens in an attempt to push the subsistence forward. The Army declared this practice unsafe, however, and returned to the traditional tent cooking method.

After World War II, no visible post-war efforts were made to improve the Army's inventory of equipment or subsistence systems. The Korean War found the Army using the same existing rations, equipment and systems. Additionally, the method of warfare had not changed from fighting on a clearly defined front. Everything in front of the forward edge of the battle area (FEBA) was enemy territory and everything behind the FEBA was secure. Cooks could prepare hot A-Rations (fresh) or B-Rations (dehydrated or semiperishable) directly behind the FEBA. This allowed serving hot meals to almost all soldiers three times a day unless they were out on patrol. When hot rations were not available, soldiers ate the Combat, Meal Individual (CMI). Because the logistical and tactical situation allowed serving hot meals, the theater commander ensured that facilities were in place and that fresh rations were available whenever possible.

The war in Vietnam was unique because it presented no clearly defined battle lines. Roads were cleared by the U.S. soldiers during the day and mined by the enemy at



Soldiers in the Civil War carried their own cups, mess plates, and knives, forks and spoons.

night. Ground supply routes were in constant danger of destruction, yet more A-Ration meals were served than in any other conflict. In the 1970s the Army introduced the mobile kitchen trailer in an attempt once again to push subsistence support forward on the fast-moving battlefield. The 1980s saw the emergence of Meals, Ready to Eat (MREs) and Tray Rations (T-Rations) as the standard rations for soldiers in the field. Improvements in both these rations have continued and include larger portion sizes, increased variety of meals and better preparation methods.

Vaulting into the 1990s and the war in Southwest Asia, the Army Food Service Program saw the introduction of the "Wolfmobile" that served fast foods, a major study of the Army Field Feeding System, and broad modifications in subsistence training given by the Army Center of Excellence, Subsistence, Fort Lee, VA. Ongoing initiatives show what must be

done to prepare the Army to accomplish its subsistence mission well into the next century. One major area being looked at is the Army's inability to feed the soldier an acceptable level of quality meals as evidenced by *Operation Desert Shield/Storm*. The result is a special task force whose mission is to examine every aspect of the Class I program from procurement to consumption and then identify actions required to properly support the Army during future deployments. The task force is studying factors such as prepositioning of rations and equipment forward, personnel strengths and equipment modifications, transportation, refrigeration, types of rations, and the actual feeding of soldiers under all combat situations. Based on the task force's findings and decisions by Army leadership, changes will be initiated. Total supply distribution is also being studied in an attempt to improve the system from procurement to consumption,

focusing on the industrial base, personnel, transportation and storage requirements. Part of the supply distribution issue is the need to take advantage of current automation technology in order to link the field kitchen or direct support supply activity and the depots.

No one aspect of the Army's historical logistical experience can be singled out as most valuable in providing a guideline for the future. Our Army's most precious resource is the fighting soldier who deserves the best subsistence support available. It is our responsibility as Logistics Warriors to take the lessons from history and provide the very best Class I support to our soldiers both in garrison and on the modern battlefields of tomorrow. 

Glen C. Morris is Chief of the Regulation and Policy Division, U.S. Army Center of Excellence, Subsistence, Fort Lee, Virginia.

Pioneer in Army Food Service

CPT Daniel G. Grassi

'I Like to Cook.'

This is probably the way Lieutenant General (Ret.) John D. McLaughlin, whose name became synonymous with Army Food Service, would like to be remembered. He died 4 January 1992 at age 74. Well-known for his contributions to the Army, to the Quartermaster Corps and to the common soldier, the general began his distinguished 40-year Army career as a 16-year-old year Infantry private in 1934. By the age of 18 he had risen in rank to become the youngest sergeant in the history of his regiment.

Enlisted Ranks

Devoted to the enlisted soldiers from whose ranks he came, LTG McLaughlin is best known as a pioneer in the food service arena for his many worldwide contributions to the Corps. His initiatives ranged from establishing new courses for Army cooks and bakers, to building a world-class Culinary Arts Team, to founding an Exchange Program with British Food Service Officers — and much more. His tireless efforts were recognized through the years by military leaders and civilian industry as being major stepping-stones in the food service programs of today.

In 1969 he took command of the U.S. Army Quartermaster Center and Fort Lee, VA, while also commanding the Troop Support Agency. While in command at Fort Lee, he became more involved in the Army Food Service program and subsequently served as president of the Army Subsistence Operations Review Board. The board studied Army subsistence support and recommended changes in training, equipment and doctrine that have benefited soldiers everywhere.

Two Highest Honors

In 1973, LTG McLaughlin took command of the U.S. Army Theater Army Support Command, Europe (TASCOM), making him responsible for the nearly one billion dollar food program in Europe. That same year he received two of his highest honors for

As Commanding General of the U.S. Army Quartermaster Center and Fort Lee, VA, MG John D. McLaughlin participated in a personnel drop training exercise in 1972.



contributions to food service. The International Foodservice Manufacturers Association presented him with its Silver Plate Award, and the U.S. Army Quartermaster School named him Outstanding Quartermaster of the Year.

In addition to these accomplishments, he is also remembered for his initiatives in dining facility operations, contract food service, dining facility councils, the Army Ration Credit System (ARCS), the Basic Cooks Course, commissary operations, and the establishment of the National Food Service Education and Training Coordinating Council. Realizing that many soldiers choose not to stay in the Army, LTG McLaughlin worked extremely hard with civilian agencies and organizations to ensure that Army cooks could return to civilian life with the proper credentials for employment in the food service field.

Close Army Ties

After his retirement from active

duty in 1974, he kept his close ties with Logistics Warriors and particularly the Army Food Service Program. He served as advisor to the Culinary Arts Team and with the British Officer Exchange Program which he had begun years earlier. His civilian interests found him extremely active in the international food service industry and "commander" of the L.J. Minor Corporation, a leading manufacturer of natural food bases.

Perhaps the following anecdote captures the spirit of this dedicated logistician. In December 1969, Christmas was coming up and thousands of American soldiers would be spending the holiday in a Vietnamese jungle away from their families. LTG McLaughlin was asked how he felt the soldiers in Vietnam would be celebrating the holiday.

The general responded: "Well, first of all, they will all have an opportunity to worship, to reflect, and to meditate, whether in a headquarters somewhere or on

the battlefield. And they'll have comradeship. The big thing, though, is that one way or another, every service man will receive a hot turkey dinner for Christmas."



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Quartermaster Heroes at the Battle of Bataan

Never in U.S. military history was the Army Quartermaster Corps called upon for greater feats of endurance and ingenuity than in the 1942 Battle of Bataan. Cut off from the Luzon peninsula, Quartermasters fought like heroes to the bitter end to keep the meager food supplies from running out. For instance:

- When the cattle and pigs were all killed off, they turned to butchering cavalry horses and pack mules, and finally caribou (water buffalo). A correspondent who managed to escape at the last minute wrote: **"The Quartermasters showed one thing in the Bataan campaign: That one trained, practical cook is worth a squad of infantry. I've eaten Caribou, which, aside from a stronger taste, was just as good as tender roast beef."**
- They harvested rice and threshed it in their own homemade rice mills.
- They built a coffee roaster from an old oil drum and boiled and reboiled the limited supply of grounds until they were nearly white.
- They made nightly trips over to Corregidor and smuggled over small bits of ice, a welcome

Dr. Steven E. Anders

sight in the soldier's canteen cup.

- When salt rations ran out, they boiled sea water from Manila Bay and thus extracted several hundred pounds of salt each day.
- Quartermaster graves registration soldiers supervised burials, maintained cemeteries, kept death records, and saved casualties' valuables to be forwarded to next of kin.
- They repaired broken-down buses, command cars, jeeps and trucks with good parts salvaged from wrecked or worn out vehicles.

When the food ran out, the mills stopped and gasoline was dwindling fast, the Quartermasters still cranked up the scout cars parked in repair yards every day and idled their engines for a few minutes. When asked why, one replied: "That's so when the reinforcements arrive we can be ready to take the offensive." Such was the fighting spirit of the Logistics Warriors of Bataan!



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Subsistence in Space

CPT Nanette Gallant

Editor's Note: The Army has been involved with the space program since its earliest days. Until 1984 the Army assumed only a minor supporting role through the Research, Development and Engineering Center in Natick, MA. With the advent of the space shuttle, and now Space Station Freedom, the potential for a greater role for the Army is here. The mission of providing subsistence for space is a big one, one that could conceivably be handled by the Quartermaster Corps. Here the author provides a brief introduction to the space subsistence program and advocates a greater involvement of the Corps in the space subsistence mission.



A U.S. astronaut tries to catch floating orange drink with his straw during weightlessness in training. (NASA Photograph)

1957. The Cold War is 11 years old and shows no signs of slowing. China has fallen to the Communists and Korea is still fresh in the minds of the nation. The Soviet Union launches the first satellite and the space race begins.

President Dwight D. Eisenhower, eager to overtake the Soviets' accomplishment, establishes the National Aeronautics and Space Administration (NASA) in October 1958. Its immediate goal: put the first man in space. At the time, this project is a mammoth undertaking fraught with problems, not the least of which is feeding astronauts in space. NASA works out a myriad of problems, most dealing with the effects of weightlessness on food and digestion. The Army has become involved with the

space effort through the Redstone and Vanguard rocket programs. Although NASA will relieve the Army of responsibility for these programs in 1958, the Army remains involved in space subsistence. The Natick center has provided significant technical and materiel assistance in food for space from the original manned Mercury flights through today's space program.

Background

On 5 May 1961 the first Mercury flight launched Alan Shepard into space. John Glenn followed Shepard and Virgil Grissom on 20 February 1962. Glenn carried a menu of freeze-dried powders, tubed spaghetti and roast beef, and a variety of

foods reduced to bite-sized cubes. The cubes flaked into crumbs that floated around the astronaut's capsule. The subsistence program had a long way to go.

The Gemini program began in 1965 and with it came NASA's revised approach to menu development. Gemini astronauts ate the same bite-sized cubes as Glenn but coated with gelatin which crumbled less. Also carried were freeze-dried (rehydratable) foods packaged in special containers to allow better reconstitution. Menus included shrimp cocktail, chicken and vegetables, butterscotch pudding and applesauce. Astronauts selected meal combinations as they pleased. The subsistence program was evolving and the Natick center continued in its supporting role.



This beverage package developed for the space shuttle program will be among 14,000 separate menu items on Space Station Freedom.
 (NASA Photograph)

With the Apollo program of the late 1960s, space subsistence quality and variety improved greatly. Hot water was available to rehydrate freeze-dried foods faster and improve the taste. The astronauts also carried "spoon bowls," pressurized plastic containers that could be opened and the contents eaten with a spoon. Natick laboratories prepared irradiated foods for the Apollo missions which added more choices to the menu. A food pantry stocking more than 100 food items (including strawberry and peanut cubes, rehydratable spaghetti, salmon salad and 75 drinks) helps with the boredom of repetitive menu choices.

Food became a more critical and interesting subject with the coming of the Skylab project in the early 1970s, since the astronauts had to remain in space over 20 days at a time. Skylab was equipped with a

dining area where astronauts could eat in a more conventional manner. Skylab also had a freezer and refrigerator which offered the crew some flexibility in meal choices and preparation. Skylab experiments showed a need to change the nutritional content of space foods. After long periods in space, astronauts lose calcium and other vital minerals.

Challenges in Space Subsistence

The forward march of progress leads us to the space shuttle program of today. Again, Natick laboratories helped NASA plan and program the shuttle food program. Lessons learned from Mercury, Gemini, Apollo and Skylab flights are used in today's shuttle menu plans. Developing appealing, appetizing meals to meet all standards required for space flight

is probably the greatest challenge facing today's space subsistence program. The average shuttle meal is chosen six months in advance, specially packaged, weighs 3.4 pounds, is carefully tested for bacteria and microbes, and costs about \$300. Currently, Boeing industries process and prepare the shuttle foods. With an average shuttle mission lasting seven days, a minimum of 147 meals must be chosen, tested and packaged for each flight. NASA places a premium on safe, appetizing, convenient and lightweight space shuttle meals. Several considerations for space subsistence include the following:

Nutrition

Astronauts lose their appetites in space. Senator E.J. "Jake" Garn (R-Utah) who flew on Discovery in April 1989 noted he was not inter-

ested in eating for most of the flight. "The view from space was so beautiful, eating was the last thing on my mind," he said. The impact of this appetite loss is that NASA designs menus to provide 2,800 calories daily. These menus are comprised of about 16-17 percent protein, 30-32 percent fat and 50-54 percent carbohydrates. This is about the same ratio as the Army now uses in its Meals, Ready to Eat (MREs). In fact, some space rations are MREs. Brigadier General Robert L. Stewart, the Army's first astronaut, counted MREs among his favorite space foods.

with food poisoning could possibly die before receiving medical treatment. Today, the shuttle carries the following six different forms of foods.

Freeze-Dried (or Rehydratable) Foods

Rehydratable foods are still common food in space. These foods are dehydrated by freeze-drying, air-drying and other methods. When the astronauts are ready to eat these items, they inject a specific amount of water into the container to restore the food to an edible form. On the

and does not alter the taste.

Natural Form Foods

These are foods low in moisture such as nuts, cookies, candy bars and crackers. The most popular foods in natural form on shuttle trips are cashews, cookies and peanuts.

Fresh Foods

Beginning with the fourth shuttle flight, NASA provided fresh foods such as sandwiches, fresh fruits and vegetables. The sandwiches are eaten as "launch snacks." According to Senator Garn, fresh food made a notable

Now is the time for the Quartermaster Corps to explore new opportunities and expand the Corps' horizons to the fourth dimension — space.

Food Preservation

Bacteria multiply quickly in the space shuttle environment. Food lockers on the shuttle are near electronic gear that may reach temperatures of 90 degrees Fahrenheit during the mission. Research continues in attempts to stabilize the effect of bacteria on subsistence in space missions.

Zero Gravity

Foods of a "crumbly" nature are still a problem on the shuttle, as they were on the first Mercury flights. Senator Garn noted how the astronauts constantly clean the cabin with a special vacuum to avoid getting "stray" crumbs and other items in their eyes or equipment. Liquids form spheres in zero gravity. Once spilled, liquids float around the cabin and must be captured with napkin wipes in mid-air.

Today's Space Subsistence

Processing subsistence for space travel presents its own unique challenges. Most important is proper packaging and preparation. An astronaut who becomes ill

shuttle menu, all beverages (coffee, juice and breakfast drinks) and some vegetables, cereals and meats are rehydratable.

Intermediate Moisture Foods

These foods include peanut butter, jelly and the dried fruits available at the supermarket. Intermediate moisture foods are usually selected for breakfast meals.

Thermostabilized Foods

Most thermostabilized foods are better known as MREs to soldiers. Canned foods are also included in this category. Before these foods are placed on a flight, the square root of the entire lot is tested for bacteria. The most popular MREs in space are ham slices, frankfurters, beef with barbecue sauce, and turkey with gravy.

Irradiated Foods

In irradiated foods, bacteria are killed by exposure to high energy rays. This allows storing the foods at room temperature with their natural moisture. The radiation does not make the food radioactive

difference at snack and meal times. Fresh items must be stable to avoid spoilage throughout the flight.

Water

Water is as important to the astronauts as to soldiers in the field. In space the astronauts drink water provided by shuttle fuel cells. Chemical reactions between hydrogen and oxygen produce shuttle electricity, and water is a by-product of the reaction. Nearly two gallons of water per hour are available for drinking, eating and washing. This is more than enough, so the remainder is released overboard. Foods are rehydrated through a special nozzle that fits into the packages. Astronauts select the amount of water desired and the nozzle shoots it into the package, to prevent spills. The rehydratable food packages allow astronauts to "stir" externally, mixing in the water. When ready to eat, the astronaut removes the top of the package and eats the item normally as one would on earth.

Condiments and Other Food Items

Condiments are also available to season foods. Salt and pepper are in liquid form to prevent free-floating salt and pepper crystals in the orbiter. Tabasco sauce is as popular with shuttle astronauts as with soldiers. Carbonated drinks are not carried on the shuttle. Dr. Charles Bourland, NASA food scientist, noted that some popular soft drinks were tested and proved difficult to digest because the bubbles stay suspended in the liquid.

Fruit bar snacks, designed for eating in a spacesuit without using hands, cost approximately \$300 each. Astronauts eat these food bars before suiting up for extra-shuttle activities. BG Stewart said eating the bar inside a spacesuit would result in a mess in the helmet and not much food in the astronaut's mouth.

Special foods were developed to make the astronauts feel more at home. Ethnic foods, tortillas and even ribs have also been processed for meals on the shuttle.

Wasted Food

Waste is a familiar problem to Quartermasters who have operated field ration break points. Dr. Bourland noted that "astronauts always choose more food than they can eat." The result is hundreds of food items returned from every flight. Most astronauts are too busy to eat and just do not get hungry. Senator Garn agreed, noting that if he flew on the shuttle again he would choose fewer items.

The problem of waste containers and food is magnified in space, since everything taken up must be brought down. Both wet and dry trash occupy a lot of room on the shuttle during missions and NASA engineers continue to struggle with this problem.

Technology Switching

The space program has benefited enormously from Army sub-

sistence technology. Natick pioneered freeze-dried food for soldiers in the early 1960s and NASA took advantage of the innovation. Since the early space flights, NASA has depended on Natick for food items that Army soldiers already ate on a regular basis to also meet space specifications. Army standards require foods to remain shelf stable for three years, NASA only one. In terms of a technology transfer from NASA to the Army, today's soldier can thank NASA for the new MRE pouch bread. NASA wanted a stable, yet "normal," bread for astronauts to enjoy. As this was a common complaint among soldiers in the field, the pouch bread quickly became a popular item in the Army subsistence program.

The Future

With the ongoing development of Space Station Freedom, the future will bring new challenges and missions for the space subsistence program. Right now, 28 constraints are considered in shuttle food program development. These constraints will be magnified when Space Station Freedom is built. A 14-day galley resupply and 90-day mission/emergency menu are included in space station plans. The 90-day menu alone consists of over 14,000 separate items. The management of this subsistence supply mission offers potential opportunities for the Quartermaster Corps officer and noncommissioned officer.

Viewing the familiarity of the Quartermaster Corps with the space subsistence mission, as well as the cooperation that has historically existed between Natick and NASA, now is the time for the Corps to get involved in the expanded space subsistence program. Many of the foods soldiers eat in the field are proposed for space station use. Some of the problems discussed in this article are also familiar to Quartermasters.

Today's astronauts are scientists, pilots, physicians and engineers. None are uniquely qualified to manage large inventories of subsistence items, something Quartermasters do daily. Until now, a few uniquely qualified individuals managing the space subsistence program served the needs of NASA well. The program is relatively small and does not require a long experience base in management of large inventories. Times will change with Space Station Freedom coming on line. Experience gained by Quartermasters through field assignments in subsistence could have potential application in space subsistence management. Subsistence assignments in the Training With Industry (TWI) program coupled with assignments to Natick could prove valuable not only to the Quartermaster officer but also to NASA. Now is the time for the Quartermaster Corps to explore new opportunities and expand the Corps' horizons to the fourth dimension — space. 

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Food Program Research And Development

CPT Mark Russelburg

The future of Army food is happening now at the Natick Research, Development and Engineering Center in Natick, MA. Home of the Department of Defense Food Program, the center is responsible for all research and development of new and improved food items and food service equipment for soldiers. The center analyzes the mission and then matches the requirements with nutritional desires and eating habits of today's soldier.

Ration Improvement

The ongoing Soldier Enhancement Program (SEP) focuses on near-term improvements to the family of operational rations. Recently, the center has concen-

trated on improving the Meals, Ready to Eat (MREs) and tray pack rations. SEP funds accelerated testing and fielding of new food items without the delays of normal procurement cycles. SEP works closely with industry. As a result of SEP, soldiers can look forward to the following:

MRE New Items

- Smoky franks with potato sticks
- Pork chow mein with chow mein noodles
- Wet pack fruit
- Additional commercial candies, such as Tootsie Rolls and Charms
- Retort pouch cakes

New MRE Supplements

- Flameless ration heater (packed with MRE in menu XIII)
- MRE pouch bread

Planned T-Ration Improvements

- Introduction of barbecue rib entree
- Introduction of chicken chow mein with oriental-style rice
- Extensive development of improved breakfast items

All of these new ideas were tested in the field recently during exercises at Pohaukoloha, HI, and Fort Leonard Wood, MO.

For Army Special Forces requirements for a lightweight, long-term patrol ration, the center developed



One innovation in food service during Desert Shield/Storm was the chocolate Desert Bar that did not melt in the blazing heat.



A lone sentinel scans the desert horizon while taking time to eat a Meal, Ready to Eat (MRE) during his shift.

the Ration, Lightweight, 30-day (RLW-30). Because each meal weighs less than one pound, the soldier can pack enough supply for most mission scenarios. The meals consist of dehydrated components such as freeze-dried entrees, bread crisps, cereal bars, desserts, dairy bars, beef jerky and beverages. The RLW-30 is available in six different menus.

Some soldiers may recall with great affection the Long Range Patrol (LRP) ration. Called the Long Life Ration Packet (LLRP), the successor to this ration, is currently in the developmental stage with field testing scheduled for 2d quarter of FY 92. The LLRP consists of a freeze-dried entree, cereal bars, cookie bars, candy and beverage. Plans call for producing eight LLRP menus.

Based on performance in *Operation Desert Shield/Storm*, the B-Ration has resurfaced as a desirable member of the family of rations. The Natick center is

reviewing B-Ration specifications for identifying and implementing a series of B-Ration improvements.

Equipment

Currently, the center is fielding its mounted ration heating device (MRHD). The MRHD allows soldiers in crew-served vehicles to efficiently heat MRE entrees. Dismounted soldiers now can heat MREs with Natick's flameless ration heater (FRH). By adding a small amount of water to the FRH, a soldier can raise the temperature of an MRE entree by 100 degrees Fahrenheit in 12 minutes. The FRH is available through Class I (rations) supply channels.

Research and development continues on a containerized kitchen. The concept calls for a highly mobile, highly efficient way to feed 350 soldiers in the field a variety of quality meals from the family of operational rations. Natick is evaluating "off the shelf," nondevelopmental mobile kitchens to perform

the military field feeding mission. The Soldier Sustainment Module (SSM) program may one day complement or replace the Kitchen Company Level. In the future, a family of efficient, lightweight, multifuel equipment may provide the heating and refrigerating necessary for A-, B- and T-Ration preparation.



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ACES Training

CPT Mark T. Lawrence

The Army Center of Excellence, Subsistence (ACES) is the proponent for all food service and subsistence supply training within the U.S. Army Quartermaster Center and School, Fort Lee, VA. ACES designs and develops all training materials and conducts all resident training for Regular Army and Reserve Component (RC) personnel. This mission includes training Subsistence Officers (92G) and Food Service Warrant Officers (922A), as well as the soldiers and noncommissioned officers (NCOs) of military occupational specialties (MOSs) 94B (Food Service Specialist) and 76X (Subsistence Supply Specialist).

ACES Organization

Because training is only a part of ACES' mission, the Directorate of Training focuses specifically on this important responsibility. The directorate consists of three major divisions: Training Development, Culinary Skills and Food Management Training.

- The Training Development Division directs development of all resident and exportable training programs for the Quartermaster Center and also acts as the center's liaison to coordinate all training matters with the Quartermaster School or outside organizations. The division has two branches. The Food Service Branch handles MOS 94B and other related functional courses. The Subsistence Supply Branch is responsible for MOS 76X, warrant officer and officer training programs.
- The Culinary Skills Training Division teaches garrison food preparation and food service management skills. It also has two branches. The Craft Skills Training Branch instructs the principles of cookery, the management and evaluation of food preparation in dining facilities, bread and pastry baking and manages the Army's award-winning Culinary Arts Competition and Team. The Garrison Operations Training Branch instructs the operation, maintenance and management of garrison dining facilities and operates the Large Garrison Dining Facility staffed by soldiers in training, but with the real-world mission of providing food service for 400 soldiers daily.



Food service specialists are trained to provide quality food service in a variety of tactical situations.

• The Food Management Training Division plans, directs and coordinates all subsistence supply and food service courses. It has three branches. The Subsistence Training Branch is the proponent for MOS 76X training and the Subsistence Officer's Course (SOC). It also provides subsistence supply instruction for Quartermaster officer, warrant officer, MOS 76Z (consolidated MOS at the rank of master sergeant) and Food Service Management (FSM) Course training programs. The Dining Facility Administration Training Branch, proponent for the FSM and Food Service Warrant Officer Technical Training Courses, provides instruction on dining facility management within Quartermaster officer training including SOC. The Field Operations Training Branch provides technical training for field food service operations under the Army Field Feeding System for MOS 94B, all Quartermaster officer and food service warrant officer courses. It is also the proponent for the Field Bread Baking Course and provides the food service support for the Quartermaster School's biweekly Logistics Warrior Field Training Exercise (FTX).

Enlisted Training

Major changes in recent years affected the training programs of all Quartermaster MOSs, including 94B and 76X. First, the integrated, multi-echeloned FTX now known as "Log Warrior" has been a major innovation. This five-day, four-night FTX involves soldiers from various Quartermaster MOSs from advanced individual training (AIT), the Basic Noncommissioned Officer Course (BNCOC), the Advanced Noncommissioned Officer Course and the Quartermaster Officer Basic Course (QMOBC) in a combined training exercise. Every soldier gets a role to play that corresponds to MOS and/or grade level. For the 76Xs, this may mean planning, establishing and operating a field Class I (rations)

supply point. For the 94Bs, it may mean establishing and operating field feeding site. In addition to MOS-specific training missions, these soldiers often play the staff and leadership roles expected of them in the field as well. For the AIT soldiers, it means their first practical experience at technical and general soldier skills learned in garrison. For the NCOs and officers, it offers the challenge of soldier leadership and staff responsibility. Another major change is the total integration of Small Group Instruction into all Quartermaster BNCOC and ANCOC programs. Both 94B and 76X BNCOC and ANCOC MOS instructors previously assigned to ACES are now working fulltime in the Quartermaster NCO Academy as Small Group Leaders. They have overall responsibility for training general leadership skills in addition to the technical MOS training. The teaching is more participatory and "student-centered."

MOS 94B

94B AIT is a nine-week program that provides soldiers with knowledge and skill in the preparation and service of food and the operation and maintenance of food service equipment, both in garrison and in the field. One very significant change in the 94B AIT program will be the location of training. Currently, soldiers attend training at one of three locations: Fort Lee, Fort Dix, NJ, and Fort Jackson, SC. Under the Base Realignment Plan, all 94B training will be consolidated at Fort Lee by the end of FY 93.

The 94B BNCOC and ANCOC programs have changed as well. In the past year, feedback from the field led to an increased emphasis on field feeding and maintenance of field equipment. Also, more time has been allocated to Dining Facility Management, particularly in the ANCOC program where considered most important.

One innovative approach to training will be tested in the 94B

ANCOC program. The Army Training Support Center at Fort Eustis, VA, selected 94B ANCOC for trying a multimedia approach to distributive training in about a year. One week of resident training in the ANCOC course will be converted to a correspondence course that includes written, video and computer-based instruction.

Special Course

In addition to these mandatory professional development courses, ACES also directs a number of functional training programs for 94B personnel at the Quartermaster School. Field Bread Baking, a two-week course offered four times per year, awards an Additional Skill Identifier (ASI) of D1. This course prepares personnel to operate a field bakery normally found only at corps level and designed to support up to 16,000 personnel. The Food Service Management Course is a three-week advanced training program offered five times a year. The course is ideal for the 94B50 but is open to all senior food service personnel including officers and warrant officers. The Advanced Culinary Skills Training Course is the most recent addition to this group. This three-week finishing course is offered four times a year to senior food service personnel looking to polish their skills to a level reached only by a select few.

Perhaps the rarest specialty program managed by ACES is the Harborcraft Food Service Course. Rather than training at the school, this course will be instructed by U.S. Army Forces Command (FORSCOM) personnel at three sites Armywide. Designed to train food service personnel serving on U.S. Army harborcraft vessels, this program will be taught only at Fort Eustis, Schofield Barracks, HI, and the Azores in the North Atlantic.

It is also important to mention that attending resident training program is not the only way to enhance expertise. Army Correspondence Course Programs for

skill levels 2-4 exist for both MOS 76X and 94B. Also, the FSM course is available through correspondence. For RC personnel, BNCOC and ANCOC equivalency programs are periodically administered by reserve major Army commands (MACOMs) using Training Support Packages from the Quartermaster School for both 94B and 76X.

MOS 76X

76X AIT is a six-week program to teach soldiers how to receive, store and issue subsistence supplies in order to support customer units while maintaining proper accountability and protecting against the spread of foodborne illness.

Although many changes are taking place in the 94B program, those changes are pale compared to the changes in MOS 76X. Developments of recent years have

lessened the mission of the 76X in the Army. Civilians lead Troop Issue Subsistence Activities (TISAs), once the main focus of the MOS in the continental U.S. (CONUS). Most remaining military-run activities are overseas, and force reductions are making those billets increasingly scarce. Subsistence Supply Specialists were also once common in commissaries. Those military slots also have decreased over the years. With the advent of the Defense Commissary Agency, the U5 ASI that once was awarded to 76X personnel trained in commissary operations has now been reserved for 76P personnel because of the increased requirement for expertise in automated stock control.

Even misuse of the 76X personnel assigned to tactical support units was being reported. Rather than exercising their support units' Class I distribution function,

many commands chose to allow their units to draw rations from their dining facilities or installation TISAs. This resulted in Class I personnel not being properly trained or used. These and other factors combined to lead to some drastic changes in the 76X MOS.

For these and many other reasons, MOS 76X is one of four 76-series MOSs earmarked for consolidation into a new MOS titled Automated Logistics Specialist (92A). The other MOSs involved are 76C (Equipment Records and Parts Specialist), 76P (Materiel Control and Accounting Specialist) and 76V (Materiel Storage and Handling Specialist).

Without doubt, only quality soldiers will make it through the demands that the overall 92A training program will present. While the 92A may leave the schoolhouse well trained to perform the Class I mission in the field, the real challenge will be maintaining that level of expertise. Commanders in the field must realize the challenge that inherent with this new MOS.

Positions in subsistence supply form less than 1/10th of the total positions projected for 92A personnel. Without an effort to exercise our support units' subsistence supply function on a regular basis, the Army will quickly lose Class I expertise. Equally important is the need to rotate responsibilities among 92A personnel so they can experience all facets of their broad MOS.

Officer/Warrant Officer Training

While not as earth-shaking as the changes in the enlisted training programs, subsistence officer and food service warrant officer training programs also have revisions in the works.

In the past year, programs of instruction for the QMOBC and QMOAC were revised. The planned revisions intend to focus more on the specific knowledge



While in a tactical environment, the cook must concentrate on items professionally prepared and presented.

officers will need at their respective grade levels. In OBC, lieutenants will receive 60 hours of instruction on responsibilities as a Class I Platoon Leader and a Food Service Officer. In OAC, the officers will be trained to be company commanders capable of directing and spot-checking their unit's food service operations or as unit S4s capable of planning and advising commanders on subsistence support planning for a given exercise. In both OBC and OAC, operations under the Army Field Feeding System with more field training is being emphasized.

While the revisions for OAC and OBC were developed in 1991, 1992 will be the banner year for changes and updates of the Subsistence Officer Course (92G) and the Food Service Warrant Officer training programs. The changes will be based largely on weaknesses identified in the subsistence supply arena during *Operation Desert Shield/Storm*.

Subsistence Officers

Many lessons from Southwest Asia pointed out a shortfall in expertise in the field in subsistence

supply. ACES believes in correcting at least part of the problem through improvement of the training and management of officers in the career specialty 92G.

The resident training program for the 92G is being revised with the same strategy used for the subsistence training in OBC and OAC. The training will specifically focus on the very skills these officers will need to perform 92G duties while emphasizing the 92G's role in providing support for field operations. While the OBC and OAC instruction is geared for unit-level operations, the 92Gs will train to be staff planners for subsistence at the division level and higher. While subsistence supply in a theater of operations will be the highest priority in the revised program, the 92G will also be trained in the other roles they sometime must perform. One such role is the Troop Issue Subsistence Officer (TISO), where 92Gs must effectively supervise a garrison food storage and distribution operation. Another role for a 92G is a Food Advisor. In this role, the 92G must provide staff supervision and guidance for

organizational food service operations. To do this, officers will receive training in nutrition, food preparation and food service sanitation as well as the myriad of administrative duties required of installation food advisors.

For 92Gs unable to attend one of the two resident training programs offered each year, a correspondence course program for the 92G is being developed. The program consists of 18 subcourses in the same subject areas described for the resident program. It will be available by the end of FY 92.

In addition to improving the training program, ACES also feels that improvements are necessary in managing 92G personnel to develop and maintain qualified experts in the field. To do this, ACES is currently working with the Office of the Quartermaster General on methods to improve the selection, use and career management of 92Gs. This joint effort aims for a management strategy that accomplishes a threefold objective: (1) to attract talented officers with genuine interest in food science, (2) to ensure proper training and use to



Quality food service enhances morale for soldiers in the field as well as in garrison.

get the types of experiences 92Gs need to progress in the field, and (3) to give 92Gs the career-enhancing opportunities to remain competitive with their peers.

Food Service Warrants

While the Quartermaster School's Supply and Professional Development Department is proponent for all Quartermaster Warrant Officer training, ACES develops and conducts all technical training for the Food Service Technician. This training is provided primarily through the two professional development programs required for all warrant officers.

The first program is titled Warrant Officer Technical/Tactical Certification (WOTTC). Like the OBC for lieutenants, this is the first technical training program a prospective warrant officer must attend. But unlike OBC, the soldiers arrive at the schoolhouse as "candidates" and must successfully complete the program to earn designation as a warrant officer. For the Food Service Technician, the nine-week program is conducted twice a year. It includes in-depth instruction on

general management and administrative skills as well as all aspects of the Army's Food Service Program. The small class size (less than 12 students) maximizes the instructor's individual attention and mentoring to all students.

Once selected for promotion to CW3, a warrant officer is eligible to return to Fort Lee for the Senior Warrant Officer Training Course (SWOTC). This program, 11 weeks in length, is also conducted twice annually. It provides the senior warrant officer training in leadership, tactics and battlefield logistics as well as advanced training in food management.

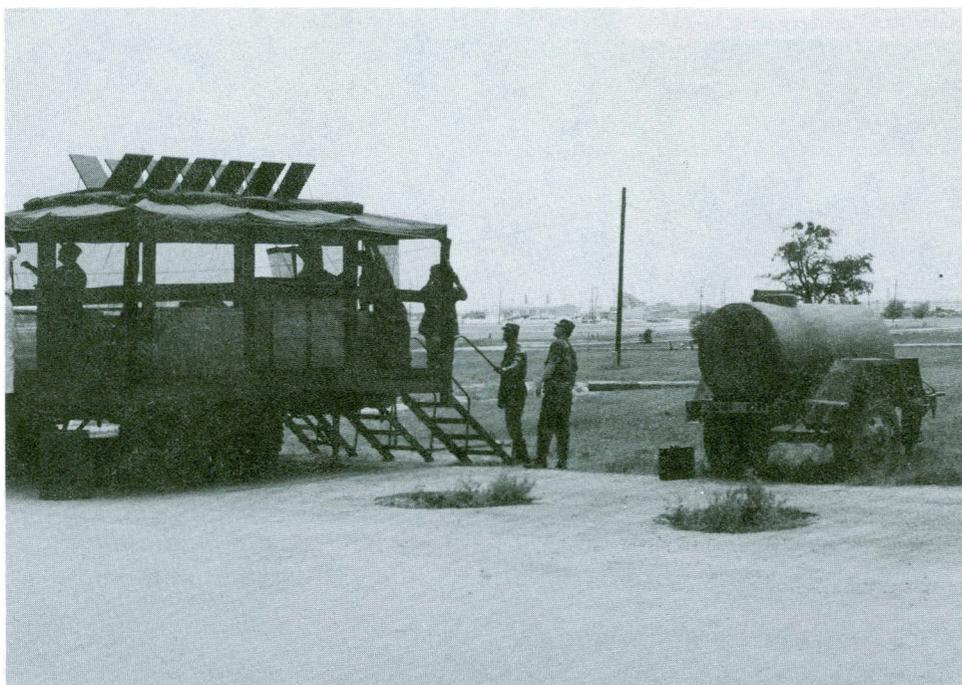
For RC warrant officers, the Quartermaster School also conducts Food Service Technician WOTTC and SWOTC programs. Both programs, two weeks in length, are offered once a year. Curriculums focus specifically on food service management, nutrition, sanitation and Army field feeding.

Dynamic Business

Training soldiers for subsistence supply and food service in the Army has always been an important mission. The

food industry has historically been a dynamic business with ever-changing technologies. Our recent wartime experience taught us some lessons on how to provide better logistical support for our soldiers in the field. The downsizing of the military is causing us to relook how we feed our soldiers, both in garrison and in the field. The "do more with less" theme is also forcing the Army to create more efficient strategies for training. All of these factors combined create a great challenge for the ACES organization. 

CPT Mark T. Lawrence is a graduate of Regis College in Denver, Colorado. He is also a graduate of Officer Candidate School and the Field Artillery Officer Basic, Quartermaster Officer Advanced and Subsistence Officer Courses. His previous assignments include Target Acquisition Platoon Leader, Supply Platoon Leader, Battalion S1 and S4, Company Commander, Fort Lee, Virginia. He is currently the Chief, Subsistence Supply Training Development Branch, Army Center of Excellence, Subsistence, Fort Lee, Virginia.



Soldiers set up a mobile kitchen trailer (MKT) during recent training at Fort Lee, VA.

The Food Management Assistance Team – What Is It?

LT Kari-Jo Coll

Food service is a high visibility area. Because of this visibility, the Department of Defense (DOD) recognized the need to improve readiness and to upgrade military food service programs. Food Management Assistance Teams (FMATs) achieve this goal. Many of us do not know anything about the FMATs or what they can do for us. This article provides a quick overview of FMATs.

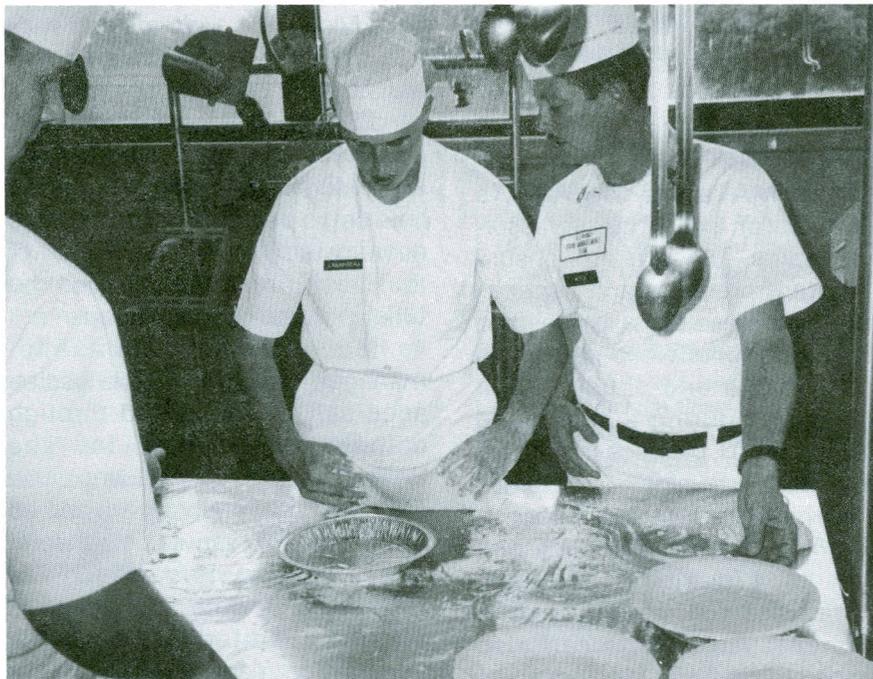
What Are FMATs?

According to AR 30-1 (The Army Food Service Program), FMATs are "designed to provide assistance in current operations or in training personnel in operational procedures for a new facility." FMATs aim to improve support to the soldier, achieve economy and make the Army food program more effective.

When they hear "FMAT," some soldiers automatically get paranoid. We tend to think of these visits as if they were types of formal inspections. People usually fear inspections because they have something to hide. An improperly run or organized dining facility is most probably caused by lack of proper guidance. The FMAT provides this guidance on a scheduled or requested basis to the Active Army and Reserve Components. This program helps upgrade the food service program in the Active Army and Reserve Components with hands-on assistance and on-the-spot corrections to all food service personnel.

History

The DOD established FMATs in February 1968 for all military services. The teams were authorized by DOD Directive 1338.1 "to render assistance in



Food Management Assistance Team (FMAT) members provide hands-on training in food preparation.

raising the quality of food service, achieve economy and increase effectiveness." This directive governs the use of FMATs. The FMAT headquarters was originally the U.S. Army Food Service Center in Chicago, IL. Six teams, each with one warrant officer and three enlisted personnel, were assigned regions. In 1971, the Food Service Center was reorganized and relocated to Fort Lee, VA. In May 1972, the Food Service Center was redesignated the U.S. Army Troop Support Agency, with the teams centralized at Fort Lee. Since then, other branches of the military have developed their own teams.

During 1972-1989, there were five FMATs, each with one field grade officer, three enlisted personnel (sergeant first class or above), and two Department of the Army (DA) civilians (one food service systems analyst and one dining facility equipment specialist). On 1

October 1989, FMATs were assigned to the U.S. Army Quartermaster Center and School at Fort Lee under the Army Center of Excellence, Subsistence (ACES), and the number of teams was reduced to four. Currently, the four teams consist of commissioned or warrant officers, enlisted personnel and DA civilians. The FMATs are tailored both in size and expertise to the installations or commands they are visiting.

Dining facility personnel benefit from advice from their peers with the same background and training. Through this advice, the FMATs contribute to a high-quality food service program.

A popular misconception is that FMATs are inspectors. FMATs do review the use of facilities, personnel and equipment and evaluate installations' food service programs. However, their only purpose is to assist. When they

find problems, FMATs help to resolve them. Recently FMATs have made a concentrated effort to "lose" that inspection image and to be true "assistors." During this past fiscal year, FMATs visited 51 installations and commands and 242 dining facilities and also provided hands-on assistance to over 5,000 persons.

FMATs Today

The FMATs are the Army's equivalent of civilian quality assurance teams. These teams ensure consistent products and services and efficient use of resources and maximum profits while preventing fraud, waste and abuse. Upon request, or during a scheduled visit, the FMAT provides assistance and hands-on training in such areas as administration, subsistence accountability, food service and preparation, nutrition, sanitation, and facilities and equipment management. The teams can also respond to particular problem areas beyond the scope of the local command or installation.

For the Active Army, teams visit each major Army command (MACOM) in the continental

United States (CONUS) or installation at least once every 18 months and Germany and Korea every 12 months. Eventually, FMATs visit every Active Army dining facility in the world, and at last count about 995 were operational. In addition to scheduled visits, commander may request teams to provide special assistance at other times.

U.S. Army Reserve and Army National Guard units also receive scheduled visits during their annual training periods. These are coordinated through the Office of the Chief, Army Reserve, and the Chief, National Guard Bureau.

Requests from units for management or technical assistance can be forwarded through command channels for the Reserve and National Guard units. If the request is appropriate and no other sources can assist, the request is then forwarded. For Reserve units, the final action is taken by United States Army Forces Command (FORSCOM) or United States Army Western Command (WESTCOM). For National Guard units, the final action is taken by the Chief, National Guard Bureau, after first going through

FORSCOM or WESTCOM.

These procedures for requesting visits are outlined in AR 30-1, Chapter 3. Also, visits can be arranged by contacting the Chief of the Management Assistance Division, MAJ Priscilla A. Dolloff-Crane, ACES, Fort Lee, VA, DSN 687-2511 or Commercial (804) 734-2511. MAJ Dolloff-Crane would also be happy to answer any questions or discuss suggestions for FMAT visits.

Each year the FMAT budget has decreased, so the number of teams keeps decreasing. The teams are unable to travel at any other times except their scheduled visits. If units need the additional assistance, then they can usually use their own funds to bring a team to them. This assists the FMATs while also helping the requesting unit.

How FMATs Work

In addition to the FMAT mission of providing assistance, the teams conduct face-to-face discussions with food service personnel. This is a direct way to get feedback. Feedback is then used to improve policy and procedures and update training programs. The FMAT can be tailored to provide specialized assistance for a unit's specific needs.

When the FMAT comes into your unit, the members deal directly with the dining facility personnel. At the end of the visit, the team gives a detailed briefing of its assistance, discusses any problems and recommends corrective actions and improvements. This information will be prepared in a written format for the dining facility to keep. The team also follows up by telephone and ALWAYS is available to give advice over the telephone.

The FMAT occasionally makes findings that must go immediately to the food service field. These findings are provided through a Food Service Flasher Message. These messages outline safety hazards, incorrect procedures, defective equipment, sanitation



Rather than a formal inspection, an FMAT visit stimulates professional pride in food service personnel.

and nutrition. Information is provided quarterly through various publications such as the *Quartermaster Professional Bulletin*, commander's letters and a letter titled "Lessons Learned." This information goes to all Active and Reserve Component units.

Confidentiality

At the completion of the visit, the FMAT out-briefs the commander or higher headquarters, but only in generic terms. The team does not go into specifics with upper levels of command. FMATS have found that keeping the assistance visits at the lowest possible level means better acceptance of the teams by the units. When dining facility personnel know that the visits are kept confidential at their level, they will readily accept the team a second time and be more open to suggestions. FMATS are receiving only positive remarks and letters from the units. This is

probably because FMATs have tried to eliminate all negative aspects of their visits. The FMAT is there to ASSIST, not to find problems and exploit them.

Leader Responsibility

It is in the best interest of commanders, food service officers/sergeants and soldiers to get the most out of an FMAT visit. These teams were created to enhance training and stimulate professional pride in all food service personnel. The teams were NOT formed to replace regular training, which is the responsibility of all leaders. The FMATs are only to be used as additional training tools.

If we use this tool wisely, we will be able to enhance our food service programs and provide the best food service support to our soldiers. It is every leader's responsibility to ensure that the FMATs assist our dining facilities in pro-

viding an attractive, pleasing environment where our soldiers dine regularly because they want to, not because they have to. This is a responsibility that must be an ongoing process. With our cooperation and support, FMATs will continue to promote the morale and welfare of our soldiers. 

LT Kari-Jo Coll is a graduate of Cameron University in Lawton, Oklahoma. She received her commission through the Oklahoma Military Academy Officer Candidate School. She has also attended the Quartermaster Officer Basic and Advanced Courses. She has served previously as the Class I Officer in the Oklahoma National Guard and as an Executive Officer and Headquarters and Headquarters Detachment Commander in the Hawaii National Guard. Currently, she is the Supply Management Officer with the 297th Supply and Supply Battalion, Hawaii National Guard.

1992

Philip A. Connelly Awards Program

The 24th Annual Connelly Awards Program for Excellence in Army Food Service is now underway with five evaluation teams. Annually, the International Food Service Executives Association (IFSEA), cosponsor of the Connelly program, provides a civilian food service executive to head each team. The teams are evaluating five categories: Large Garrison, Small Garrison, Active Army Field, Reserve Field, and National Guard Field from mid-April through mid-June. Winners will be announced in late June. 



Philip A. Connelly Awards Program

SGM Hughy D. Brown

It's 0 dark-thirty and we've just completed our daily cooks' mount inspection. We've been checked from head to toe, including fingernails and jewelry. The long duty day has begun. A year of preparation and daily rehearsal has gotten our dining facility to the Department of the Army (DA) level of the Philip A. Connelly evaluation. A team of food service evaluators are all over the place: checking, watching and asking tough questions. This, the

best in the Army." My chest swells with pride and the long, hard day continues.

The Philip A. Connelly Awards Program for Excellence in Army Food Service began in March 1968. The program is the brainchild of the late Philip A. Connelly, former president of the International Food Service Executives Association (IFSEA). IFSEA co-sponsors the program and provides a civilian food

equipment replacement, facility renovation and continued food service training for the food service staff. Each year at the annual awards ceremony, a general officer is required to accept the awards for the winning and runner-up commands.

The Connelly Awards Program has been so successful in improving the quality of food served to the soldier and increasing command emphasis that other Army

Recognizing the Army's best food service operations is absolutely essential for the growth and improvement of all Army food service. Field commanders will say a unit's success largely depends on how well the unit is fed.

last of many such evaluations during the past year, is our "Super Bowl of Army Dining Operations."

We just want it to be over; we know we are the best. What the evaluation results say could never compare with the pure pleasure of hearing our diners and commander praise our efforts. Everyone is putting forth their best; the little things that may have upset you yesterday go unnoticed today. Every level of our command and food service chain is present, from our major Army command (MACOM) advisor to our food service officer, and all are excited. The commanding general will be here for lunch, as he has often been since we won the MACOM evaluation.

The DA evaluators stay with us throughout the day, even questioning our diners. I overheard an evaluator ask a diner, "who is this Philip A. Connelly fellow?" The diner replies, "I don't know who Connelly is, but I do know what good food is, and our facility is the

executive as a team leader for the DA-level evaluation team.

Recognizing the Army's best food service operations is absolutely essential for the growth and improvement of all Army food service. The desire to be the best is a trait shared by all the armed services. Field commanders will say a unit's success largely depends on how well the unit is fed.

During the past 24 years of Connelly competitions, soldiers have enjoyed the fruits of their food service staffs' labor. Since the layered competition begins at detachment, company, battery and troop levels, it is open to every dining operation within the Active Army, U.S. Army Reserve and Army National Guard. Units without a garrison dining operation may compete in the field category of competition.

Future Army food service will continue to emphasize quality of food served with a minimum of labor and dollar resources. Leadership involvement is essential. Command emphasis is placed on

excellence awards programs have been modeled after it. Individual food service managers and workers also benefit by attending the week-long annual IFSEA Conference. Competition winners and other select food service workers receive special training through scholarships and two weeks of training in civilian industry. Each characteristic of the program is designed to meet or exceed the food quality expectations of our soldiers — the toughest customers in the world today and the most deserving.



SGM Hughy D. Brown has an associate of arts degree from Central Texas College, Killeen. He is also a graduate of the Sergeants Major Academy, Food Management Course, Jump Master Course and the Contracting Officer Course. His previous assignments include Command Sergeant Major at battalion, brigade and installation level, and Food Service Supervisor at division level. He is currently a Food Service Supervisor, Army Center of Excellence, Subsistence, Fort Lee, Virginia.

Quartermaster Officer in Aldershot, England

MAJ Dona M. Thomas

The exchange program between the U.S. Army Quartermaster Corps and the British Army Catering Corps (ACC) began in 1973 as a mutual exchange system of personnel. Designed to further the bonds of friendship and understanding between the two armies, the program encourages sharing experience, professional knowledge, ideas, techniques and doctrines for maximum mutual benefit. It is a wonderful opportunity for anyone selected to see just how another Army lives, plays and works (not necessarily in that order).

First Woman

I've often wondered what it would be like to switch places with someone else, and this assignment has given me just that experience. To me, the ninth American Exchange Officer at the ACC Training Centre in Aldershot and the first woman exchange officer, the experience has been a bit like "The Princess and the Pauper." Don't ask me who is who because I don't know, and I'm sure my stateside counterpart would have a different view than mine. Suffice it to say, though, that since I left the land of round doorknobs and landed on the beautiful shores of England, I have developed a whole new perspective of Army life and feel all the better for it.

I've often been asked what it's like living and working in a foreign country. It's different. Not necessarily better, but definitely different. I have to say that one of the first things I had to do was learn to think and speak "English." I am, after all, a quasi-British Officer for the two-year assignment. From day one, I had to stop thinking like an American and start thinking like a Brit.

Officer in Charge

For the last 1 1/2 years, I've been the Officer in Charge of the Department of Catering Administration and Management (DCAM), Army School of Catering. The corps centers around the concept of advisors providing a catering service to the Army. Strong parallels exist between employment of chefs in the United Kingdom, chefs are assigned to districts or regions supervised by Commanders Catering. Area Catering Officers (ACOs), responsible for the operation and quality control of several units, serve as catering advisors to unit commanders. Commissioned food service officers in the U.S. Army, on the other hand, are normally employed on the food distribution side instead of the operational side. Our warrant officers (WOs) and senior noncommissioned officers (NCOs) at installation, brigade and division are U.S. advisors on food service matters.

British Training

Training in the British Army is markedly different. In the British Army, soldiers train to perform tasks until they can accomplish the task without supervision. Obviously, their training is more intense and longer as a result. In the management arena, the pass rate for accounting, as an example, is 100 percent. Soldiers who cannot complete a sample account without error do not pass the course. The logic behind this philosophy is this: in reality, there can be no errors; therefore, no errors are acceptable during training.

Management

My department is responsible for all management and automated

data processing training of all ACC soldiers and officers. The four officer courses are the regimental Catering Warrant Officer Course, the Officer Induction Course (basic), the Area Catering Officer Course and the Forte Long Course (Training With Industry Course). In addition to all ACC officer courses, various courses are also held for WOs and NCOs. They include a management phase on the Advanced Chefs Course, the Production Supervisors Course, the Master Chefs Course (Advanced Noncommissioned Officer Course level) and the Area Catering Warrant Officer Course.

Similar Subjects

Subjects taught in all courses are similar to those in the U.S. system. Manual accounting, safety at work, hygiene, budgets, menu planning, inventory control and personnel management are just a few. We also teach the Catering, Accounting and Planning computer-based software package known as CATPAC. CATPAC has revolutionized British Army food service operations because a fully automated system completes all operations such as menu planning, recipe maintenance, accounting, reordering of foodstuffs and stocks inventory - a marvelous time saver for the dining facility manager.

Assignment to this department has given me the opportunity to learn from A to Z the British way of operating. Indeed, I had to learn in order to serve as a teacher in the department as well as the officer in charge. I have had the opportunity to fully integrate into the British Army, performing an active role in their training system. As with our Army, changes occur on an almost daily basis.

Manpower reductions are

forcing the British Army to rethink operations and training. Given my position in the school, I have contributed to the process of change, which has given me a broader perspective.

Lifetime Bonds

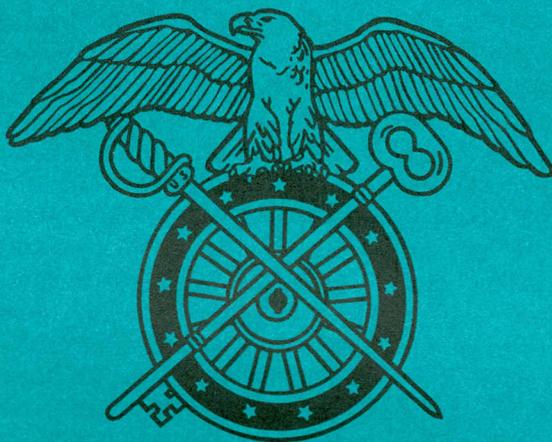
Socially, our lives are pointedly different from what we had previously known. British Army life revolves around the Mess which is far different from our Officers' Club. Everyone in the Mess is "family." Monthly get-togethers are the norm, and it is not unusual to attend black-tie dinners either in the Mess or at someone's home quite regularly. Hand in glove with social side of life here is the opportunity to live as a British officer in their government quarters. As a major, I have a four-bedroom quarter that is more than

adequate for our needs. Because we live as British citizens in their quarters and not on U.S. base in a foreign country, my entire family is on exchange. Lifetime friendships between children have been established which in and of itself will bond our two countries together in years to come.

What has been gained through the Personnel Exchange Program? Personally, I've gained friends whom I know I can call upon at a moment's notice for just about anything - work related or otherwise. Professionally, I've had a once-in-a-lifetime opportunity to live and work with a professional catering corps. In summary, the exchange program's overall aim is to foster a better understanding between individuals and organizations of different countries rather than change one another's

methods. That aim has been achieved and, I feel, will stand me in good stead for future assignments within our Army. 

MAJ Dona M. Thomas has a bachelor of science degree in zoology and a bachelor of science degree in basic science from Kent (Ohio) State University and a master of science degree in logistics management from Florida Institute of Technology. She is also a graduate of Quartermaster Officer Basic and Advanced Courses, Combined Arms and Services Staff School, and Command and General Staff College. Her previous assignments include Class I Officer; Assistant Brigade S2/3; Company Commander; Subsistence Staff Officer; and Training With Industry, Marriott Corporation, Washington, D.C. She is currently the U.S. Army Exchange Officer, British Army Catering Corps.



U.S. Army Quartermaster Corps



British Army Catering Corps

The English Are Coming: A View of the Personnel Exchange Programme

MAJ John C. Miller

It seems odd that having been unceremoniously kicked out of Yorktown, VA, over 200 years ago the U.S. Army should willingly invite the British back again - not only to their country but also into the heart of their military installations. From the Pentagon to Arizona and from Massachusetts to Texas, British exchange officers now work alongside their American counterparts in a variety of jobs. Of course, this phenomenon is repeated on the other side of the "pond." U.S. soldiers are likewise coming to grips with the quirks and peculiarities of a foreign country.

Yes, a foreign country. Despite a similar "Western" outlook on life, common language and shared heritage, we have different cultures, a fact which is hardly surprising because the United Kingdom is some 3,000 miles away from the East and more than 6,000 from the West Coast of the continental United States. This brings us to one of the main reasons for conducting a military Personnel Exchange Programme: to understand the doctrine and operating procedures used by another allied army in both peace and war.

On the food service side, this programme of cooperation and sharing personnel was started in 1973 by the late LTG John D. McLaughlin, Quartermaster. The first exchange was deemed a great success. It has been repeated and repeated until today when Majors John C. Miller, British Army Catering Corps, and Dona M. Thomas, U.S. Quartermaster, became the 10th and 9th members of their respective organizations in the Personnel Exchange Programme.

Common Questions

What does the exchange do?

What benefits accrue to the host and donating country, and the individual? These questions and others are usually asked about any continuous Exchange Programme and their answers are not always easy to quantify - unlike, for instance, a special study when a subject expert is brought in for the duration of a project.

The Army, any army, tends to function along fairly bureaucratic lines. That's what makes an Army work, especially in war time. Procedures to cope with most exigencies will be found in what is commonly known as "the book." If correct, the war and peace will be won in textbook fashion, producing an ideal scenario for the commanders of the country concerned. The converse of this "good" bureaucracy, however, is to make individuals narrow-minded in the belief that there is only one correct way to achieve a particular goal and not to question "the book."

The Personnel Exchange Programme throws away "the book" as far as the exchanged individual is concerned. This can be quite confusing and frustrating, but should produce a more flexible leader.

Other positive benefits include what amounts to a 20-year trial of another army's food service system to select the bits the exchange officer wants to bring back home. For example, the British wanted the U.S. hot water heater acquired during the Falkland Islands conflict.

The exchange officers meet with the local population, both military and civilian, and compare lifestyles. They also tour the country, attempt to speak the language and eat the food. In other words, exchange officers come to grips

with the culture of the land, a particularly important part of actually living in another country. Only by recognizing each other's culture and its implied values and social mores we can understand what certain thoughts and actions are carried out. This enables two North Atlantic Treaty Organization (NATO) allies to work better with each other if and when we go to war.

Both food service branches of the British and U.S. armies have now built up a strong working relationship. Of course, the original exchange officers have risen in rank, producing on the United Kingdom side three brigadiers and two full colonels and from the U.S. three each of full and "half" colonels. This further strengthens this relationship at a senior level.

In fact, by the beginning of 1991, some seven percent of all Army Catering Corps officers had spent some time at Fort Lee, VA, home of the U.S. Army Center of Excellence, Subsistence. This indicates how, within 19 years, we have consolidated the link between the two organizations. The Army Catering Corps also has a room in the Officers' Mess donated by the late General McLaughlin honoring the Exchange Programme. This programme, without doubt, has enabled us to talk the same language when conversing on food-related subjects. 

Major John C. Miller, British Army Catering Corps, is the Chief, Culinary Skills Training Division, Army Center of Excellence, Subsistence, Fort Lee, Virginia. He is a graduate of Cambridge Polytechnic University, England. He is also a graduate of the Junior Division Staff College. Before participating in the Officer Exchange Program, he served as a Staff Officer, Ministry of Defense, in Germany and Northern Ireland.

The Ration Supplement Sundries Pack – A User's Perspective

CPT Donald A. Lannom

Imagine you are a soldier deployed in Southwest Asia for about two weeks now. After your 18th day in country, you begin to notice that your 15-day supply of shaving products and other personal hygiene items is running a little low. Where do you replenish your stock? You can't rely on your spouse or family sending you anything because the mail is backlogged throughout the entire theater. You could be fortunate enough to have a rolling Army and Air Force Exchange Service (AAFES) in your unit, but even then you can't be sure that they will have what you need. Personal hygiene items were often difficult to obtain, but there was a plan to get what soldiers needed: the Ration Supplement Sundries Pack (RSSP).

Background

The RSSP (Type I) is a box of assorted health and comfort items configured to support 100 soldiers for 30 days, regardless of gender. The RSSP (Type II) is a box of assorted female-specific health and comfort items configured to support 25 female soldiers for 30 days. The Deputy Chief of Staff for Logistics (DCSLOG) is responsible for selecting the brands and sizes of the RSSP items. The DCSLOG coordinates with the AAFES Commander on brand preferences of AAFES customers. The Defense Personnel Support Center (DPSC) of the Defense Logistics Agency (DLA) procures the items and then assembles, stores and distributes the completed RSSPs. DPSC works from a number of different depots within the continental United States (CONUS).

European operations are different. Once the RSSPs are assembled, DPSC moves them into the

theater of operations where the distribution responsibility falls to the theater commander. During *Operation Desert Storm*, RSSPs arrived in Dammam and were pushed forward from there. Initially, availability was extremely limited and RSSP distribution was a very sensitive issue.

Every evening, the Commander of the 22d Theater Army Area Command (TAACOM) received a status report on each type of RSSP before his staff developed a distribution scheme. 22d TAACOM units then distributed RSSPs to corps support commands (COSCOMs) which, in turn, pushed RSSPs down to main support battalion (MSB) supply companies and so on, down to the frontline soldier.

The Short Haul Solution

Many divisions relied on support groups in CONUS. One such effort came from the 82d Airborne Division, Fort Bragg, NC. The 82d's food service advisor, with help from the officers' wives club, took donations of comfort items from local businesses, converted a Fort Bragg gymnasium into a warehouse and went to work. With donations of plastic shopping bags from the Fort Bragg Exchange, they packed from 15 to 18 bags of comfort items into a "book box," depending on the size and quantity of items packed. They then packed those two book boxes together in another box for shipment. The shipped box weighed approximately 30 pounds and was easily divided among soldiers of the 82d Airborne Division because of the individual type configuration.

The American Red Cross provided packages to soldiers both in theater and before deployment.

Local groups such as the Veterans of Foreign Wars, the American Legion, church-sponsored groups and a very large population of concerned individuals also provided "goodies" and other comfort items throughout *Operation Desert Shield/Storm*. Despite several difficulties with the mail, postal units continued to get these items through the system. These were often the only comfort items available.

Content

Only after the Southwest Asian theater became more developed did the RSSP finally start to get to the units on the ground. Soldiers who received them appreciated them, but the RSSPs were not perfect. Both types of the RSSP had several problems.

The first problem with the RSSPs was that the contents just were not right for the theater. Suntan lotion, hand lotion, lip balm, eye drops and other items useful in the desert were more than plentiful in the RSSP. Hundreds of bottles of suntan lotion and sunblock were thrown into burn pits because soldiers would not use them for two reasons. First, suntan lotion and sunblock products invited sand to stick to the soldier wherever applied on the body. Secondly, the RSSPs did not start arriving in the Southwest Asian theater until the weather began to cool below 100 degrees Fahrenheit. By the time the weather heated up, most soldiers had returned home and the RSSP had been modified.

While some items were overstocked, other items were scarce. The RSSP was designed to serve 100 soldiers but had only five pairs of sunglasses. Candy, gum,

laundry soap and combs seldom came in quantities sufficient for 100 soldiers, but quantity was not the worst problem. Sometimes the product was just plain bad. Shaving cream caused numerous complaints. Ruining razors and turning faces raw were the usual complaints. Compounding the complaints was the fact that the shaving cream came in a tube, like toothpaste. The shaving gel was sometimes mistaken for toothpaste, ruining soldier appetites, toothbrushes and morale for the unlucky few who attempted to brush their teeth with it.

Many items in the RSSP were too big. Toothpaste usually came in eight-inch tubes - enough for a rifle squad - but few soldiers wanted to carry it. Other items in inconvenient sizes were bath soap, laundry detergent, mouthwash and shampoo.

The Type I RSSP had its share of problems, but the Type II RSSP for female soldiers stirred up the most complaints. Many female soldiers claimed that they were being issued feminine hygiene items of their grandmothers' era. It appeared that no one had conducted a survey to determine what to include in the Type II RSSP. Similar problems of quantity, quality and size also existed in the Type II RSSP. Realizing significant problems with both types of RSSP, DPSC, DCSLOG, and the Army Center of Excellence, Subsistence (ACES) at Fort Lee, VA, met to analyze input from the field. Several improvements to the RSSP resulted.

Distribution Challenges

RSSPs had other problems beyond content. RSSPs distribution was in itself a problem. More than once, the high demand for RSSPs resulted in Type II RSSPs showing up in all-male Infantry, Armor and Field Artillery units, simply to get "an RSSP" out to the units.

The weight of the box itself was a significant problem. AR 700-23 (Supply of Health and Comfort

Items) mandates a 100-soldier configuration for each RSSP. This 100-soldier configuration box weighs 72.9 pounds - a two-soldier lift. If forklifts were not available, loading and unloading, especially at the receiving unit, became a problem.

All receiving units were widely dispersed and contained varying numbers of soldiers. Six or seven boxes configured for 100 soldiers had to go to multiple locations, only one of which had the approximately 100 soldiers. An easy fix was not to be found.

A good solution to the packaging problem is to package the RSSPs in smaller configurations. A realistic example is the configuration used by the food service advisor of the 82d Airborne Division. Each shipped box (anywhere from 30 to 36 sundry packs) weighed only 30 pounds and could be subdivided into two smaller boxes of 15 to 18 packs apiece. Within these two smaller boxes were sundry packs, already sorted and individually packaged for easy separation and distribution. Another possibility is to configure the RSSPs along the same model as the T-Ration. Each T-Ration tray pack is designed to support a small number of soldiers, usually a squad or a section, and each RSSP could be configured to support a like number of soldiers.

Configuration of the Type II RSSP presents a unique set of problems, but the current size of the 25-soldier configuration seems suitable unless a unit has a very small number of female soldiers. Making the Type II RSSP smaller seems impractical for those units with a large population of female soldiers. The only reasonable suggestion for improvement to the Type II RSSP relates to the size, quantity and quality of the products put in the RSSP.

Overall, the RSSP concept is sound. The DPSC did a remarkable job getting RSSPs into Southwest Asia only 60 days into the conflict.

The product was far from perfect, but it offered soldiers without the advantages of an AAFES nearby the necessities for day-to-day living in the field. The RSSP made marked improvements throughout *Operation Desert Shield/Storm*.

ACES is now responsible for the contents of the RSSP, as well as AR 30-7 (Operational Rations) and AR 700-23. ACES is currently staffing a rewrite of AR 30-7 at Fort Lee which incorporates AR 700-23 as a separate chapter. The new regulation mandates DPSC to have contracts in place in peacetime for wartime procurement. It also will give the theater commander much more responsibility and flexibility. It will give the theater commander the option to make content changes with DPSC after the situation in the theater is more developed. It also requires the theater commander to negotiate with AAFES for the short-term supply of comfort items.

Other attempts to improve the RSSP include testing on individual-type RSSPs by the Natick (MA) Research, Development and Engineering Center. If you have any input to improving the RSSP, forward your comments to ACES at the following address:

Commander
U.S. Army Quartermaster
Center and School
Army Center of Excellence,
Subsistence
ATTN: ATSM-CES-OC
Fort Lee, Virginia 23801-5041



CPT Donald A. Lannom has a bachelor of science degree in petroleum engineering from the University of Missouri-Rolla. He is also a graduate of Infantry Officer Basic Course, Quartermaster Officer Advanced Course, Bradley Fighting Vehicle Commander's Course and Airborne School. His previous assignments include Rifle Platoon Leader, Assistant Brigade S3, Company Executive Officer and Battalion S1 with the 1st Infantry Division at Fort Riley, Kansas, and Southwest Asia.

You smug-faced crowds

with kindling eye

Who cheer

when soldier lads march by,

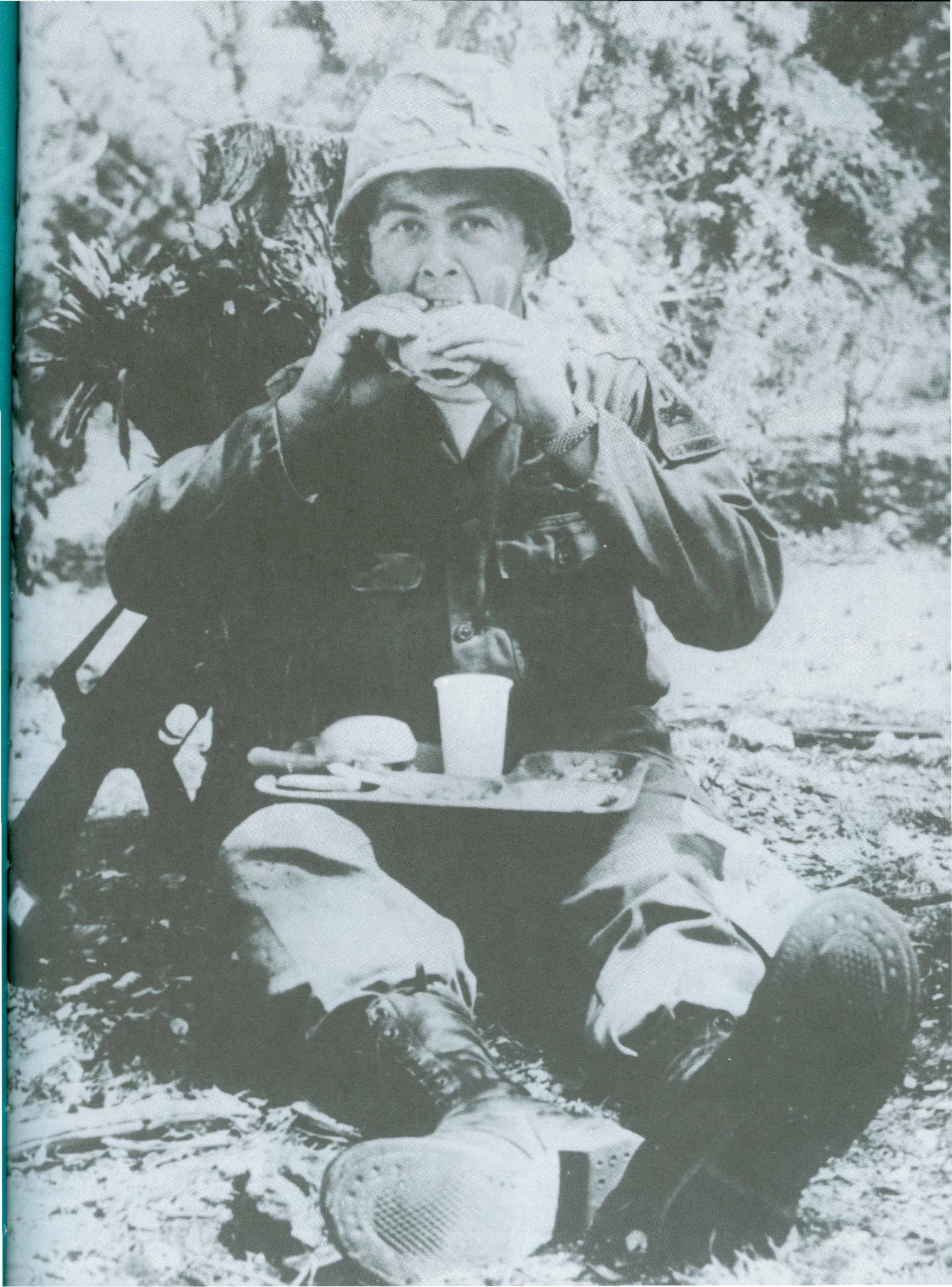
Sneak home and pray

you'll never know

The hell

where youth and laughter go.

—Siegfried Sassoon



Operation Light Fighter

CPT Mark P. Erikson

Because of the recent radical changes in the superpower relationship between the U.S. and the former Soviet Union, the chief threat to U.S. global interests now exists in politically and economically unstable third world countries. In some third world countries, insurgent groups opposed to U.S. goals have grown rapidly by exploiting internal instability and creating low intensity conflict (LIC) scenarios.

The Army realized 10 to 15 years ago the need for smaller and highly mobile, yet lethal, combat units capable of rapid deployment, immediate conduct of combat operations upon arrival, and quick extraction upon mission completion. Hence, the development of the Light Infantry Division (LID). Because of operations such as *Urgent Fury* in Grenada and *Just Cause* in Panama, the role of the LID and the Joint Readiness Training Center (JRTC) has

become even more prominent during the past few years.

The chief objectives of the Quartermaster Officer Advanced Course (QMOAC) at Fort Lee, VA, are to prepare students for company command and battalion/brigade staff and to give them an understanding of multifunctional logistics. As the QMOAC began restructuring its program of instruction (POI) in the summer of 1990, the need for LID instruction and combat service support (CSS) operations in a LIC was identified. To prepare QMOAC students for assignments in LIDs, the JRTC map exercise (MAPEX) *Operation Light Fighter* was created.

Instead of simply writing instruction to be lectured, QMOAC cadre developed a "hands-on" exercise format where students role-play LID forward support battalion (FSB) commanders and staff. This type of instruction best teaches student an understanding

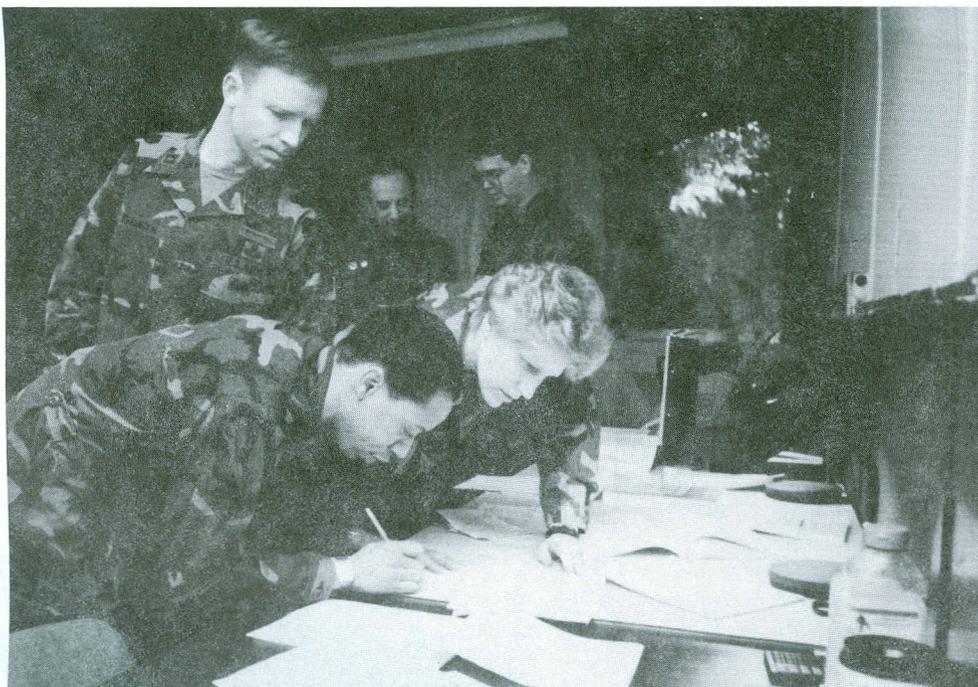
of the following:

- The logistical challenges in a LIC environment and supporting a LID.
- The capabilities and organization of a LID division support command (DISCOM).
- LID involvement with host nation assistance.
- Preparation of an FSB operations order.
- Command/staff coordination within a LID.

The 2 1/2-day exercise allows students to compare and contrast supporting a LID versus supporting a heavy division, which the QMOAC National Training Center (NTC) command post exercise (CPX) focuses on. (See "Operation Multi-Functional," *Quartermaster Professional Bulletin*, Winter 1990.) Under the supervision of QMOAC cadre, students with LID/JRTC experience worked on the MAPEX development as their graded project while attending the QMOAC.

The framework for the MAPEX is designed to fit the small group structure of a QMOAC class: four teams of 12 to 16 students per team, each supervised by a small group leader (SGL). Each of the four teams role-plays identical LID FSB commanders and staff. The control cell, composed of four students with previous LID experience and the four SGLs, role-play higher, lower and adjacent units for staff coordination with the FSB cell.

The MAPEX is based on an actual JRTC scenario where a light infantry brigade task force is rapidly deployed to the fictitious Caribbean Island of Atlantica as a show of force against a



Students conduct their staff planning and coordination as part of a forward support battalion cell.

communist insurgency. The exercise actually starts a week ahead when the SGLs select the control cell. The control cell begins preparing the task force operations order (OPORD) briefing as well as the first fragmentary order (FRAGO) briefing. These briefings will be given to the FSB commanders and staff to start the MAPEX. All students are given read-ahead packets, giving them information on the LID DISCOM and a general strategic situation which sets the stage for the MAPEX. On the first day of the MAPEX, introductory classes are given on the composition and capabilities of a LID DISCOM and also on nation assistance, what U.S. forces do to help establish or reestablish a host country's institutions. As with most LIC operations, supporting the government and local populace and either maintaining or gaining their support are keys to any successful foreign internal defense operation. Films on *Operation Just Cause* and JRTC give students a flavor of LIC operations.

JRTC CSS observer controllers (OCs) come to Fort Lee when available to provide insight on current CSS lessons learned from JRTC. They focus their instruction on logistical planning considerations unique to LIC operations on a nonlinear battlefield. Two major ones are heavy reliance on aerial resupply and an emphasis on host nation assistance. The OCs are also available to answer questions and assist students as they work through the MAPEX.

The MAPEX OPORD and FRAGOs are from a LID task force that actually went through a JRTC rotation. Students must begin their concept of support planning and write the FSB OPORD from the first task force FRAGO. The first FRAGO covers the task force being tactically airlifted from an intermediate staging base

deep into the host nation where communist insurgents have been operating. The task force's mission is to expand the lodgement area and attack known enemy pockets of resistance. As part of their planning, students must analyze their support requirements and the airflow and determine if they will have the right equipment on the ground when they need it. If not, they must go back to the control cell and request a change in the airflow from the maneuver brigade staff with justification.

Students receive LID tables of organization and equipment, beginning personnel and equipment densities, an actual United States Army Forces Command (FORSCOM) unit's FSB tactical standard operating procedure, and maneuver map overlays for their planning. Throughout the exercise, the control cell sends each FSB cell master incident list (MIL) message traffic which students must react to. Some examples of MIL message traffic include the following:

- An enemy soldier was captured inside the brigade support area (BSA) just after he was caught tampering

with one of the fuel tank and pump units.

- Two of the headquarters and supply company's 6,000-pound forklifts at the ammunition transfer point are deadlined.
- Some FSB soldiers became ill after consuming some Meals, Ready to Eat (MREs) and are out of action indefinitely.
- The FSB cell is informed that a pallet of MREs that was airdropped to them crashed to the ground and was destroyed.

In each case, the FSB must coordinate with the control cell to correct the various problems. Towards the end of the second day of the MAPEX, students brief their DISCOM commander who is role-played by colonels or senior lieutenant colonels. Following a critique of the briefing, the FSB cells are given their second FRAGO which involves search and attack missions in the area of operation. Again, MIL message traffic interrupts their planning. For example, they may suddenly have to send a vaccination team from their medical company to administer inoculations in a local village. After the



The control cell briefs on the status of the task force's mission.

students' second briefing to the DISCOM commander, an after action review (AAR) is conducted. Students decide if the training objectives of the MAPEX were met and if not, why? Student recommendations on how to make the learning experience better are incorporated into future MAPEX operations.

Since the MAPEX began, student feedback has been very positive, indicating the MAPEX

provided them a good understanding of how to sustain a LID task force. By actually role-playing FSB commanders and staff and defending their plans, students receive the best training short of actually going through a JRTC rotation. Because of *Operation Light Fighter*, QMOAC graduates will go to their next duty assignment confident and ready to meet the challenges of supporting a LID.



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Logistics Warriors' Leadership Through Quality

Dr. Phillip H. Kirkpatrick

Editor's Note: This article is Part Two of a two-part series on Total Quality Management through Total Quality Leadership (TQM/TQL), a program that can work in all Army activities. Part One introduced TQM/TQL by discussing the program's first year in the U.S. Army Quartermaster Center and School. Part Two describes how "Leadership through Quality" can assist commanders.

Quality is everybody's business! Every leader must design and develop a plan that guarantees "continuous process improvement, forever." In the many processes and subprocesses of Army command, a major process is direct support of external customers. Unit commanders also must assure internal support, self-support, if they expect to deliver optimum customer service.

Reflect for a moment. Not relying on junior officers and noncommissioned officers, coupled with failing to delegate, can contribute directly to inefficiency. In tomorrow's Army, leadership through quality will provide the decisive edge. The leaders of Logistics Warriors must move from only inspecting performance to preventing errors through continuous process improvement.

Where should leaders start? Select any process associated with your unit's mission. Design a simple flow chart of each step in the process. You will be surprised, possibly amazed. These are typical flow chart symbols: oval - process starts or stops, diamond - decision, rectangle - action, and circle - pause.

Now, look at the processes involved with your unit's "people programs," such as awards, promotions and reenlistments. Taking care of soldiers is leader business: the quality of "people programs" impacts soldier morale. A unit with high morale stands as a unit with quality, concerned leadership and high productivity.

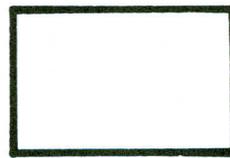
There is more to consider. How about the process that deals with personnel efficiency reports? Always important, these efficiency reports will take on greater significance in a smaller, more competitive Army. Then consider those motor pool processes such as maintenance, tool management and prescribed load lists. Check out those processes and stay ahead. When is the last time you checked daily processes in the supply room? With fewer Army dollars, leaders must effectively manage the supply processes such as timely inventories, accurate hand receipts and proper handling of sensitive items.

The key to quality is continuous assessment of processes from step one to the final step with correction or refinement wherever and whenever required. Leaders

have become so absorbed with inspection that we have ignored prevention, with the possible exception of safety processes.

How do you tackle the challenge? The answer begins with "powering down." Every day, your soldiers work in the process. Through "topdown" leadership, you train your subordinates to understand and appreciate the process and then to initiate continuous improvement step-by-step. You stress error prevention. You discourage "inspection only" of final product or service that often costs time and money to do the work over. It is not easy and will not happen overnight, but great leaders love great challenges. 

Dr. Phillip H. Kirkpatrick, a veteran of the Korean War and a University of Richmond (VA) graduate, serves as Special Assistant for Total Quality Management through Total Quality Leadership (TQM/TQL) for The Quartermaster General. He is responsible for analysis, design, development, implementation and control of the organizational effort to institutionalize TQM/TQL.



Battlefield Stress Management: Take It Seriously

CPT Catherine D. Sopher

Imagine you are the company commander of a medium transportation company (petroleum) deployed to Saudi Arabia during *Operation Desert Storm*. You have 60 petroleum tankers and 100 soldiers assigned to your company. Your company provides line haul support for the eastern portion of the theater, and soldiers have been hauling at maximum capacity for six weeks with minimum sleep on heavily traveled main supply routes (MSRs).

At 2035 hours while reviewing missions and current statuses, the SCUD alarm sounds and then abruptly stops. Within seconds, the warehouse out of which you are operating takes a direct hit from an Iraqi SCUD missile. The warehouse is destroyed. Suddenly, soldiers lay dying. Others are screaming, crying out for help. Fire is starting to spread. One soldier with cuts and burns is stumbling aimlessly asking, "Where are my shoes? Have you seen my shoes?" Soldiers from other buildings on the compound come running with M16s, load bearing equipment (LBE) and mission-oriented protection posture (MOPP) gear to the impact area where the warehouse walls once stood. Another soldier has a severed leg. He is begging, "Do me, I'm dying. Please, do me, do me." He is in shock. You direct your soldiers, who are able to start pulling the wounded from the debris to a safe area and to perform first aid.

As others arrive, you tell them to get fire extinguishers from fuel tankers and try to put out the fire that the explosion started. The night is a long one for the soldiers. In the days and weeks that follow, one of your soldiers begins to stutter. He has never had speech

problems before. Another soldier is insubordinate to a noncommissioned officer (NCO) when he refuses to assist with compound police call before his convoy moves out on a mission. He has always been a cheerful, motivated soldier. His platoon sergeant says the soldier's behavior has been odd since the night of the SCUD impact. One soldier tells you he cannot stand it anymore. He cannot sleep, eat or keep his mind on his driving during convoys. He begins to cry and says "I'm worthless. I couldn't go...I ran away. Everyone was screaming and dying." Several soldiers appear to need to go to sick call because they have diarrhea, are dehydrated, tired all the time or are just complaining of generally having flu-like symptoms.

Commander's Program

After experiencing this type of situation while a commander in Saudi Arabia, I am convinced that combat service support leaders must implement comprehensive battlefield stress management programs in our units. We owe it to our soldiers to ensure they know what battlefield stress is, how to identify it and how to prevent it.

Before discussing signs of battlefield stress and designing ways to minimize the negative effects of stress in our units, the terms battlefield and battlefield stress must be defined. FM 101-5-1 (Operational Terms and Symbols) defines the battlefield as the area required by combat forces to conduct operations. It includes the rear area.

Battlefield stress is a combination of physically and mentally stressing conditions which produce symptoms that interfere with a soldier's military performance. The terms combat or battlefield

stress are often used interchangeably. I prefer the term battlefield instead of combat, because stress is not produced by actual combat only. The uncertainty and risk of the battlefield creates stress that may adversely effect our soldiers and our missions.

Numerous causes of battlefield stress create a cumulative impact on soldiers. Causes include fatigue, physical discomfort, separation from the "home front," isolation while performing duties, fear for personal safety, lack of privacy, death of comrades, boredom and extended restrictions. However, there is no universal answer to what causes battlefield stress and to what limit or for how long a soldier or unit can be pushed. Battlefield stress affects everyone, but we cannot predict when it will happen and cannot calculate to what extent it will affect our soldiers. Battlefield stress varies from soldier to soldier and situation to situation. As leaders, it is critical we understand this concept.

Leaders Susceptible

Half the "battle" in the fight against battlefield stress is recognizing the signs in your soldiers. Numerous signs of battlefield stress should alert a leader to potential individual or unit crisis development. One or two of these symptoms may not be significant. It is common for most soldiers to have some of these signs. In fact, soldiers may have some signs and still function well. Not all of the effects of stress are negative. We must consider the signs demonstrated in relation to a soldier's usual way of reacting.

We should watch our soldiers carefully, looking for changes in behavior and attitude. Beware,

commanders are susceptible to the negative effects of battlefield stress too!

The ability to withstand the degrading effects of battlefield stress is especially important for the leader during combat. Many things are happening at the same time, it's a noisy environment, everyone wants your attention, and you must make decisions. This volatile, uncertain, complex and ambiguous environment in which you, as a leader, must operate constantly weighs on your ability to make decisions. You must delegate duties and manage your sleep time. Do not hesitate to do this. Often we do not want to sleep while our soldiers are still working. Much of our hesitancy hinges on our image of ourselves. Do not let the "macho" image, "can do" attitude or the "I can take it" feelings keep you from delegating when you can or sleeping when you should. You will be a stronger leader if you overcome these image or self-worth obstacles and therefore remain effective during sustained operations.

If your performance is degraded for any reason, you are unable to plan properly or make rapid and concise decisions required in combat operations. A leader's faulty decisions can result in unnecessary deaths and the loss of combat effectiveness. Continuous, effective leadership is the key to sustained unit performance.

Signs of Stress

We should stay attuned to physical, mental and emotional signs. The signs of stress in yourself may also be seen in other soldiers. The following comprehensive list comes from FM 26-2 (Management of Stress in Army Operations).

Signs of Stress in Yourself

- Aggression
- Tension
- Anxiety
- Depression

- Headaches
- Diarrhea
- Hot/cold spells
- Nausea
- Sweating
- Dry mouth
- Frequent urination
- Fatigue
- Forgetfulness
- Frustration
- Guilt
- Inability to concentrate
- Irritability
- Moodiness
- Nightmares

Signs of Stress in Others

- Drugs
- Alcohol
- Denial
- Emotional outbursts
- Excitability
- Impulsive behavior
- Inadequate eating/drinking
- Negativism
- One-track thinking
- Regressive reactions
- Excessive smoking
- Speech disorder
- Trembling

Signs of Stress in Unit

- Absent Without Leave (AWOL)
- Bickering
- Dissatisfaction
- Lack of cohesion
- Ignoring orders
- Insubordination
- Low productivity
- Sensitivity to criticism
- Sick call

On the modern battlefield, soldiers may encounter many critical events or incidents. These events may overwhelm the normal and generally effective coping abilities of soldiers. They may feel powerless to protect themselves against long-range weapons, nuclear, biological and chemical (NBC) weapons, and terrorist-type activities. Prolonged threatening events and close brushes with death or destruction are common on the battlefield. Some examples of common occurrences in the

combat service support units with the potential to cause battlefield stress are incidents such as:

- A fuel truck driver carrying 5,000 gallons of highly explosive fuel over narrow, heavily traveled MSRs has a vehicle accident. The driver and others are killed.
- A supply depot, ammunition transfer point (ATP) or a tactical petroleum terminal (TPT) is hit by artillery rounds. The explosions that follow cause mass casualties in the units.

Personnel are frequently left to wade through these critical incidents with virtually no support or guidance. Most soldiers eventually recover. Soldiers struggling to recover may be distracted from their duties, less efficient performers, and may make more work-related mistakes. Injuries to themselves or others often result. Additionally, most soldiers are more vulnerable to a disabling type of stress if faced with a new critical incident when they have not recovered adequately from a prior incident. Therefore, as leaders we must be able to recognize our soldiers' needs for treatment and assistance. A battlefield stress management program will help our soldiers and subordinate leaders also.

Battlefield stress is unavoidable. We must develop programs to reduce the number of stress casualties and minimize mission degradation during sustained operations. The following techniques must be developed and practiced as part of a daily routine, or they will not be effective.

Stress Management Program

This stress management program falls into three phases: preparation, deployment and post-deployment. The best time to prepare for stress is before deployment, since time is available. During combat, the soldier is preoccupied with completing the mission and maintaining a

resistance to stress. After combat is the time to recover from stress, return to a normal level, and then prepare for future deployments. However, realize that the phases often have no clear beginning or ending. They may even overlap.

Training/Preparation

The preparation phase is important because it emphasizes prevention. Soldiers need extensive preparation to give them a broad base of self-confidence and knowledge. This phase involves establishing a training baseline, establishing and maintaining appropriate vertical and horizontal cohesion and morale, and supporting families. The initial phase has the following five major areas:

- **Conduct hard and realistic tactical training.** This type of training builds the soldier's confidence. By rehearsing tasks repeatedly under different conditions, the soldier increases the ability to function automatically under battlefield conditions. Types of conditions to simulate during training include: NBC conditions, sleep loss in extended independent operations with a lack of information from headquarters, loud unexpected noises, and scenarios in countries where the unit might deploy.
- **Conduct stress management training.** Junior leaders and soldiers must be taught the basics of battlefield stress—what it is and is not. Include instruction on recognizing stress symptoms early and on reducing stress before it overwhelms the soldier. Some of the individual stress-coping techniques appropriate in each of the three phases are concentration, deep-breathing exercises, positive thinking and religion (prayer). If soldiers can reduce some of their anxiety, they will be able to sleep better and be more productive.
- **Develop group cohesion.** Incorporate team sports into your unit's activities. Also, promote unit pride. Display unit history, photographs and facts about recent unit

and platoon achievements. The unit sponsorship program is another important aspect of developing group cohesion. This is the time when soldiers are at a higher risk of developing problems, so ensure a suitable sponsor.

- **Increase physical conditioning.** Combat does not make allowances for tired soldiers, whether they are soldiers marching with heavy loads, mechanics trying to keep the vehicles' operational readiness rate high or commanders making crucial decisions. By increasing physical fitness we not only reduce fatigue, but also expand soldiers' self-confidence and increase chances of survival if soldiers are wounded. Physical fitness is paramount.

- **Develop and maintain a family support network.** The final and perhaps most crucial aspect of preparation is a working family support network. If soldiers know that their families, other important people in their lives and their property at home are being looked after, the level of battlefield stress may be dramatically reduced.

Combat/Deployment

The focus of the deployment phase can be summed up in one word—maintain. That is, keep the level of individual and unit battlefield stress to a minimum by focusing on coping techniques, awareness of the signs of stress and the treatment of stress. Without this focus, the number of stress casualties in your unit could cause mission failure. The following are four main areas of the deployment phase:

- **Reinforce training on coping techniques, signs of stress and treatment.** Ensure the battlefield stress myth is dispelled. Battlefield symptoms are NOT signs of cowardice or weakness.
- **Keep communication lines open.** Emphasize both vertical and horizontal communications in your unit. You may want to make a time for an informal meeting, even if all you have to provide is an

explanation that there is no new information available and no changes to the mission at present. Make contact with as many of your soldiers as you can as often as possible, even if radio contact is your only means.

- **Focus your leadership style.** If necessary, adjust your style to the conditions of your soldiers. As adverse factors continue to impact your unit, attempt to give only simple directions, leave no room for interpretations, repeat orders and directives, and double-check yourself and others. The soldier under stress may have difficulty interpreting intent, reasoning, and remembering new information. Lastly, reassure the soldiers. Soldiers need firm - maybe very firm - but patient prodding or reassurance, not pressure.

- **Continue family support network.** Ensure your chain of command is familiar with Red Cross procedures in your theater of operations. Encourage soldiers to write letters home. Coordinate with rear detachment chaplains or commanders to ensure the soldiers' families are quickly notified of address changes.

Returning From Combat/Deployment

Just as predeployment and the battlefield are stressful, the period after combat is also difficult. Today's rapid transportation network enables soldiers to go from the battlefield to the "home front" in two to three days. This short time is not enough for soldiers to "decompress." Two parts in the post-deployment phase should concern the leader: preparing soldiers for their reunions and preparing their families.

A valuable technique to use in preparing for reunions is "MADS." This acronym is simple, but effective: Money, Alcohol, Drugs and Sex. Both soldier and spouse need to understand the possible pitfalls that could occur in these four areas and purposely avoid them through

good communication. Additionally, inform soldiers of the counseling services provided by Army Community Services and the installation hospital. Leaders should prepare soldiers for problems connected with changed roles of their family members. For example, although soldiers may expect to resume their roles of primary income providers and disciplinarians for their children, spouses may resist. Their spouses may have become very comfortable with the role changes required during the soldier's deployment.

When briefing soldiers on lingering symptoms or potential development of new symptoms, we should reinforce that such symptoms are not uncommon. Symptoms may include startled reactions to loud noises, occasional trouble sleeping and feeling of alienation from friends and family

who have not been through the experiences of war. Again, we must reassure families and soldiers that an adjustment period of several months may be necessary and that resources for counseling are available if symptoms persist. Lastly, informal post-operational debriefings help soldiers to sort out not only the facts, but also their thoughts and reactions about their experiences while deployed. This process can normally begin while still in the theater of operations and continue after returning home.

The combat effectiveness of a unit decreases with the loss of soldiers. Whether this loss is caused by death, physical wounds or psychological degradation, the result is the same. Additionally, manpower shortages will continue as a concern for combat service support units in the future. Therefore, we must implement effective

battlefield stress management programs. With command emphasis, our programs can reduce stress casualties to less than one-tenth of those wounded in action. If we do not adopt a proactive approach to battlefield stress, future combat service support operations will fail. 

CPT Catherine D. Sopher commanded the 475th Transportation Company (Provisional) during Operation Desert Storm. In previous assignments, she served as a Mortuary Affairs Platoon Leader, Laundry and Renovation Platoon Leader, and Battalion S1 and S4 in the 240th Quartermaster Battalion. She is a Distinguished Military Graduate of Old Dominion University, Norfolk, Virginia, and also a graduate of the Quartermaster Office Basic, Quartermaster Officer Advanced and Airborne Courses. She is currently assigned to Fort Bragg, North Carolina.



Managing the stress that accompanies loss in any conflict has always been a key leader's responsibility.

Water Support Operations Training

CPT John H. Warren

Operations Desert Shield/Storm highlighted the critical need for water support to forward-deployed, ground, air and sea forces. Though complemented with "free-issue" bottled water from the host nation, U.S. forces still required internal assets to provide sufficient water support. This support came in the form of Quartermaster soldiers providing processed water from 3,000 gallons-per-hour (GPH), 600-GPH, and 150,000 gallons-per-day (GPD) Reverse Osmosis Water Purification Units (ROWPUs). This equipment requires personnel who are both confident in their abilities and competent in their skills. The only way to acquire this is through training. With two new water training sites, the Quartermaster School provides realistic and safe training. This article presents an update on one of the many ongoing initiatives at Fort Lee designed to provide the line force with confident, trained Logistics Warriors.

Reserve Component Majority

Water training starts at Fort Lee in the Petroleum and Water Department through Advanced Individual Training (AIT), the Basic Noncommissioned Officer's Course (BNCOC), and unit training. During FY 91 and *Operation Desert Shield/Storm*, a total of 1,010 soldiers trained in water support operations. A majority, 54 per cent, were from the U.S. Army Reserves and Army National Guard. These numbers reflect the training program implemented to "train-up" water units deploying to South-west Asia.

Since assuming responsibility for water support training from the Corps of Engineers in 1984, the Quartermaster School has tried to improve and make training more realistic. Two training "tools" have been in longterm development: upgrading the Appomattox River Training Site and upgrading the Bailey's Creek Dam Training Site.

Permanent Facility

The Appomattox River Training Site, a permanent facility, allows hands-on training with a large classroom, storage facilities and settling basins.

The Appomattox River Training Site is similar to terrain often found at actual water production points. The water source is somewhat brackish due to tides. This enhances the training's realism because the tides affect the total dissolved solids (TDS) throughout the day. Students practice laboratory test, purification and disinfection procedures under varying conditions. The Army standard for potable water allows no more than 1,000 parts per million (ppm) of TDS. The brackish water in the Appomattox River has a TDS concentration between 1,500 and 15,000 ppm.

Equally critical are the site's settling basins. The settling basins are important because they allow training at raw water sources at Fort Lee without violating Environmental Protection Agency (EPA) regulations. The on-site settling basins permit soldiers to train with actual chemicals for water processing and to test for the proper chlorination levels.

On-Site Operations

The Bailey's Creek Dam Site provides an excellent training site for water point development and supply point operations which include filling distribution equipment such as the 400-gallon water trailers, the 5,000-gallon tankers, the Forward Area Water Point Supply System (FAWPSS) and the semi-trailer mounted fabric tank (SMFT).

With these two new training sites and the concurrent improvement in realism in training, field commanders can expect combat-ready graduates of the water production course when they report to their units. Reenforcement training through career development courses and predeployment training will ensure that commanders on future AirLand battlefields will receive water support from soldiers who can operate in any combat environment.



CPT John H. Warren is an instructor and writer in the Petroleum and Water Department, U.S. Army Quartermaster Center and School, Fort Lee, Virginia. He is a graduate of the United States Military Academy at West Point, New York, and holds a master of science degree from The Pennsylvania State University, University Park. He is also a graduate of the Field Artillery Basic and Quartermaster Advanced Courses and the Combined Arms and Services Staff School. Previous duties include Platoon Leader, Battery Executive Officer, Battalion S4 Supply Distribution Officer and, most recently, Commander, Headquarters, 4th Materiel Management Center (CORPS) (13th Corps Support Command) Fort Hood, Texas.

Arctic Water Operations

CPT Charles R. Thompson

A harsh environment characterizes battlefields in the arctic. Arctic battlefields have very dark winters and temperatures that range from just above freezing to 65 degrees below zero Fahrenheit. Weather consists of rain, heavy snow, high winds and ice storms. Such weather conditions are a challenge to water supply operations. While water requirements increase to 4.4 gallons per soldier per day for sustainment, the ability to provide the water is hampered. Low temperatures decrease the water production rate, and much of the potable water produced freezes.

Supply/Purification Point

The logistician's first difficulty is to establish a water supply/purification point. You must find a water source. Surface water is the preferred source on the arctic battlefield, but surface water is frequently shallow and freezes solid. Swift rivers and deep lakes or ponds make the best water sources because they do not freeze easily. Detecting these sources in areas where deep snow has accumulated is very difficult. When deep snow conditions exist, shoreline vegetation or slight elevation changes may be the only clue to finding a water source. Locate the lowest constant elevation in relation to the tallest vegetation around, and you have probably located a water source.

Then you must develop a source. Developing the source requires drilling a hole, putting the raw water pump and hose into place and then insulating the hole. The supply hole is drilled with a hand auger through ice that may be four feet thick. A snow bag shelter can be built around the hole and pump as insulation to prevent freezing. The snow bag shelter can

be constructed by stacking large burlap bags or sandbags filled with snow. Extreme temperatures require draining the pumps and hoses and warming them to prevent freezing when not in use. Do not remove snow from around your supply hole. Snow provides insulation that prevents surface water from freezing solid.

Arctic conditions also dictate special requirements when setting up the supply/purification point. Use purification, storage and distribution equipment inside warmed tents to prevent freeze damage. Place equipment on pallets to keep it from freezing to the ground. Place shoring under equipment-leveling jacks to prevent uneven settling. Erect snow camouflage nets over all tents to increase the survivability of supply points. Tents can be erected around operating equipment to allow purification to take place. Water supply points in the arctic must be augmented with the equipment required to prevent or retard freezing. Much of this equipment, such as tents and heaters, already exists in the Army inventory, but there is a requirement for special equipment development. Currently a winterization kit is being developed for the 600-gallon per hour Reverse Osmosis Water Purification Unit (ROWPU) so that it can produce potable water in subfreezing temperatures without heated tents.

You have several considerations before using extremely cold water in a ROWPU. One important consideration in using winter surface water is that minerals are excluded from ice, which increases mineral levels in free water. Due to very low water temperatures and high mineral levels, the ROWPU cannot produce water at a normal rate. In addition, chemical reactions take

longer in cold water. Therefore, the flow rate through the purification equipment must be slowed down so that reactions can be completed. The reaction of chlorine is of particular interest. When chlorine is added to cold product water it sometimes forms a solid known as chlorine hydrate. To prevent the formation of solids, the amount of chlorine must be reduced.

Distribution

Once water has been purified and stored, you can begin distribution. Generally speaking, water is provided by using the supply point distribution concept from the brigade support area. Units pick up water in a 400-gallon water trailer or a 500-gallon collapsible drum. Neither of these two pieces of equipment have full-time protection against freeze-up. However, units that frequently operate in arctic conditions have a Swingfire heater kit installed in their water trailers. The Swingfire is inserted in a port on the water trailer but does not come in contact with the water. The Swingfire can only be used when the water trailer is stationary, so some water still freezes during transport. Units without Swingfires can use immersion heaters in a similar manner. The difference is that an immersion heater must be inserted into the water tank and comes in contact with the water. The only way to prevent a collapsible drum from freezing is to transport and store it in a warm place.

Elements within a company get water resupply in either the metal or plastic five-gallon water cans. Clearly mark the cans as potable water to prevent consumption of nonpotable water or petroleum products. Water cans in the arctic can only be filled three-quarters full

to allow for agitation that retards freezing. This reduces the amount of water available by one quarter. In addition, plastic water cans cannot endure enough heat to thaw in the arctic. If water cans freeze and they happen to be plastic, the water is lost. Metal water cans can be placed close to heaters to thaw or prevent freezing without damage. During transport, water commonly freezes and further reduces availability.

In arctic conditions an individual soldier requires a minimum of 3.4 gallons of water per day. Loss of water to freezing sometimes requires soldiers to melt snow to supplement available water.

Seventeen cubic inches of melted snow yields only one cubic inch of water, making it difficult to melt enough snow to meet even individual requirements. Leaders at all levels must monitor and ensure that soldiers consume adequate water because dehydration occurs rapidly in the arctic.

The arctic is beautiful and pristine, but once you are there on the ground you quickly discover that it is not kind or forgiving. The nature of the arctic complicates the water supply system and increases the need for water. It is difficult to beat Mother Nature at her freezing game. However, with proper training, equipment, operation and

planning the logistician can meet requirements in the arctic. 

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Hot Showers, Clean Clothes and Fresh Bread

The 259th Field Services Company, Fort Bragg, NC, set new standards for field service support during *Operation Desert Shield/Storm*. The company supported the entire XVIII Airborne Corps and other units within the theater. The company's laundry section pro-

The laundry section left Fort Bragg with their old laundry units. In Saudi Arabia they received the newest model of laundry unit (M85) from prepositioning of materiel configured to unit sets sites in Germany. However, maintenance training and initial prescribed load list

includes PLL stockage, tools and maintenance training, even in a crisis situation. New equipment is useless if it cannot be maintained operational.

The bakery section must be provided support at the wholesale level to remain part of today's

'One lesson learned from this experience is that new equipment should be fielded as a package that includes PLL stockage, tools and maintenance training, even in a crisis situation. New equipment is useless if it cannot be maintained operational.'

cessed over 2,700 bundles of laundry each day in three different locations. The standard was 744 bundles per site per day. The bakery platoon produced over 20,000 loaves of bread per week. This capability fed 80,000 soldiers. The renovation section sent out small contact teams and performed bulk missions, sewing over 20,000 uniforms. The bath section provided shower services to 17,099 soldiers.

The operation was a success, but many problems were overcome. These problems and their solutions provide insight to all logisticians.

(PLL) stockage were not received.

This resulted in lower operational readiness rates. The bakery equipment was very old. Thus, no PLL stockage or replacement equipment was available in the system.

The renovation platoon was supplied with new light-duty commercial sewing machines before going to Southwest Asia. Initially, the machines performed well but began to break down from the constant wear and tear of 24-hour use and the harsh desert environment.

One lesson learned from this experience is that new equipment should be fielded as a package that

Army. Also, the system must introduce new equipment if repair parts cannot be maintained.

The renovation platoon later received 12 new sewing machines capable of meeting all garrison and field conditions. They were acquired through local purchase, meeting all specifications provided by soldiers who actually perform the renovation mission.

The field service company has an important mission. That mission directly impacts maintaining and improving morale of all soldiers, thus positively influencing combat power. 

The Role of the Field Ordering Officer

CPT James E. Althouse

CPT Paul A. DeLloyd

Editor's Note: The authors wrote this article as a project for the Quartermaster Officer Advanced Course. CPT Althouse served as a Field Ordering Officer with the 3d Armored Division during deployment to Operation Desert Storm. CPT DeLloyd is a Contracts Administrator with the National Guard Bureau and has extensive experience with contracting in the Air Force. They proposed combining the best of the Army and Air Force systems to help with many problems faced by field ordering officers (FOOs).

Deployment Preparation

My experience in contingency contracting is a direct result of *Operation Desert Storm* in Southwest Asia. I had held several different artillery positions in three years and was a fire support officer on 8 November 1990 when I heard on Armed Forces Network (AFN) radio that my U.S. Army National Guard unit, as part of the 3rd Armored Division, was deploying to Saudi Arabia.

The unit needed supplies, and the self-service supply center (SSSC) was quickly depleted of everything but floor wax and buffer brushes with everyone in the division deploying at the same time. Time was in very short supply and the need for FOOs was critical.

Division sent representatives from the regional contracting office (RCO) in Frankfurt, KY, to teach future FOOs what they needed to know. On 26 November, I had one hour of instruction that very briefly covered these key elements of field ordering:

- Completion of DA Form 3953 (Purchase Request and Commitment) (PR&C).
- Completion of SF 44 (Purchase Order Invoice Voucher).
- Use of an *Abwicklungsschien*, a North Atlantic Treaty Organization (NATO) agreement allowing tax relief for allied forces.
- Do's and don'ts of purchasing.
- Familiarization with United States Army, Europe (USAREUR) Pamphlet 715-4 (Manual for Ordering and

Receiving Officer) and AR 600-50 (Standards of Conduct for Department of the Army Personnel).

- How and where to file forms.

Peacetime requirements for ordering officers were waved and exceptions to policy were made, so on 29 November I was appointed on orders as a FOO. I had the same restrictions that governed the majority of other FOOs. I could not purchase more than \$1,000, or the equivalent in German marks, worth of goods in any one store or of any one item. Supplies had to be available immediately and only one delivery and one payment made. I also could not pay for any services such as construction work or printing. If we wanted a purchase that was an exception to these restrictions, I had to coordinate with the RCO and write a special PR&C.

The procedures we used seemed relatively simple in an ordinary peacetime environment. Preparing a European-based unit for deployment to the desert, however, placed a lot of demands on everyone in the chain. Simplified, the procedures I followed were something like this:

- Prepare a bulk-funded PR&C.
- Get battalion S4 signature.
- Get battalion commander signature.
- Get division budget officer signature.
- Draw the amount of cash specified on the DA Form 3953 (with the Class A agent).

- Solicit handwritten PR&Cs from units (signed by the unit commander and supply sergeant) stating what they wanted and suggesting a source.
- Make the purchase (with the Class A agent), completing an SF 44 for each transaction and getting the vendor's stamp and signature on the original copy.
- Turn over purchases to the battalion S4 for distribution to the units.
- Send copy of the vendor's receipt to S4.
- Use DA Form 2064 (Document Register for Supply Actions) as a control form listing each item purchased.

Once we spent all the cash from a particular bulk fund PR&C, we turned in the change and all receipts to clear finance. We then had to take an SF 1034 (Public Voucher for Purchases and Services Other Than Original) and a DD Form 1081 (Statement of Agent Officer's Account) as proof we cleared finance and copies of all SF 44s, along with the original bulk-funded PR&C, back to the division budget officer. After forms were reviewed for correctness, we could initiate another field purchase, repeating the whole process. Needless to say, this process was complicated.

Lessons Learned

On 12 December our military-owned demountable containers (MILVANs) were sealed and

shipped to port, ending my tenure as an FOO. In 14 days I purchased more than \$140,400 worth of supplies and equipment for the battalion's first six months in theater until the logistics system could catch up. We bought a little of everything, from alcohol pens to a welding machine, office supplies, tools, sports equipment and toilet paper. From sun up until the stores closed, our van stayed on the road until full. Then we dropped off what we had and went out for more.

Looking back on the experience, many procedures could have been handled better, especially the training I received. During our one

purchase was the only one I got. The time for coordination with the Judge Advocate General (JAG) and everyone else necessary to obtain tax relief was simply not available. The paper drill created by this process seems excessive. I spent more than one-third of my time chasing signatures and making copies, not to mention the time I spent in shops filling out all the necessary forms.

Currency was a problem because we had to guess how many dollars and how many German marks we would need when we first drew the bulk-funded PR&C. Exchanging the currency at a bank

handle this whole process. Ten months later, at the Quartermaster Officer Advanced Course, I met CPT Paul A. DeLloyd, who was interested in the same topic. We have since generated some ideas that may aid the process.

The Air Force Solution

One of the missions of the Strategic Air Command was to set up contingency teams or "mobility teams" with the capability of going to a remote site and establishing a base. Mobility teams consisted of representatives of most specialties that operate an Air Force Base, giving the team the ability to

Management of the actual purchases was a nightmare. All of the goods were supposed to be consolidated in the S4 shop and distributed according to the unit commander's request. Often we returned late in the evening and secured our purchases in any office that was still open.

hour of instruction, I received an example of a completed PR&C and SF 44, a copy of AR 600-50 and USAREUR Pamphlet 715-4, a USAREUR Regulation 710-2 (Supply Policy Below the Wholesale Level) for local purchases and a blank *Abwicklungsschein*. Thus, I was expected to go forth as a knowledgeable and fully functioning purchasing representative of the United States, in a foreign country, and ensure each dollar of the taxpayer's money was spent appropriately. Since I was limited to only \$1,000 in the post exchange (PX), I had to buy the rest of what we needed on the local economy - at a noticeable markup. Fortunately, most German merchants spoke a little English. Between that and my Class A agent's mediocre German, communication was not much of a problem.

However, the *Abwicklungsschein* was a problem. Few merchants had ever seen that NATO agreement and only one knew how to fill it out. A 14 percent tax break on an approximately \$600

or buying goods priced in marks for dollars was forbidden, and returning to finance for an exchange was very time-consuming.

Management of the actual purchases was a nightmare. All of the goods were supposed to be consolidated in the S4 shop and distributed according to unit commander's request on the DA Form 3953. Often we returned late in the evening and secured our purchases in any office that was still open. By the time the S4 could get a handle on what we bought, who it belonged to, and where it was, the battery commander (thinking my team could not find what he wanted) made up another DA Form 3953 for the same items and gave it to the other FOO. The only thing that prevented this process from turning into one insane shopping spree was the battalion executive officer (XO). Each morning he would give the FOOs a focus for the day, and he required a brief nightly.

Somewhere, somehow, I knew there had to be a better way to

duplicate a base's operations structure. This gives the Air Force the ability to operate much closer to the theater during war. All of the team members were "fully qualified" in their fields and represented a small fraction of the office staff that normally would remain at the home base.

Part of my qualification as a contracts management officer consisted of a four-week school on contracting at base level. I was then rotated through the different branches in the base contracting office: construction, small purchases and services. By assignment to the base contracting office, I was eligible to be drafted onto a base mobility team. My position was very much akin to the Army's ordering officer. I did not have a warrant (nor does the Army counterpart). The bottom line: as a second lieutenant I had some extensive experience before entrusted with government purchases.

One of our training scenarios was to have our team (Minot Air Force Base) join with teams from

other Strategic Air Command bases and deploy to the Southwest Asia areas. We were to set up a base from scratch and begin operations. As part of the contracting segment, my job was to work with the finance and supply personnel to procure the items and services required for an organization of about 1,000 personnel.

My first real field experience with mobility contracting was during Giant Eagle, a deployment exercise, in March 1982. This was a mock-up for our deployment to Southwest Asia. Approximately 15 B-52 aircraft were moved to our new "deployment site." We erect-

developed our plan in the desert. We decided that the best way to use the two vehicles assigned to us was to divide up our teams and head for the suppliers. A team consisted of one contracts management officer and one finance officer. We would start a day by "sourcing" for at least one hour. Then one team would leave to procure and pay for the first items while the other two teams would receive purchase requests and search vendors for sources. By 1000 two teams were out buying while a third staffed the phones and collected purchase requests. The teams would call back as they

accounting system. Rentals were returned without a hitch.

As CPT Althouse indicated, the Army's contingency contracting in Southwest Asia was not as smooth as it could have been. Several "horror stories" have already surfaced, including problems with property accountability, unauthorized purchases, splitting requirements, incomplete paper work and on and on. In discussing the situation with contracting, we knew that the way that the Air Force operated probably would not fit the Army's needs. Hindsight is ever so much clearer than the view at the time, so we came up with ideas

We suggest a sort of 'master ordering officer' to oversee ordering officers who are not Quartermasters. This officer should be a Quartermaster because many of his duties are clearly akin to supply functions and a Quartermaster training might be better preparation.

ed a fuel depot (using collapsible fuel tanks) and tents (for quarters, subsistence, and command and control). For the next two weeks, our local contracting office was off and running.

Our team consisted of three contract management officers (two second lieutenants and one first lieutenant), three finance officers, (one first lieutenant and two second lieutenants), and three supply noncommissioned officers (NCOs). We equipped with our "mobility bags" which contained the appropriate forms, a \$250,000 accounting commitment document (the money), and a local supplier source list (with phone books). We opened for business with about 25 purchase requests. During some earlier, and smaller, exercises in 1981, base mobility teams dealt with several problems. Many purchase requests were not filled in time to meet mission requirements. Vendors complained of slow payment. Accounting for assets was nonexistent, in some cases.

With all of this in mind, we

progressed through their buys and receive new and especially "hot" requests while still out "in the economy." About every two to three hours, the "buying teams" would return the purchased items to base and complete all of the paper work. The "base team" would then turn over the newly purchased items to the supply NCO who would make the proper accounting. Often, within minutes of the receipt of a purchase request, an item was delivered to the requestor.

Each day the teams would switch around. By the end of the deployment, we had successfully filled over 150 purchase requests. We purchased all sorts of goods and services from the rental of 75 automobiles to buckets, screws, distributors, and a wide screen television (for the break room). Whatever was not available through our supply system or brought with us was purchased "short order." All items were accounted for and, if necessary, entered into the property

and questions that we thought might lead to some solutions. Our ideas center on the "ordering officer" as outlined in USAREUR Pamphlet 715-4 and Army Federal Acquisition Regulation Supplement (AFARS) 1.698 (To Format Amount Increase to 500 to Agree With DFARS).

Should a four-week course be required before appointment as an ordering officer?

We believe in a requirement for the ordering officer to receive more training. More intense training in small purchases, sourcing, ethics in contracting and an overview of the Federal Acquisition Regulation (FAR) would improve the ordering officer's effectiveness. Spending the taxpayers' money is very serious business. While this soldier need not be an expert, this ordering officer should have a very clear idea of what to do and what not to do.

Courses currently offered by the Army Logistics Management College, Fort Lee, VA, are part of an intensive career-building process leading to the

appointment of a "warranted" contracting officer (KO). The full course of study for a KO is equal to approximately 21 hours of college course work. The ordering officer does not need this depth. However, a special course designed specifically for the ordering officer would enhance the Army's ability to procure needed items quickly in a contingency. This does not necessarily need to be a full-time position, but we believe an ordering officer needs more in-depth training for the job. We do not give a parachutist a one-day course and expect him to jump from airplanes. Why should we ask this of a company grade officer, warrant officer or senior NCO tasked as an ordering officer? The FAR easily fills up a large shelf on a bookcase. It takes a contracting officer from 5 to 10 years to learn the job. Buying for the government can be hazardous to your wallet, or your career, if not done correctly.

Should the ordering officer be a warrant officer, officer (lieutenant) or senior NCO? Should he be a Quartermaster?

The answers are "yes" and "sometimes," respectively. Current regulations set the rank guidelines for ordering officers and we concur for several reasons. First, the officer or NCO must be accountable for his actions, so he must have the ability to bear the burden of that responsibility. Secondly, a person of this rank would have an easier time communicating with commanders to find out what is needed. Lastly, a person in these ranks is more likely to be in tune with the needs of the unit as a whole, not just an individual section. Obviously every unit cannot have a Quartermaster officer assigned solely for field ordering. In times of deployment or mobilization, whoever is available is chosen for the duty, regardless of branch or military occupational specialty. We suggest a sort of "master ordering officer" to oversee ordering officers who

are not Quartermasters. This officer should be a Quartermaster because many of his duties are clearly akin to supply functions and a Quartermaster training might better prepare him as a "master ordering officer."

Who "pays the bill" for more FOOs under this proposed system?

Room for this position can come from a change in the mobilization table of organization and equipment (MTOE) authorizing an assistant support operations officer in the main support battalion (MSB). He would oversee non-Quartermaster FOOs in the combat arms and combat support arms battalions within the supported division. He also would coordinate with the contracting officer for large purchases of the same items needed across the division during deployment operations. In regular peacetime training, this assistant would plan and incorporate contingency contracting training into all division-level exercises, in addition to providing a backup for the support operations officer. Of course, in times of troop reductions, this question comes up: If a new position is created, what existing position will be cut? We believe this position will be of such vital importance in future operations, that either the Army will exempt this position or that the officer slots from positions already sacrificed will be re-allocated to support this addition. Another alternative may be to task this job as a major additional duty.

Should the ordering officer's function be exercised every time a battalion or above exercises deployment?

Absolutely! Practice makes perfect and only way to retain and improve these skills is to use them.

Should the functions and staffing of the ordering officers be included in all phases of planning by the battalion and higher?

Yes, the functions of an ordering officer should be included, whenever possible, in every training event, exercise or deployment in which a battalion or larger sized unit participates. An officer for that position should always be provided or planned.

Once included in planning, additional training for the ordering officer can cover the monies and exchange rate for a foreign area, simple language skills, and some information on the customs. In a non-English speaking country every effort should be made to provide the FOO with either a linguist, a person with basics of the language, or some instruction in the language to prevent him from buying incorrectly, being robbed or embarrassing the U.S. government.

At what level is a professionally trained, fully-qualified KO (or KOs) and staff needed? Should the KO's office be at a lower level than corps?

It stands to reason that the closer the KO is to the ordering officers, the more guidance the KO may give. The KO would have much better control over activities if he and his staff were at division level. Additionally, the KO at division level would have a close working relationship with the division G4. This would keep him abreast of the division's most recent acquisitions through Army channels and the distribution plan to subordinate units. With this knowledge, he could prevent FOOs from making unnecessary purchases.

Managing the purchases made by the ordering officer requires the active involvement of the battalion S4. Purchase requests generated by subordinate units should go first to the S4 so that he may 1) determine if it is a legitimate and authorized need, 2) determine if it can be filled by any other supply means, and 3) prioritize the need and consolidate requests for like items from other units to give the FOO focus and prevent duplication

of effort. Although it is everyone's duty, the S4 would be the last in the chain to verify that there is no abuse of the Command Supply Discipline Program.

Conclusion

More training is absolutely essential as the role of the Army changes from facing a single large threat to the possibility of several smaller situations developing into low intensity conflict (LIC). Our mission focus must change to meet these new challenges, and the increased use of contingency contracting is inevitable. Ordering officers must be familiar with basic supply functions and should receive in-depth schooling in all aspects of field ordering. Within the units, S4s must be involved in order to provide priorities for the

FOO. Fully trained contracting officers and staff need to work at division level to better control and guide the FOOs. The addition of a Quartermaster "master ordering officer" in the main support battalion would make communication between the division-level KO and within the division easier, thus serving as a "logistics multiplier." To the maximum extent possible, all functions of the ordering officer and the staffing for that position must be included in every training exercise. The whole system of contingency contracting and field ordering requires a total overhaul to bring the Army into the 1990s. Our suggestions are but a few of the many ideas now being worked from Headquarters, Department of the Army on down. 

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Reservists Must Train for Victory

LT Timothy F. Golden

On the strength of a fumble returned for a touchdown, the Redskins led the Eagles at halftime of the National Football Conference's Wildcard Playoff game in 1991. During the intermission, soldiers serving in Saudi Arabia sent New Year's greetings to their loved ones via satellite hookups. I watched the servicemen and women, sympathized with their families and finished my cold pizza.

Minutes later, the 94th Army Command Mobilization Office at Hanscom Air Force Base called to inform me that my name had been picked from the volunteer list. Quartermaster officers were needed, and U.S. Army Reserve (USAR) soldiers were being individually selected for attachment to activated units. I was now a member of the 401st Civil Affairs Company. Suddenly, all the training I received during drill weekends and annual training periods became extremely important and realistic. All the hours of nuclear, biological, chemical (NBC), first aid, mobilization drills, weapons qualification and countless other activities became infinitely more important to me on January 6, 1991.

PT at 0515

Less than 48 hours after notification of activation, I arrived at Fort Bragg, NC. Along with several other volunteers, I was handed over to a Special Forces team for preparation for overseas movement. We were given barracks, certain assignments and a physical training (PT) schedule. My first official function was to run PT for the group at 0515 the next morning. Without the necessary experience from the Reserve Officers' Training Corps (ROTC), Quartermaster Officer Basic Course (QMOBC) and USAR training in PT, it would have been difficult to be

thrust into this role. If not for the monthly PT I often ran, could I have properly extended the formation, stretched out the soldiers and led them on a three-mile run? Perhaps, but training in these areas during weekend drills helped tremendously. Simple duties that active duty personnel take for granted, such as command voice, correct marching and facing movements, and even proper wear of the uniform, would not have been second nature if not for proper training received one weekend per month. I must emphasize that this is the standard for all Army National Guard (ARNG) and USAR units and individuals. The conditions may differ, but ARNG and USAR units maintain the same standards of PT readiness as active duty units.

'Hip-Pocket' Classes

The next phase of deployment directly related to drill training was the common soldier skills we were required to teach and learn. All the "hip-pocket" classes paid off overseas. In my former USAR unit, all officers had to have at least three classes ready for any downtime. Now these classes paid direct dividends to my assigned tasks as an instructor. For example, the classes I taught on recognizing friendly/enemy aircraft were merely a review of the block I taught in the USAR unit several months before. Again, the simulated training during weekend drills yielded real-world results.

Weapons qualification was the next requirement needed to deploy. We qualified with our M16 rifles and 9-millimeter pistols. All of a sudden, those cold, snowy, winter drills in Massachusetts firing our weapons and trying to keep warm proved effective. We had no problems qualifying. Later that week, we were called upon to help

run the ranges, which presented no problem because we had done this many times during drill.

Rucksack March

When the time came for the six-mile, 70-pound rucksack march in two hours, the time spent practicing such marches during two-week summer camp was extremely valuable. The little things, from how to properly adjust the weight on your back to wearing well-broken-in boots, all contributed to a successful road march and passing another phase of deployment. Again, this is not exceeding the standard. This is simply the readiness standard expected of USAR and ARNG soldiers.

Perhaps one of the most important, yet too often overlooked, contributions of USAR training was physical fitness. Complying with height and weight standards and passing the PT test in the USAR proved invaluable to doing the same while being mobilized. Unlike our active counterparts, most reservists and national guard soldiers are not required by their civilian employers to get up at 0515 for strengthening exercises and four-mile ability group runs. The flip side of sleeping in is that the USAR and ARNG must stay in shape on their own. Semiannual PT tests are a prime motivator for taking the initiative and doing roadwork, push-ups and sit-ups on your own. By staying in relatively good shape because of military standards, I passed the PT test and height/weight standards.

Stumbling Block

In general, however, PT was a stumbling block for reservists who did not maintain proper PT standards on their own time. Unfortunately, many technically competent, essential personnel were deemed nondeployable because of their PT

and height/weight scores. These soldiers were either sent home to their reserve units or kept at Fort Bragg in an administrative support role.

Here, I believe the Army must make changes. The policy of letting nondeployables stay in the USAR after they fail to meet an established standard is wrong. The USAR unit commander must ensure his soldiers are deployable. This means stressing height and weight requirements. This also means making time for PT during drills.

The First To Go

If a unit is deployed and an individual cannot pass these tests, the soldier must be processed out of the USAR or ARNG. When a reservist enters military service, that soldier knows the rules and what is expected. If a soldier cannot answer the call to activation, that soldier needs to leave the military. With the Army's downsizing, soldiers who do not meet the standard must be the first to go. Keeping nondeployables on active duty in the United States or simply sending them home to remain in the USAR is a policy that must change. Reservists must do most PT on their own. This comes with being in the USAR and ARNG. Soldiers who cannot or will not do this must be put out of the Army. The whole idea of the reserves is to be ready if called. Individuals who are not ready must pay the price. Hopefully, in the future, units will emphasize PT as much as other types of training. The Army should not overlook lessons learned during *Operation Desert Shield/Storm*.

Training Pays Off

Upon arriving in Southwest Asia, we found training from field exercises (FTXs), summer annual training and exercises such as REFORGER (Return of Forces to Germany) important in setting up our supply section. Being familiar with loading and unloading supplies and equipment helped the transition process. Also, Army doctrine is to support customers

'If a soldier cannot answer the call to activation, that soldier needs to leave the military. With the Army's downsizing, soldiers who do not meet the standard must be the first to go.'

immediately upon arrival in the field. This proved difficult since we were moved several times during the first few days in country. In this time we were required to airlift and supply 10 brigade and division civil affairs teams as well as meet the day-to-day needs of the organic unit. Having practiced "hitting the ground running" in the USAR, this process, though difficult, was manageable. Again, realistic and constructive training paid off with success when it counted.

One-third of all our USAR field training before *Operation Desert Shield/Storm* was in mission-oriented protection posture (MOPP) gear. Although there may have been complaints at the time, *Operation Desert Shield/Storm* absolutely justified the intense training. Our previous training made donning the MOPP level four (4) gear second nature. The commander had good foresight, and this became obvious on our first night in the Middle East.

Blaring Sirens

At 2300 hours the sirens were screaming and the ominous "SCUD LAUNCH" was blaring on the loudspeakers at al Khobar. At first we were required to put on our masks. Then, about five minutes later, the word came down to go to the MOPP 4. With our hearts pounding and our minds envisioning huge chemical clouds coming towards us, we put on our MOPP gear. Instead of struggling with the suit, mask and boots, the process went smoothly yet quickly. Adjusting to work in MOPP gear was also easier because of previous training. Time spent during drills learning how to clean the mask, drink with it on, and how to decontaminate all provided good insurance against possible chemical casualties during the Gulf War. Again, though the

conditions may have been different, the same high standards set by the Active Components were met, as they must always be, by the Reserve Components.

Infantry First

One of the most important lessons learned by reservists in the Persian Gulf was the reaffirmation that all soldiers are Infantry first. Drawing upon Infantry experience from ROTC and weekend drills proved invaluable to mission accomplishment. Whether setting up a perimeter or cleaning our weapons, our skills learned during reserve training paved the way for success. Many mistakes made during realistic training were corrected when they should have been corrected, during training not during war.

USAR training was especially valuable several days after the war. Our commander returned from a meeting with the news that a 100-truck convoy was leaving for Kuwait City the next day, and he needed someone with experience leading convoys to run the operation. After commanding convoys at QMOBC and annual training, I felt ready to accept the responsibility. Without a doubt, if not for the ARNG and USAR convoy operations training, the desert operation could have been a disaster.



LT Timothy F. Golden has a bachelor of arts degree in economics and political science, and a master of arts degree in political science from Boston (MA) College. He is a graduate of the Quartermaster Officer Basic and Advanced Courses. Previously Supply and Transportation Officer for the 182d Infantry Battalion, he is currently the Assistant Property Book Officer for the 26th Division Support Command, Massachusetts Army National Guard.

Resumes That Mean Business

LT Matthew J. Bedwell

With the military drawdown gathering momentum, thousands of officers and noncommissioned officers (NCOs) will be leaving the Army in the coming months. They face the daunting task of landing a quality civilian job in a sluggish economy. Defense corporations, safe havens for past veterans, are streamlining and restructuring in reaction to plunging government military expenditures. Federal, state and city governments are facing budget cuts and layoffs. Competing for the limited positions in the business sector are millions of new college graduates, the unemployed and the professionals switching career fields. Military personnel are stepping into the most ferocious job market America has witnessed in over a decade, possibly since the end of World War II.

Compounding the problem is just how little the civilian world understands about what officers and NCOs do. The confusion, frustration and hostility often created by this comprehension gap makes it difficult to sell your professional experience and skills to prospective employers. Keep in mind that 20 years have passed since the last military draft. A majority of the civilian work force has no military background. Your experience as a platoon sergeant, battalion S4 or forward support company commander will probably not be appreciated, much less understood, without translation. The key to bridging the comprehension gap is a strong resume.

A good resume is the key in getting a job interview. It is the vital first step on the road to landing a job. A well-written resume does the following: It translates your military background into language

prospective employers can relate to. It highlights those qualities companies need to know about you. It delivers key credentials in a clean, concise format. It presents you as a competent and skilled professional, not as an ex-soldier.

What Should A Resume Say?

Recognize that a resume will be scanned in a few dozen seconds. If your resume does not grab the employer's attention and keep it, your resume will inevitably end up in the discard pile. Unfortunately, when soldiers put together their first resume, they tend to forget they are trying to impress civilian professionals, not military ones. A squared-away, armor lieutenant might have consecutively qualified his platoon over 90 percent on Tank Table XII, on Range 118 at Grafenwoehr, Germany. That's an armor platoon battle run to be proud of. For a resume, the lieutenant might detail the achievement in this way: Trained and directed over 15 government personnel in Europe, consistently exceeding stringent federal standards. Personally responsible for operation and maintenance of over \$7.5 million in high-tech, government equipment.

This is an example of taking a military experience and effectively communicating the achievement to impress a professional civilian audience. Your resume is not a military biography. It is a marketing tool. An effective resume must sell your skills to the civilian work force. Resumes that say the right things always speak to the needs of the business sector. Resumes must speak in terms civilians can comprehend.

Before You Begin

Your preparation determines the quality of the end product. Sitting down with a blank piece of paper and cranking out a resume, without laying the proper groundwork, is an exercise in frustration and mediocrity. The resulting resume will undermine your job search, rather than selling your talents and skills to potential employers.

Before you start writing a resume, you must ask yourself the following questions: What will the theme of my resume be? Do I want to emphasize my experience? My education? The wide range of positions I have held?

Brainstorm a written list of a dozen things that you consider your best experience qualifications over the last 10 years. These could be credentials gained as a company commander, training NCO, executive officer or another position. Take your time. Most soldiers are surprised by the amount of diverse experience they have, once they see it on paper for the first time. After completing this list, prioritize your experience. Rewrite the list with your best qualifications at the top. Keep your theme in mind and make sure your best experience supports it.

Before you write your resume, you may need to spend some money. A quality typewriter with memory function is a great investment. You can put your resume in a memory file and pull it up at the touch of a button to make corrections or change experience summaries to target a specific job. Remember, a resume is a working document and should be updated and reworked at regular intervals.

Finally, you need to pick up a few books on resume preparation. I highly recommend the following two books for your job search: *The Only Job-Hunting Guide You'll Ever Need* by Kathryn and Ross Petras (Poseidon Press, 1989) and *Encyclopedia of Job-Winning Resumes* by Myra Fournier and Jeffrey Spin (Round Lake Publisher, 1991).

Writing Your Resume

These are generally three basic types of resumes: chronological, functional and combination. Use the style that drives home your central theme and enhances your professional strong points. The following are basic characteristics of the three resume styles:

Chronological: Experience is chronologically outlined, starting with your most recent position. This is the most commonly used format. If your employment record contains long periods of unemployment or jumping from job to job, do not use the chronological resume style. You will be drawing attention to a perceived weakness.

Functional: Credentials are grouped by specific experience or skills such as management, technical, sales, accounting or marketing. This type of resume highlights experience and hides a spotty job history. Dates are buried in parentheses. This resume style works well for military personnel.

Combination: This type of resume incorporates qualities of both the chronological and functional style. (The greatest part of this resume is functional - grouping professional experience by skill and function rather than professional title.) The resume concludes with a chronological job history. This style also works well for soldiers entering the job market.

Content is a vital component to a resume that gets interviews. Just as important however, is how your resume looks. These are characteristics of sharp-looking resumes:

- No more than one page long. Chances are, a second or third page will never be read. Save those details for the interview.
- Outline form, with plenty of white space. Present your credentials in short bursts and in two- to five-line paragraphs. Use bold print to introduce each data block in your resume. This will draw the employer's eyes smoothly down the page. Use italics, underlining, asterisks and "bullets" to grab attention. Use parentheses to bury unimportant or potentially unflattering information.
- Typed on a white, heavy, cotton bond paper. A stark, white background really makes the print jump out at the reader.

Remember your prioritized list of professional experience? You will probably use no more than 10 of those for a one-page resume. You also must cover educational background (if you have a post-high school education) and other important data. If you have two or three other important credentials left over on your list, use them in your cover letter.

Other rules to observe as you write your resume:

- Eliminate misspellings, use of poor grammar and punctuation. Have a few people proofread the finished product.
- Avoid military acronyms, jargon and slang.
- Abbreviate states, dollars (\$), and words such as company (Co.) and incorporated (Inc.).
- If you include a job objective, keep it short (no more than one or two lines). It should also be "rifled" or very specific.
- Use action words such as "developed," "managed," "utilized" and "spearheaded" when detailing professional experience. Use numbers when possible. (Odd numbers are more believable.)
- Do not put references on your resume. Put them on a separate reference list (no more

than three to five individuals). "References available upon request" is unnecessary wordiness, but acceptable to fill resume space.

Original Resume

To illustrate these points, I rewrote an officer's actual resume. I selected this resume because it exhibits several common flaws. I altered the actual officer's name and some identifying data. This resume is now the product of one alias Robert Smith.

Quartermaster officer CPT Robert Smith is considering life after the Army. He wrote a two-page resume displaying several common problems, including:

- Resume looks confused and cluttered. Your attention is drawn to nothing in particular.
- A lot of unnecessary data at the beginning.
- Elements out of order. CPT Smith should have experience up front, followed by education. His professional background is extensive.
- The ACTIVITIES data block should be deleted.
- First line under EXPERIENCE block, beginning "September 1988 To Present..." is unnecessary. In Smith's case, dates should be buried. They underscore a perceived lack of job continuity and are therefore a detractor.
- Paragraphs under EXPERIENCE block are long and difficult to scan.
- Terms such as "corpse recovery" and "remains collection point" have no place in a professional resume.
- "Summers and School Breaks" experience should be deleted. Include only professional experience and skills.
- HOBBIES AND INTERESTS block should be deleted.
- "REFERENCES: Available Upon Request" is unnecessary.
- This resume needs significant editing.

Revised Resume

CPT Smith reads a few good books on how to write a winning resume. He soon realizes he has a lot of work to do on his. He puts together a new, one-page resume and files it in his typewriter's memory.

A local manufacturing company has an opening in production management. Smith decides to apply for the job. He quickly alters his targeted job objective, since his resume is filed away in his typewriter's memory function.

Smith's revised resume uses a modified functional style (modified by no functional subheadings under "Experience"). His central theme is his broad management and organization experience. Smith

drives home his credentials with limited reference to his military background. CPT Smith comes across as a professional with a degree and with an extensive, multinational management background. His resume is easily readable, with an asterisk highlighting each experience. He avoids military acronyms and slang, as well as unnecessary job experiences and personal data. Smith's revised resume markets his credentials with quality and precision. He's well on his way to a job interview.

A resume is a reflection of your professionalism and your communication skills. For military personnel considering a position in the civilian world, it does even more. A properly done resume sets you

apart from the stereotypical, one-dimensional job applicant with a military background. Your resume identifies you as an attractive investment: the only kind of investment worth making in today's rough economic waters.



LT Matthew J. Bedwell is a member of the 169th Support Battalion (Forward), Kansas Army National Guard. He is a graduate of Southwest Missouri State University, Springfield, with a bachelor of science degree in industrial technology (comprehensive). He is also a graduate of the Field Artillery Officer Basic Course and Airborne School.

ORIGINAL RESUME

Robert Smith
A Co, 172d SPT BN (FWD)
APO, AL 09227

(804) 437-8812
AGE: 27; 6'1"; 180 lbs.
Single; Health Excellent

1027 Willmore Dr.
Tulsa, OK 74105

Available for Employment:
April 1, 1992

EDUCATION: BS Business 1987 GPA 3.0
Tulsa University
Tulsa, OK

ACTIVITIES:

High School:

Athletic Trainer 1981
French Club 1980, 1981
Key Club (Service) 1980, 1981, 1982
National Honor Society 1982
Worked at Tulsa Public Safety 15 hours a week

College:

Hankins Scholastic Scholar
Intramural football, basketball 4 years
ROTC 4 years, Distinguished Military Graduate
Baptist Student Union 4 years, treasurer 1986

EXPERIENCE:

September 1988 To Present: United States Army: Kaiserslautern, Germany First Lieutenant, Promotable

January 1991 to Present: Battalion Supply Officer - The primary officer responsible for all internal logistics for 1500 person unit, including food, fuel and equipment. Managed the unit's assets, consisting of 350 vehicles and \$65 million worth of equipment. Supervised 8 soldiers and two German civilians. Consolidated two supply support activities, reducing similar items, streamlining manpower requirements, and improving customer service for over 200 units. Reduced excess property by over \$1 million in the unit.

August 1989 to January 1991: Assistant Operations Officer - Second in charge of a 10 person section that oversees the operations of a 1500 person unit. Exercised staff control over inspections of subordinate units. Responsible for security and storage of classified material. Monitored physical security at seven sites. Developed and implemented an internal control system allowing the command to monitor critical operations. The system was rated commendable by an outside agency inspection team. Revised unit's readiness reporting, decreasing time required to prepare while increasing accuracy. Established a derogatory reporting program. Planned and managed Army/Air Force interface team during Desert Shield that efficiently pushed hundreds of soldiers and their equipment through an Air Force Base.

September 1988 to August 1989: Platoon Leader - Direct supervisor of 25 soldiers and 12 vehicles. Responsible for training, counseling, maintenance, and logistics. Consolidated two sections forming a team responsible for water purification and corpse recovery in 6400 square kilometer area. Increased equipment readiness from 87% to 95% through training and motivation. The platoon deployed and purified 250,00 gallons of water for an Air Force community. Planned and managed first remains collection point used at the main Army training facility in Germany. Platoon passed all evaluations it received (section had not been evaluated before.)

February 1988 to September 1988 - Officer Basic Course, Fort Lee, Virginia. Graduated sixth of seventy officers. Also completed airborne training, Fort Benning, Georgia.

September 1987 to February 1989: Instructor - Instructed college students at Tulsa University in basic military courses. Taught both civilian and ROTC students. Developed course plans, conducted classes, and counseled students.

1981-1987, Summers and School Breaks - Worked at Tulsa University Public Safety in several positions of increasing responsibility, including traffic monitor, security guard, detective assistant, and police officer in training.

HOBBIES AND INTERESTS: Jogging/Fitness, Reading, Church, Travel

REFERENCES: Available Upon Request

REVISED RESUME

ROBERT SMITH

1027 Wilmore Drive
Tulsa, OK 74105
(804) 437-8812

OBJECTIVE

Production Manager

EXPERIENCE

- * Supervised 10-person international team responsible for all support activities for 1,475 overseas federal personnel in 197 separate organizations. Operations included transatlantic and European shipping (1991).
- * Accountable for government assets in excess of \$65 million, and 350 vehicles in Europe. Coordinated all inventory activities, scheduling, routing and maintenance (1991).
- * Developed and streamlined agency support plan, reducing excess manpower and property by over \$9 million (1991).
- * Designed and executed an internal control system for classified government material storage. Allows upper management to monitor critical operations. Program received a commendable rating from European inspection team (1989-1991).
- * Planned and directed US Armed Forces air transport interface team during Operation Desert Storm. Coordinated the airlift of hundreds of soldiers and tons of equipment from Germany to Saudi Arabia (1990-1991).
- * College instructor at Tulsa University. Developed lesson plans, conducted classes and counseled students (1987-1989).
- * Executed a federal water purification program for coastal community. Managed 47 personnel in the purification of 245,000 gallons of water (1988-1989).

EDUCATION

BS in Business, Tulsa University, Tulsa, OK (1987)
Grade Point Average: 3.0

Hankins Scholastic Scholar

MILITARY

Captain, airborne qualified

Secret security clearance

Mobile Kitchen Trailer (MKT) System

LT Samuel F.D. Laffoon, Jr.

It was early one morning, and a cook tried to light an M2 burner. Unfortunately, he was too close to a Mobile Kitchen Trailer (MKT). The M2 flared up, igniting the camouflage and canvas around the MKT. The cook, attempting to battle the flames, called for help. A second soldier, who was lying down, jumped up and ran barefoot to the fire. The soldier tried to pull the M2 burner away from other equipment and spilled burning fuel on his foot. The cost: extreme pain and suffering for the soldier, lost work days, and destruction of a \$27,089 piece of equipment. Servicing and lighting the M2 burner away from the MKT would have prevented this accident.

Within the Quartermaster Corps are many jobs with the chance for an accident to happen. The combination of long hours, repetitious movements, and use of hazardous or flammable materials can contribute to accidents. Many times these accidents occur within the military occupational specialty (MOS) of 94B (Food Service Specialist). This can be especially true with the MKT.

Over the past year, 38 reported accidents involving 94Bs occurred during food preparation, loading food supplies or cleanup. These numbers accounted for over 30 percent of the accidents reported within the MOS. While only four reports specifically mentioned the MKT, remember that lessons learned on the MKT can help safeguard the soldiers using this equipment.

MKT Warnings

The MKT is an expandable, self-contained field food service system designed to provide food service for approximately 250 soldiers per meal. This system consists of standard field cooking equipment (griddle and cooking racks, ice chest, sink and cabinets) protected by a hard roof. For weather protection, the MKT can be enclosed with a soft material covering and packaged in a configuration to allow efficient preparation of type A- and B-Rations. The kitchen also can heat and serve tray-pack (T-Rations) in normal, hot and cold climates.

TM 10-7360-206-13M gives a list of warnings on MKT use. Some potentially dangerous situations include the following:

- Use of the M2 burner unit
- Danger of carbon monoxide gas
- Danger of prolonged use of dry cleaning solvents
- Adjustment of roof vents from the inside during cooking operations
- Adjustment of the rear leveling jack

The M2 burners, and to a lesser degree the immersion heaters, accounted for the greatest number of accidents. With one exception, the causes were from improper preventive maintenance checks and services (PMCS). Soldiers simply did not pay enough attention to what they were doing. This caused them to overlook spilled fuel, resulting in flash fires that caused injuries and damages. Also, most of these fires started when soldiers fueled or serviced M2 burners too close to other cooking equipment.

Reports show the causes of immersion heater accidents as improper training and lack of supervision. These accidents mainly involved soldiers working in the kitchen area.

Second Highest

The second highest number of reported accidents involved falls while loading or unloading supplies, usually by slipping on wet floors. With the MKT about three feet above the ground, leaders must establish guidelines to protect not only the cooks, but also the soldiers who report for meals. Policies need to control liquid spills, proper use of soldiers to move supplies and methods of access to the MKT during operation.

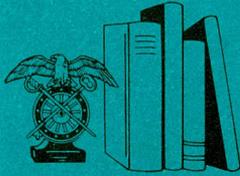
Six accidents involved soldiers chopping or slicing during food preparation. In each case, the soldier reported becoming distracted. Supervisors must observe soldiers' actions to determine habits that may lead to an accident. Inattention to detail underscores dangers faced by everyone using Army equipment. Improper use of cleaning solvents, accidents during movement and set up, and heat and cold injuries are more examples of injuries involving the MKT.

Common Sense

Safety on the job is every soldier's responsibility. Soldiers must properly apply training and follow a common sense approach to doing their jobs. Supervisors must ensure that personnel follow procedures. Let's keep our soldiers safe!



LT Samuel F.D. Laffoon, Jr. holds an associate of arts degree from Seminole (Oklahoma) Junior College. He is a graduate of the Oklahoma Army National Guard (ARNG) Officer Candidate School program and the Quartermaster Officer Basic Course. He previously served as a Laundry and Bath Platoon Leader and currently is Operations Officer in the 2120th Supply and Service Company, Oklahoma ARNG.



PROFESSIONAL READINGS

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

Bloods: An Oral History of the Vietnam War by Black Veterans

Wallace Terry, Ballentine Books, 1984.

Terry interviews 20 soldiers who portray a story of a war where members of a race were sent in disproportionately large numbers to kill a minority enemy, thus protecting a nation that had never protected them. This view of the war is quite different from many conventional ones and incorporates the changes occurring in this country during the Civil Rights movement of the late 1960s.

Military Leadership: In Pursuit of Excellence

Edited by Robert L. Taylor and William E. Rosenbach, Westview Press, 1984.

This collection of essays examines all the critical elements of leadership, focusing on the military leader and success on the modern battlefield as well as in peacetime. This poignant examination translates well into an effective teaching tool for all military leaders.

The Glean of Bayonets: The Battle of Antietam and Robert E. Lee's Maryland Campaign, September 1862

James V. Murfin, Louisiana State University Press, 1965.

Murfin provides a fresh, historical look at the events and personalities that shaped this battle which proved to be the peak of the Confederate war effort. He has gathered testimonials from privates to generals and combined them into an up-close and personal look at this decisive engagement.

Urgent Fury: The Battle for Grenada

Major Mark Adkin, Lexington Books, 1989.

The author, a former British officer, analyzes the successes and failures of the U.S. mission in Grenada and of its participants. Major Adkin gives a balanced and informative look at the operation from one who served and who was far away from the political decision-making in Washington, D.C.

The Last Citadel: Petersburg, Virginia, June 1864-April 1865

Noah Andre Trudeau, Little, Brown and Company, 1991.

Trudeau thoroughly researched his fascinating treatment of the most extensive military operation in the Civil War: the siege of Petersburg, Virginia. This home of the Quartermaster Corps and Fort Lee was the site of a series of engagements which helped shape the rest of the war and American history.



TOTAL FORCE

Write for the Total Force

The Deputy Assistant Commandants for the U.S. Army Reserve (USAR) and the Army National Guard (ARNG) at the U.S. Army Quartermaster Center and School, Fort Lee, VA, invite all units to participate in the professional development of their Corps by contributing new ideas, innovations, problems and solutions for publication in the *Quartermaster Professional Bulletin*. To submit your writing and photographs, use the address within this edition's Directory.

LTC James F. Ninnis is the USAR Deputy Assistant Commandant. LTC Lawrence H. Lee is the ARNG Deputy Assistant Commandant. To contact them, call DSN 687-5258, Commercial (804) 734-5258 or WATS (800) 284-4935 and ask for extension 5258. SGM Lawrence L. Addington and SGM James William Murphree are the Enlisted Liaisons for the ARNG and USAR. For the Enlisted Liaison Office, call DSN 687-1913 (ARNG) or 687-1588 (USAR), Commercial (804) 734-1913 (ARNG) or (804) 734-1588 (USAR) or WATS (800) 284-4935. Ask for extension 1913 for ARNG or 1588 for USAR.

NCO Education

The noncommissioned officer (NCO) corps is emphasizing education in both the Active Component and Reserve Component (RC). This training year the following RC-NCO Education System courses are scheduled at Fort Lee:

USARF SCHOOL	PHASE II	DATE
1157th	76P30, 76V30 76P40, 76V40	31 May-12 Jun
2093d	77F30	14-26 Jun
1033d	94B30, 94B40	5-17 Jul
1154th	76Y30, 94B30 76Y40, 94B40	26 Jul-7 Aug
2059th	76P30, 76Y30 94B30, 76P40 76Y40	9-21 Aug

Army Weight Control Program Changes

Significant changes to AR 600-9 (The Army Weight Control Program) impact on all soldiers attending professional development schools. The following information comes from interim change dated 15 Nov 91: Paragraph 20d., (3) (Personnel who are overweight) are not authorized to attend professional military schooling. All soldiers scheduled for attendance at professional military schools **will be screened prior to departing their home station/losing command. Their height and weight will be recorded on their orders. Soldiers exceeding the screening table weight will not be allowed to depart their command until the commander has determined they meet body fat composition standards.**

Paragraph 20d., (5) **Personnel arriving at military schools who do not meet body fat composition standards will be denied enrollment without further process.**

Paragraph 20d., (6) (b)1. For the Army National Guard soldiers denied enrollment: TDY and Return. All M-day, Title 32 AGR and Title 10 AGR ARNG personnel will return to home station. For M-day and Title 32 AGR personnel, the school commandant will forward the memorandum to the adjutant general of the states concerned. For Title 10 AGR personnel, the school commandant will forward the memorandum to Chief, National Guard Bureau, ATTN: NGB-ARZ.

Paragraph 20d., (6) (c)1. For U.S. Army Reserve soldiers denied enrollment: TDY and Return. All personnel

will return to home station. If TDY enroute, all personnel will report to next permanent duty station. The memorandum will be sent to commander, ARPERCEN (DARP-AR). For non-AGR soldiers, forward the memorandum to the first general officer in soldier's chain of command.

Paragraph 20d., (11) All enrollment denials and approved removal actions must be reported electronically to CDR, PERSCOM, 2461 Eisenhower Avenue, Alexandria, VA 22331-0400.

Taking care of soldiers includes the enforcement of standards. Making sure the right soldier goes to school is the chain of command's job.

RCMCSS Course

Reserve Component Multifunctional Combat Service Support (RCMCSS) Course dates available for the FY 93 are as follows:

19-30 Oct 92	19-30 Apr 93
30 Nov - 11 Dec 92	10-21 May 93
4-15 Jan 93	2-13 Aug 93
1-12 Feb 93	16-27 Aug 93
22 Feb - 5 Mar 93	13-24 Sep 93

Units interested in sponsoring a training class at their location can contact LTC Carlow or LTC Connors at the Army Logistics Management College, Fort Lee, VA, at DSN 687-1820 or Commercial (804) 734-5258. The RCMCSS course provides newly assigned RC field grade officers background knowledge of duties in multifunctional units. The course is conducted on one active duty for training (ADT) phase of 88 hours of instruction.

Food Service Publications

The following regulations and other publications are in the field or in various stages of development:

- AR 30-1 (The Army Food Service Program, Interim Change) is currently at Department of the Army, Deputy Chief of Staff for Logistics (DA DCSLOG) for approval.
- AR 30-21 (The Army Field Feeding System, Interim Change) is currently at DA DCSLOG for approval.
- FM 10-23 (Army Food Service Operations), dated November 1991, should be in the field.
- AR 10-23-1 (Commanders Guide to Food Service Operation (Update)) is in print. Distribution will be soon.
- TB MEDICAL 530 (Food Service Sanitation), dated November 1991, should be in the field.

Points of contact at the Army Center for Excellence, Subsistence (ACES) for the Reserve Components are CW3 Gordan and Mr. O'Day at DSN 687-3265 or Commercial (804) 734-3265.

ROWPU Fielding Delays

The 3,000-gallons per hour reverse osmosis water purification units (ROWPUs) are in full-scale production. The first unit equipped (FUE) date was May 1992. This was changed to September 1992 because of delays in completing the logistical support package. The National Guard Bureau's Force Management Division applied the ROWPU basis-of-issue plans (BOIPs) to all relevant units for a Summer 1991 fielding. ARNG units currently have ERDLATORS (Engineer Research Development Laboratories), and, in reality, their readiness posture is unchanged. The problem is that the modification tables of organization and equipment (MTOEs) reflect ROWPUs, and ERDLATORS may **not** be substituted.

Branch Liaison Team (BLT) Visits

The Directorate of Evaluation and Standardization (DOES), U.S. Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA, tentatively scheduled BLT visits to the following installations:

Fort Campbell, KY	11-15 May 1992
Fort Carson, CO	1-5 June 1992
Fort Ord, CA	22-26 June 1992
Fort Hood, TX	27-31 July 1992

Airdrop Field Manuals

The Publications Branch of the Airborne and Field Services Department, U.S. Army Quartermaster Center and School, Fort Lee, VA, forecasts development of the following field manuals during FY 92:

FM 10-550, C2	Rigging Stinger Weapon Systems and Missiles
FM 10-512, C3	Rigging Typical Supply Loads
FM 10-500-7, Revision	Airdrop Recovery Procedures
FM 10-517, C3	Rigging HMMWV
FM 10-526, C3	Rigging 5-Ton Trucks
FM 10-550-53, Revision	Rigging Ammunition

For further information, contact Roger Hale at DSN 687-3428.

Malfunction Review Board

The Quarterly Airdrop Review and Malfunction/Safety Analysis Board will convene 15-16 Jul 92 and 21-22 Oct 92, at Fort Lee, VA. For further information, contact Roger Hale at DSN 687-3428.

NCO Weight Control Policy

In the past, the Quartermaster Noncommissioned Officer (NCO) Academy could enroll an overweight NCO if the commandant felt that the NCO could lose the weight before graduation. However, due to an interim change to AR 600-9 (The Army Weight Control Program), this is no longer true. All NCOs who come to the Quartermaster NCO Academy will be weighed and taped during inprocessing. An overweight NCO will be denied enrollment.

NCO Medical Records

The Quartermaster Noncommissioned Officer (NCO) Academy is experiencing difficulty with NCOs reporting to the academy without their medical records. Medical records are very important in case an NCO needs treatment and medical history or other information is required. The academy needs assistance from the field to ensure our NCOs take their medical records with them while attending the Basic Noncommissioned Officer Course (BNCOC) and Advanced Noncommissioned Officer Course (ANCOC).

Refrigeration for GRREG

Adding refrigeration containers, trailers and tractors to the graves registration (GRREG) augmentation platoons/sections is underway. Based on observations during *Operation Desert Storm*, the Army saw a need to provide this equipment at each collection point. Adding this equipment into the division and separate brigade GRREG augmentation platoons/sections will greatly enhance capabilities to return viewable remains to their next of kin. Early in *Operation Desert Shield*, the refrigeration need was identified. As a result, Headquarters, Department of the Army approved a special allocation for the equipment.

Decontamination of Remains

Procedures to decontaminate remains contaminated with a chemical or biological agent have been drafted and are being field tested at Fort Lee, VA. Doctrine will be written after the field test and added to mortuary affairs publications. Estimated completion is the 4th Quarter FY 92.

DNA Identification

For the first time, DNA (deoxyribonucleic acid) testing followed by reassociation of anatomical parts was successful during *Operation Desert Storm*, according to the Armed Forces DNA Identification Laboratory, a division of the Office of the Armed Forces Medical Examiner. During the next five years,

the U.S. Department of Defense will phase out the current dental panograph repository and replace it with an Armed Forces (DNA) Repository. The Armed Forces DNA Repository will keep tissue samples, a few drops of blood, a swabbing of epithelial cells from inside the mouth, fingerprints, a signature and a bar-code identification for each service member.

Recent technological advances in tissue identification will result in accurate identification of deceased personnel, eliminating the term "unidentified remains" among the U.S. military forces. Because each individual's unique DNA pattern is found in almost all the body's cells, disassociated anatomical parts can be reassociated with an exceptional degree of accuracy. During Operation Desert Storm, the Armed Forces DNA Identification Laboratory performed multiple DNA identifications. The laboratory's primary role was to reassociate anatomical parts. Future conflicts will require frequent use of these procedures as soldiers face the lethality of modern weapons.

Mortuary Affairs Training

Classes for the next two Mortuary Affairs Officer Courses will be 8 Jun 92 and 17 Aug 92. The two-week course prepares officers to perform mortuary affairs duties from the level of a unified command staff officer to the officer in charge of a search and recovery team. For further information, contact Mrs. Lockhart at DSN 687-2234/4664.

MOS 57F Critical Tasks

An in-depth analysis of all military occupational specialty (MOS) 57F (Mortuary Affairs Specialist) critical tasks (Skill Levels 1-5) is complete. This analysis identifies MOS-critical tasks that support the following operational areas: Search and Recovery, Collection Point, Theater Evacuation Point, Mortuary/Central Identification Laboratory (CIL), Interment/Disinterment, Personal Effects Depot, and Planning and Coordinating Mortuary Affairs. Tasks supporting these subject areas will be in the 57F Soldier Training Product (STP) currently under revision. Projected completion date is May 1993. The structure of the task and the supporting performance measures in the STP will enhance the 57F soldier's ability to prepare for future self-development tests.

Alternator Belt Malfunction

The alternator belt on the pony-pump of the 5,000-gallon petroleum, oils and lubricants (POL) tanker may malfunction. The contractor-provided belts are one inch too short (should be 10 inches and not 9 inches as provided). Obtain the correct belt by ordering stock numbered item 2920011788902 from Provo, Utah.

600-GPH ROWPUs Grounded

The 600-gallons per hour reverse osmosis water purification units (ROWPUs) have been grounded for safety reasons related to the suspension and frame (trunnion plate and bracket). Delivery of a retrofit kit to the field began 28 Feb 92. There were no immediate fixes the field could make. However, field units could do as the Quartermaster School did. The commanding general issued authority for the training department to move the ROWPUs under limited and specific circumstances, such as short trips on hard surfaces.

The reverse osmosis (RO) membrane shipping container is approved for fielding. The container is solely for the storage and transportation of the membrane elements from the 600-GPH ROWPU. The RO shipping container is watertight, reclosable and reusable; measures approximately 8-inches by 8-inches by 48-inches long; and houses a 6-inch diameter RO element. The container can be stored for 10 years without splitting or delaminating. Additionally, the RO shipping container will be used with the 150,000-gallons per day ROWPU and the 300,000-gallons per day ROWPU barge. The RO shipping container is available for requisitioning from the U.S. Army Troop Support Command (TROSCOM). The following information is provided for reference:

NSN: 4610-01-212-2704

NOUN: RO SHIPPING CONTAINER

U/I: EA

U/P: 51.97

Refuel on the Move

The U.S. Army Quartermaster Center and School's Petroleum and Water Department is currently expanding doctrine on Refuel on the Move (ROM). These updates will appear in FM 10-71 (Inspecting and Testing Petroleum Products) as Change 3 in the 4th Quarter FY 92. Additional ROM activities include development of Army Training and Evaluation Program (ARTEP) Mission Training Plan (MTP) 10-427-30 for fielding 4th Quarter FY 93. The school is developing the standard crew drill for the ROM and will include the drill in the MTP. A video that introduces ROM, describes its use, and identifies its component parts will be fielded 4th Quarter FY 92.

Functional Area (FA) 53 Update

The Computer Science School at the U.S. Army Signal Center, Fort Gordon, GA, is developing a new course to support FA 53 (systems automation) officers. The Systems Automation Course (SAC) II will prepare FA 53 officers, currently in branch-related assignments, for upcoming FA 53 assignments. This course will quickly bring an officer up-to-date with current technology and Army automation issues.

SAC II is four weeks, four days long and should be scheduled enroute to an officer's next FA 53 assignment. The first scheduled course date is January 1993 with courses on a quarterly basis thereafter. The following are the requirements to attend the course: (1) be on orders to an FA 53 assignment, (2) be in the grade of MAJ-COL, and (3) have served outside of FA 53 for at least the last three years. For further information on this new course, please contact CPT Prantl at DSN 780-3236. To request seats in this course or other FA 53 assignment information, contact MAJ Welch at DSN 221-2759.

The NCO Career Map

CPT Joanne Bernstein

In the wake of the Self-Development Test (SDT) replacing the Skill Qualification Test (SQT) this year, the term "self-development" has taken on a much broader scope than just those areas tested on the SDT. The U.S. Army Training and Doctrine Command (TRADOC) recently required the service school of each Career Management Field (CMF) to identify self-study or self-development activities that a soldier can pursue not only for personal enrichment, but also for enhancement of leadership skills and professional attributes as part of the Noncommissioned Officer Development Program (NCOEDP) outlined in AR 350-17 (Noncommissioned Officer Development Program). The result was the NCO Career Map, which became effective in January 1992 for all CMFs.

The NCO Career Map is a list of college courses, professional certification or degrees, self-study activities such as correspondence courses from the Army Correspondence Course Program (ACCP), and professional readings. Items on the list were chosen to enhance the nine leadership competencies of decision making, communication, planning, professional ethics, teaching and counseling, using available resources, technical and tactical proficiency, supervising, and soldier-team development. The NCO Career Map identifies the skill level at which a soldier should complete various courses of self-study. It further recommends CMF-related college degrees and certificates for soldiers and the year of service for completing a course of study. The NCO Career Map is designed to guide the soldier through self-development activities which complement the Noncommissioned Officer Education System (NCOES) and CMF institutional training.

The NCO Career Map is not a mandatory course of self-study. It serves only as a guide to soldiers, their commanders and their educational counselors for career-related courses. Soldiers may use alternate methods to complete CMF course recommendations,

such as examinations, correspondence courses and the American Council on Education (ACE) recommended credits.

A soldier may choose not to follow the courses of study outlined in the career map. A soldier may also choose to pursue a course of study that is unrelated to his or her CMF. However, there is one catch: the soldier may not be entitled to Army Tuition Assistance for funding college courses or degrees that are not related to the soldier's CMF.

In the past, the Army Continuing Education System (ACES) administered tuition assistance by focusing on individual education goals rather than CMF advancement or courses. Now, tuition assistance may only be available to fund those courses leading to a CMF-related certificate or degree. The amount of available tuition assistance varies with each installation and each fiscal year. Education counselors will use the career maps to authorize tuition assistance for only CMF-related college courses when insufficient funds are available to support the number of soldiers requesting assistance. Under the career map's guided program, for example, a 77W (Water Treatment Specialist) could receive tuition assistance for a course in chemistry or algebra, but might not be entitled to tuition assistance for a course in art or automechanics. To determine tuition assistance eligibility, a soldier must see a counselor at the local education center.

In developing the U.S. Army Quartermaster Center and School's career maps, we recognized that a soldier's success in the Army is also linked to his or her fulfillment of personal desires. Therefore, the degrees or certificates recommended for CMFs 76, 77 and 94 were kept as broad and as numerous as possible to allow as many soldiers as possible to incorporate their personal goals with their CMF.

Copies of the NCO Career Maps have been distributed to Army education centers worldwide. Additionally, the NCO Career Map will be published in the next NCO Professional Development Guide (DA Pamphlet 600-25) to make maps available to soldiers throughout the Army. 

CPT Joanne Bernstein is an Action Officer with the Enlisted Branch, Training Requirements Division, Directorate of Training and Doctrine, U.S. Army Quartermaster Center and School, Fort Lee, Virginia. She holds a master's degree in education from Campbell University, North Carolina, and a bachelor of arts degree in communication from the University of Miami, Florida. She is a graduate of the Signal Officer Basic and Advanced Courses, the Combined Arms and Services Staff School and the Command and General Staff College. She has served as a Platoon Leader, Property Book Officer, Battalion S4 and S1, and Company Commander.

Directory - Points of Contact

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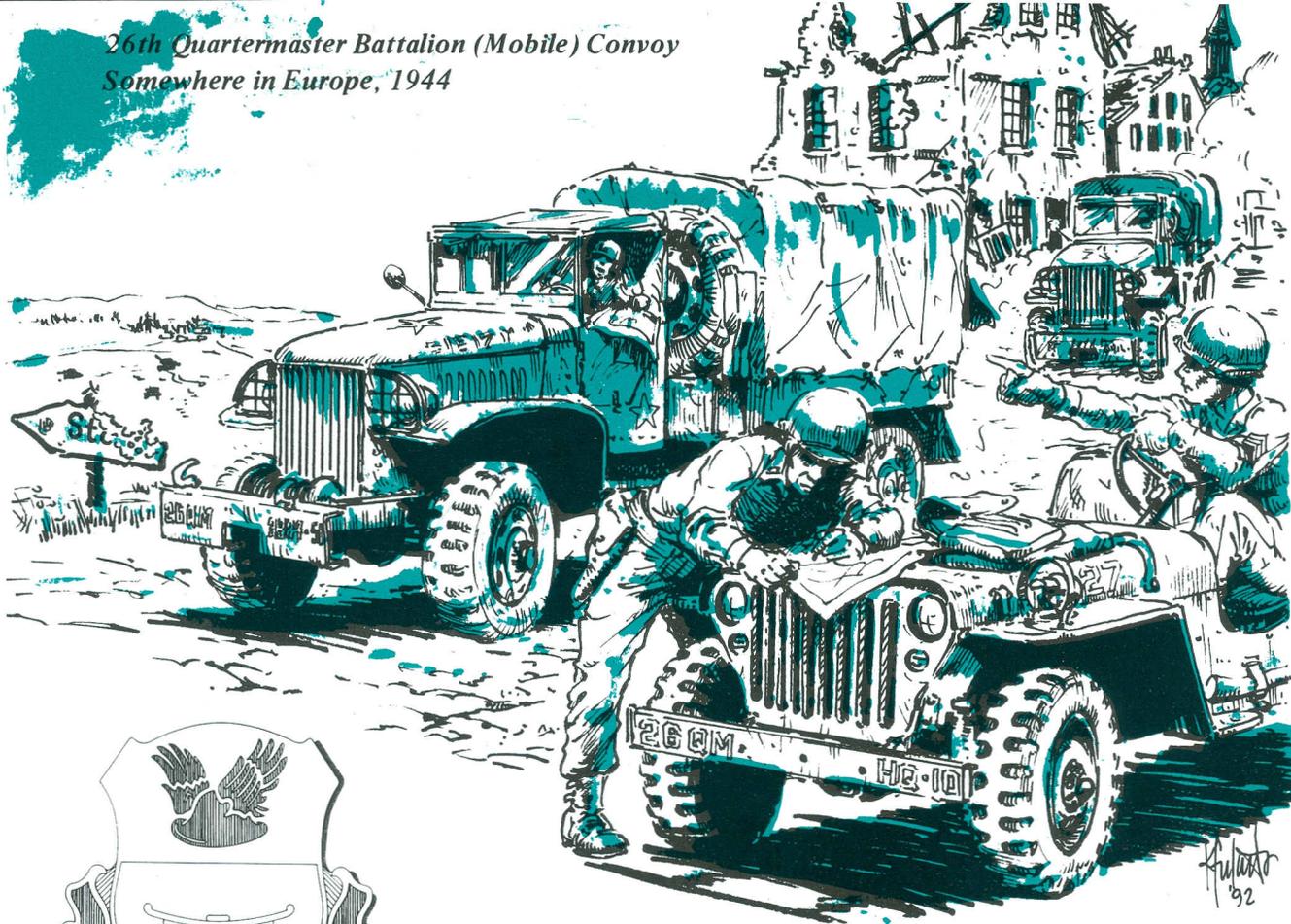
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*26th Quartermaster Battalion (Mobile) Convoy
Somewhere in Europe, 1944*



LINEAGE

Constituted 1 May 1936 in the Regular Army as Headquarters and Headquarters Detachment, 1st Battalion, 26th Quartermaster Regiment

Activated 30 December 1941 at Fort Francis E. Warren, Wyoming

Reorganized and redesignated 1 April 1942 as Headquarters and Headquarters Detachment, 1st Battalion, 26th Quartermaster Truck Regiment

Reorganized and redesignated 8 November 1943 as Headquarters and Headquarters Detachment, 26th Quartermaster Battalion, Mobile

Inactivated 30 April 1946 on Okinawa

Converted and redesignated 1 August 1946 as Headquarters and Headquarters Detachment, 26th Transportation Corps Truck Battalion

Activated 26 December 1946 in Korea

Redesignated 25 July 1947 as Headquarters and Headquarters Detachment, 26th Transportation Truck Battalion

Inactivated 25 January 1949 in Korea

Redesignated 23 November 1951 as Headquarters and Headquarters Company, 26th Transportation Truck Battalion

Activated 22 December 1951 at Camp Roberts, California

Redesignated 7 November 1952 as Headquarters and Headquarters Company, 26th Transportation Battalion

Redesignated 15 June 1959 as Headquarters and Headquarters Detachment, 26th Transportation Battalion

Inactivated 23 December 1960 at Fort Ord, California

Redesignated 20 March 1961 as Headquarters, 26th Transportation Battalion

Activated 25 March 1961 in Korea

Inactivated 24 September 1963 in Korea

Redesignated 7 July 1965 as Headquarters and Headquarters Detachment, 26th Transportation Battalion

Activated 21 July 1965 at Fort Eustis, Virginia

Inactivated 15 March 1969 on Okinawa

Converted and redesignated 1 May 1987 as Headquarters and Headquarters Detachment, 26th Support Battalion, assigned to the 3d Infantry Division, and activated in Germany (organic elements concurrently constituted and activated)

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