

Quartermaster

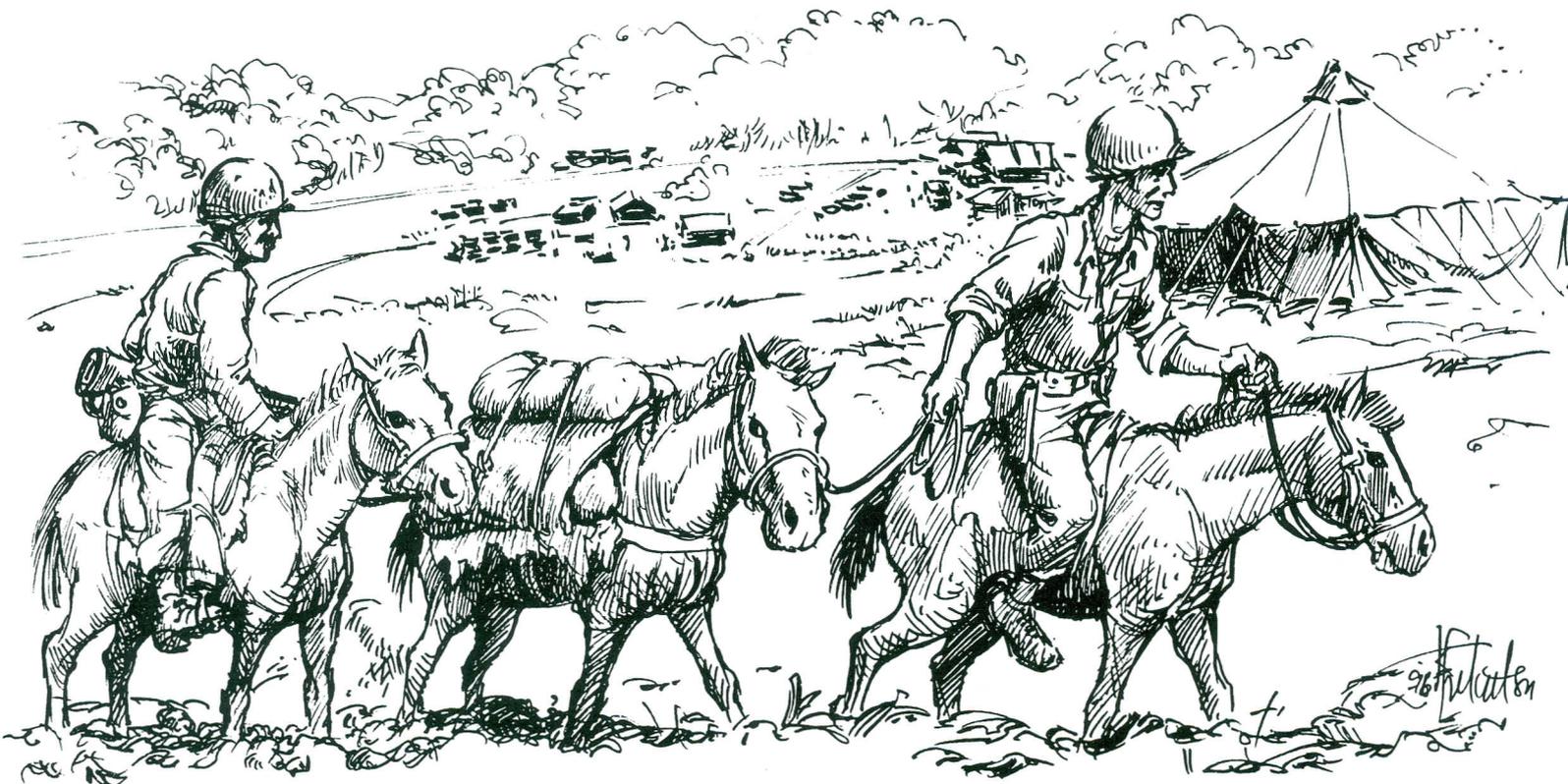
PROFESSIONAL BULLETIN

SUMMER 1996 PB 10-96-2

SUPPORTING VICTORY



Hell In a Cold Place



XXIV Corps Quartermaster soldiers used local pack animals to transport supplies to the front after torrential rains disrupted the main supply routes in Okinawa, April 1945.

This edition features articles written by Quartermasters in the Combined Logistics Officer Advanced Course (CLOAC). As part of their branch-specific CLOAC requirements, Quartermaster officers contribute to their quarterly professional bulletin on a regular basis.

As always, the *Quartermaster Professional Bulletin* first seeks information from the field. Your branch publication wants to hear how you reinforce the training base, introduce new concepts, and learn from experiences in combat service support. Please refer to the last page in this edition for the simple guidelines on submitting text, photographs and graphics for publication.

Quartermaster

PROFESSIONAL BULLETIN



The Quartermaster General
Major General Henry T. Glisson

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The *Quartermaster Professional Bulletin* (ISSN 0896-9795) is published quarterly by the US Army Quartermaster Center and School, Fort Lee, VA 23801-1601. The views expressed herein are those of the authors, not the Department of Defense or its elements. The content does not necessarily reflect the official US Army position and does not change or supersede any information in other US Army publications. Use of news items constitutes neither affirmation of their accuracy nor product endorsement. This professional bulletin is approved for official dissemination of material designed to keep Quartermasters knowledgeable of current and emerging developments to enhance their professional development. Use of the masculine pronoun is intended to include both genders where appropriate.

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01974

Distribution: Special

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COVER AND ILLUSTRATIONS: LTC Keith K. Fukumitsu, Quartermaster, created all the cover art for this edition. LTC Fukumitsu was formerly assigned as Chief of the Course Development Division, Directorate of Training and Doctrine, US Army Quartermaster Center and School, Fort Lee, VA.

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DISTRIBUTION: Approved for public release. Distribution is unlimited. Private subscriptions are available through the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954 at the rate of \$12.00 per year (\$15.00 foreign).

POSTMASTER: Second class postage paid at Petersburg, VA 23804-9998, and additional mailing offices. Send address change to QUARTERMASTER PROFESSIONAL BULLETIN, ATTN ATSM QMG B, 1201 22D STREET, FORT LEE VA 23801-1601

From The Quartermaster General



Major General Robert K. Guest

This will be my last introduction of the *Quartermaster Professional Bulletin*, as I move from command of the US Army Quartermaster Center and School to command of the US Army Combined Arms Support Command at Fort Lee, VA. I cannot stress enough the importance of continuing this essential branch publication that carries the news of great Quartermaster work to an already top-notch Quartermaster Corps.

Major General Henry T. Glisson will be the new Quartermaster General and the Commandant of the US Army Quartermaster Center and School. Major General Glisson is an experienced logistician who understands our Corps well and has the insight to carry the Quartermaster Corps into the 21st Century. His recent duties as Commander of the US Army Soldier Systems Command at Natick, MA, have kept him up-to-date on the acquisition and the research and development side of the house. His great fortune to have commanded the Division Support Command of the 4th Infantry Division kept him close to the combat soldier. His service as the Executive Officer to the Deputy Chief of Staff for Logistics and as a member of the Transition Team for the Army Chief of Staff have kept him well abreast of policy and leadership issues. He will be a superb Quartermaster General.

Replacing Major General Thomas W. Robison, Quartermaster, as Commanding General of the US Army Combined Arms Support Command will be a challenge. There is not a more dedicated soldier than

Major General Robison. In his 35 years, he has made many contributions to his Army. We will miss him, his leadership and common sense. On behalf of the entire Quartermaster Corps, I wish him well as he retires, and I thank him for all he has done.

I routinely discuss the pride I have in our Quartermaster Corps when I travel and speak at social and official functions. The pride is not ill-founded: it is a pride in the great work of privates, sergeants, warrant officers, commissioned officers, and Department of the Army civilians. It is a pride that carries us through our day-to-day tasks that make the Army work. Without doubt, I leave this job knowing we are a fine team who will Support Victory wherever America's Army takes us. There are tough decisions and tough days ahead, and Major General Glisson will need the same support that you have given me. I appreciate it more than I can say.

Major General Robert K. Guest, 43d US Army Quartermaster General, has held a wide variety of command and key staff positions. His previous assignments include Deputy Chief of Staff, Logistics, US Army Europe and Seventh Army; Commander, 3d Corps Support Command, Wiesbaden, Germany; Director of Logistics Management, US Army War College, Carlisle Barracks; Commander, Division Support Command, 101st Airborne Division (Air Assault); Chief, Supply and Maintenance Policy Division, Office of the Deputy Chief of Staff for Logistics; and Commander, 1st Supply and Transportation Battalion, 1st Infantry Division.



MG Robert K. Guest (right) conferred with Regimental CSM Ricky A. Vernon on Quartermaster airdrop operations at McLaney Drop Zone, Fort Lee, Virginia, before moving from command of the US Army Quartermaster Center and School to command the US Army Combined Arms Support Command. Both commands are at Fort Lee.

Conferences Yield Results



Command Sergeant Major Ricky A. Vernon

The last week of March was a "significant event" at the US Army Quartermaster Center and School at Fort Lee, VA. We hosted two conferences simultaneously! First was the 1st Corps Support Command (COSCOM) off site with Brigadier General John M. McDuffie, his staff and the COSCOM leaders from Fort Bragg, NC. We enjoyed having them. Their esprit de corps was evident in all their actions. We would like to have them back anytime.

The second conference hosted 130 Quartermaster sergeants major from around the world. This event far exceeded our expectations. We provided each attendee with three types of briefings: informational, interactive and peer. The informational briefing explained the Quartermaster functional assessment and analysis, Division XXI, Force Provider, enlisted laydown and issues, and force structure. The Quartermaster General's briefing was a highlight. The interactive briefings dealt with these questions: What do you want the Quartermaster Regimental Command Sergeant Major to concentrate on during the next year? What does the senior leadership of the Quartermaster Corps want the Command Sergeant Major to do for Quartermaster soldiers? We had a lot of great discussion in this area. I also have my direction for the next year. We also held a seminar on what soldiers in the field want for the next Quartermaster conference.

One item that I briefed was our search for good Quartermaster soldiers to be recognized by the Quartermaster Regimental Commander. If a Quartermaster soldier in your unit does something worth recognition, send us the name and we'll send a coin and Regimental Certificate. As examples, we sent certificates to the Food Service Soldier of the Year for Fort Drum, NY; 24th Division Soldier of the Quarter; Quartermaster Noncommissioned Officer of the Year from Eighth Army; and to some high-speed soldiers from Fort Devens, MA. The only requirement is that the soldiers are Quartermaster and you tell us about it. I am looking forward to hearing from you on this type of Regimental recognition.

The interactive portion of the conference consisted of panels of four discussing areas of interest in the Quartermaster Noncommissioned Officer Education System (NCOES), Quartermaster advanced individual training (AIT), quality of soldiers arriving in your units, input to the Regimental Command

Sergeant Major (any topic), and food service issues. The Commandant of the Noncommissioned Officer Academy chaired the NCOES panel; the 23rd Quartermaster Brigade Command Sergeant Major the AIT panel; the Sergeant Major for the Army Center of Excellence, Subsistence, the food service panel; and the 49th Quartermaster Group's Command Sergeant Major the panel on table of organization and equipment field Army issues. Each panel met with four sergeants major at breakfast and four different sergeants major for lunch. The issues and discussions were well worth the effort and will be continued at the next conference.

Finally, the peer briefing allowed the Command Sergeants Major of the four COSCOMs to brief their organizations and what they have been doing for the last year. The outcome was that COSCOM soldiers are super busy, and I'm amazed at the effort and accomplishments of the great organizations.

The 1996 conference for Quartermaster sergeants major was great and will be hard to beat next time. The only adverse comment was that it was for command sergeants major and sergeants major only. Next time we'll try to invite representatives from each grade level. Another highlight was the commitment by the Deputy Chief of Staff for Logistics to a conference hosted by the Quartermasters at Fort Lee. (More to follow on this.)

Promotions

I just talked to the Quartermaster Branch Chief at the US Army Total Personnel Command about PROMOTIONS. He assures me that, although tight, we will continue to have promotions in our military occupational specialties (MOSs), and the outlook is good until the year 2000. Some of our MOSs are highly competitive. Promotion cutoffs are high, but we're still getting soldiers every month who meet the high cutoffs. This means a lot of work on the soldiers' part. You cannot sit around and wait for the points to drop, you have to go after it. Hang in there as the future for Quartermasters still looks good.

Command Sergeant Major Ricky A. Vernon is the Command Sergeant Major of the Quartermaster Regiment and of the US Army Quartermaster Center and School, Fort Lee, Virginia.

Professional Dialogue

From Combat Arms to Combat Service Support 'Generation X' Reminded of Army Tradition

*CPT Melissa D. Antes CPT Andrew R. Horvath CPT Stephanie A. Jung
CPT Virginia Reed LT Iris M. Cowher LT Richard J. Tate*

"Congratulations, the Quartermaster Corps welcomes you. You will attend a four-week course at Fort Lee, VA, to prepare you for this transition." This notice is given to many combat arms lieutenants between their second and fourth year of service.

This can be a most desired career change for some and the least anticipated for others. Entering a new branch with new equipment, different military occupational specialty personnel, and unfamiliar service support missions can be traumatic. Branch transfer requires a period of adjustment, usually longer than the four-week transition course, to become an officer in the Quartermaster Corps. To make the change from warfighter to logistics warrior, branch detail officers should strive to learn as much as they can before attending the Combined Logistics Officer Advanced Course (CLOAC). Certain assignments can quickly acclimatize Quartermaster officers new to the branch more quickly than other assignments.

Evening Out Personnel

The current branch detail program used by the US Army replaced the force alignment plan in 1991. The current program helps to "even out" personnel inventory imbalances between the combat arms and combat service/combat service support branches. The branch detail program helps realign inventories to meet requirements for company and field grade officers in shortage branches. Officers selected for the Quartermaster branch detail program will attend an Officer Basic Course in a combat arms branch and serve in a respective combat arms unit about two years. At the two-year mark, officers will transition into their control branch and attend the four-week Quartermaster Branch Qualification Course at Fort Lee. Upon return to their major subordinate command, they will be reassigned to a new job in a new unit, usually in the Quartermaster or combat service support arena. During the 1996 accession board,

62 Reserve Officers' Training Corps cadets were detailed to a combat arms branch and will join the Quartermaster Corps in two years.

Since most branch detail officers are identified in the accession and commissioning process, they will have a general understanding of the program and be prepared for the transition before the actual transfer. All lieutenants should try to spend at least one year in positions at the company or detachment level, whether they are branch detail or straight Quartermaster officers. Troop-level assignments, such as platoon leader or executive officer, are critical to the success of any junior officer. Combat equipment, tactics and leadership training acquired through the combat arms experience will prove extremely valuable to the detail officers as they become multifunctional logisticians. Support-related assignments such as support platoon leader, assistant battalion S4 (Logistics Officer), and battalion maintenance officer are excellent foundations for a successful career in the Quartermaster Corps. Working in a battalion S4 section will expose young officers to budget maintenance, management of battalion property, and all other supply-related functions in the battalion.

Many DISCOM Positions

Many positions are available to Quartermaster lieutenants in a division support command (DISCOM), corps support command or any other level in the Army structure. In a DISCOM unit, the supply platoon leader position in a forward support battalion (FSB) would provide a wealth of Quartermaster experience related to subsistence, general authorized stockage list (ASL) management, fuel operations and ammunition handling. A former combat arms officer would understand and appreciate the flow of logistics from this position because of the mission of providing direct support to combat units. A forward or main support battalion has excellent positions for branch-detailed officers such as company executive

officer, technical supply officer, Class IX (repair parts) warehouse officer, assistant battalion S4, and jobs in the support operations section. As a supply platoon leader, a lieutenant would be responsible for Classes I (rations), II (general supplies), III (petroleum, oils and lubricants), IV (construction and barrier materiel) and V (ammunition). The supply platoon leader is responsible for the Class II and IV warehouses that support a brigade, operates the ammunition transfer point, and runs the Class III (bulk) hard stand in garrison and fuel operations in the field. Finally, the supply platoon leader also operates the Class I break point for a brigade. Obviously, the responsibilities of a Quartermaster lieutenant in an FSB are as vast as the responsibilities of lieutenants in the combat arms branches.

In a corps support battalion or group, platoon leaders work in bulk petroleum, water purification and distribution, mortuary affairs, laundry and shower support, fabric repair, and aerial delivery operations (rigger). Accountable officers and warehouse officers-in-charge (OICs) manage Class IX and general supply operations. A petroleum platoon leader is accountable for receipt, storage and distribution of bulk fuel assets. Also, some Quartermaster platoons are responsible for large tank farms and pipelines with 100,000 gallons or more of fuel. A platoon leader or executive officer in a water company or detachment would be responsible for water purification, storage and distribution of thousands of gallons of water. Class IX warehouse officers manage the ASL of their supply support activities. As the Class IX OIC, a lieutenant may be responsible for thousands of repair parts. Due to the limited positions in mortuary affairs, laundry and shower, and fabric repair units, it is unlikely that a new lieutenant will work in these units, but not impossible. However, if a young lieutenant is assigned to a very specialized position, the key is to do the best job and learn as much as possible from the assignment.

Do not be concerned with the type of assignment held as a young officer while working at the battalion or company level. Avoid "assistant" assignments, such as assistant S3 (Operations and Training Officer) or assistant S1 (Adjutant), at the brigade or higher level as a recent branch-detailed officer. All

lieutenants must serve in troop-leading assignments whether as a maintenance support team platoon leader, accountable officer or as a heavy equipment transport truck platoon leader. Lieutenants learn the basics in any leadership position, regardless of the combat service support branch.

This list is a mere snapshot of the many opportunities that young Quartermaster officers can pursue before selection for promotion to captain and attendance at the CLOAC at Fort Lee. During CLOAC, the combat service support branches come together to focus on producing multifunctional logisticians. The previously cited positions will assist newly transitioned officers in becoming multifunctional.

With knowledge and skills from service in the combat arms, the branch-detailed officers make excellent combat logisticians who can use these skills their entire careers. CLOAC will prepare the officers for company command and service in a multifunctional logistician's position on a battalion or brigade level staff.

Whether an officer is still in the combat arms branch waiting to transition to the Quartermaster branch or already transitioned as a Quartermaster logistician, it is important to consider the following guidance for Army officer professional development.

All officers are expected to conduct themselves in a manner honorable to the officer corps and the Quartermaster Corps. Throughout the history of the US Army, the very core of military leadership has been the professional military officer. However, many senior officers in the Army have expressed concerns recently over the behavior of young officers with "Generation X" attitudes toward the Army. Generation X soldiers grew up in the 1970s and 1980s. The Generation X syndrome is described by many as an attitude of disregard for social and work ethics, especially in the workplace. To the Silent and Baby Boomer generations of the earlier 20th century, loyalty to a company would usually imply job security. Generation X is accused of being more transient, seeming to see every job as temporary. To this generation, every company is a stepping stone to something better or at least something different. In the Army, Generation X soldiers entered military service without any expectations of job security because of personnel drawdowns and cutbacks. Senior officers complain that Generation X soldiers have one eye on the Army and one eye on the outside all the

**Generation X
soldiers
grew up in
the 1970s
and 1980s.**

time, looking for something better. Generation X soldiers are also accused of believing that life is life, and work is work. At quitting time, Generation X soldiers allegedly are ready to exit the office quickly and have nothing else to do with the Army until the start of business the next day. As a result, many officers of the Baby Boomer generation feel that they see a decrease in participation in many professional military organizations and associations, such as the officers' club and Association of the United States Army. Through membership in these outside organizations, many officers network and discuss professional topics and learn from each other's experience. Also, some of these organizations and associations provide a voice for the military when lobbying to influence the US legislators.

If the Army employs Generation X officers, it is not to the degree that exists in the civilian world. Senior officers are constantly looking at junior military leaders and evaluating their actions for any Generation X symptoms. The mandatory requirements to become officers have proven that most are worthy of commissioning. Regardless of an officer's background, whether through the Reserve Officers' Training Corps, Officer Candidate School or the United States Military Academy, officers are educated to become members of a special group. Ethics and decision-making are a part of the curriculum for a purpose.

Army officers are judged as a group by society and not as individuals. Through the downsizing of the Army, the officer corps is smaller in numbers. Officers must provide good examples for all soldiers, future junior officers, and society.

Professionalism is a way of behaving and living that illustrates loyalty and commitment toward a profession. Officers provide the essential service of management-level leadership. The Army would have difficulty executing missions without a clear and fo-

**An Army career
requires
pursuit of a
'higher calling.'**

cused intent provided by officers. A career in the Army requires the pursuit of a "higher calling" in the service of the Army and society. Officers acquire expertise by prolonged civilian and military education and service. It is important to constantly strive to gain professional knowledge both by mentor relationships and through the military education process. All Army officers, regardless of branch, have three basic responsibilities: they must not exceed the limits of their professional competence, their actions must always be in the best interests of the Army and their soldiers, and they must always maintain their integrity. As military professionals, this comes from a sense of calling and desire to willingly fulfill all obligations to soldiers. The bond between officers is generally stronger than between leaders in any other profession because the military is often physically and socially separated from the rest of society. However, there is a noticeable decrease in participation of the Army's new generation of officers. The corporateness of the military should be the lifeline that supports and reemphasizes the other characteristics of professionalism in the Army. If a person belongs to the Army officer corps, that officer should be proud of inclusion into this noble and self-sacrificing line of work.

In conclusion, Quartermaster officers from the branch detail and/or transfer program are very well-rounded after their transition from the combat arms. The key to success, however, involves an officer's intimate attention to career decisions and, ultimately, the assignments completed. Also, today's junior officers must evaluate their motivations and lifestyles. The Army requires a good deal of sacrifice and everyone pays the price. No one is exempt from being professional or for caring about their soldiers, their profession, and their mission. Whether an officer is in the Army for the short term or for 20 years, the officer must make the best of it while serving our country. A junior officer who considers all of this for a military career will be successful in all endeavors.

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 96-1/2 at Fort Lee, Virginia.



Force Provider billeting stood up to the harsh weather in the former Yugoslavia.

Force Provider Deploys to 'Hell in a Cold Place'

LTC Timothy Lindsay

James McLaughlin

Norman P. Bruneau

COL (Retired) David H. Hackworth has described Bosnia-Herzegovina as "Hell in a Cold Place" for troops during their long and hazardous peacekeeping mission in the former Yugoslavia. The military analyst and author accurately pictured a cold, wet, muddy and mine-infested land in a *Newsweek* magazine article last December when the North Atlantic Treaty Organization (NATO) forces took command and control of the theater from the United Nations Protection Force.

This area in the Balkan theater lacked almost all the infrastructure necessary for the billeting and the field services to support the NATO peacekeepers and the logisticians supporting them. Some 20,000 US troops were part of the 60,000-member NATO implementation force.

However, the Army's premier bare base support system, called Force Provider, now provides a high-quality alternative to the more than 5,000 service members of Task Force Eagle in the vicinity of Tuzla, Bosnia-Herzegovina. Last winter, between 8 Nov 95

and 23 Feb 96, a Force Provider Deployment Support Team consisting of seven members from the US Army Materiel Command and one from the Quartermaster combat development team at the US Army Combined Arms Support Command (USACASCOM) coordinated Force Provider's deployment. Team members believe they and the Force Provider system have made a great difference in the quality of life for many of Task Force Eagle's soldiers. In fact, this deployment of Force Provider marks a historically significant event in the Army's approach to field services and base camp support.

Force Provider, born in 1991 of the Army Chief of Staff's concerns about inadequate field living conditions for US soldiers during *Operation Desert Shield/Storm*, is a containerized, highly deployable and complete bare base system. Force Provider is engineered for climate-controlled billeting; dining facilities; showers; latrines; laundry; and morale, welfare and recreational facilities in multiple battalion-sized modules designed for 550 soldiers. Force

Provider is packaged complete with water storage and distribution, fuel storage and distribution, wastewater storage, and power generation and distribution. The basic building block for the system is the tent, extendable modular personnel (TEMPER) with forced air heating and cooling, similar to home heating and air conditioning systems.

Missions for the Force Provider include rest and refit for combat-weary soldiers, theater reception, intermediate staging base, redeployment, base camps, humanitarian operations, disaster relief, and peacekeeping. A total of 36 Force Provider modules are now funded through FY02.

Force Provider, a nondevelopmental item conceived by the US Army Quartermaster Center and

School (USAQMC&S) and jointly supported by Headquarters, Department of the Army (HQDA), Office of the Deputy Chief of Staff for Logistics and Office of the Deputy Chief of Staff for Operations, took advantage of existing military and commercial products. The USAQMC&S developed an operational requirements document that has been remarkably stable and contributed to rapid and affordable development, testing and production. The US Army Natick Research, Development and Engineering Center, Soldier Systems Command, successfully designed the Force Provider's prototype and continues with dedicated development, test and engineering support.

Quartermaster Companies

Force Provider went through an accelerated phase between 1991 and May 1994 after successful operational testing at Fort Bragg, NC, in November 1993. At the same time, the USAQMC&S developed six Quartermaster Force Provider companies, with two planned for the Active Component and four for the Reserve Component. Each company has six platoons. Each platoon has the mission of erecting and operating one 550-soldier support module. The companies were organized as "Type B" units, which means they require extensive augmentation to perform their mission.

Even though Force Provider went rapidly through development and testing in 1993 and 1994, Army leadership required an interim capability to support contingency missions before the scheduled

delivery of the first two Force Provider production modules in December 1996. Therefore, HQDA ordered the assembly of 12 interim support package modules, each supporting 550 soldiers, from Army inventory. Equivalent to the Force Provider system, six modules in an interim support package can support a brigade-sized force of 3,300 soldiers.

Interim Support Package 1 has been deployed on the repositioning ship Gopher State since Summer 1994, and Interim Support Package 2 was deployed to Bosnia this year. Also, the test module from Fort Bragg was deployed to Guantanamo Bay, Cuba,

**Thanks RED HORSE. Thanks Force Provider. —
Graffiti on a latrine's wooden wall in
a Force Provider camp, Bosnia-Herzegovina**

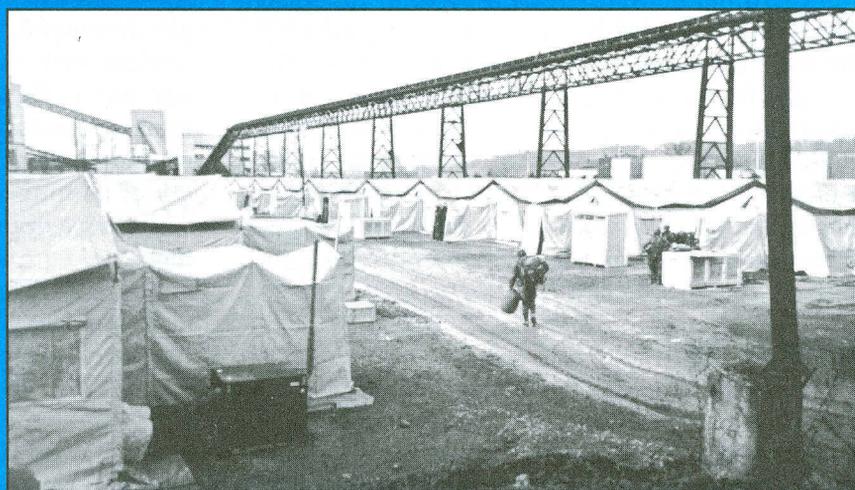
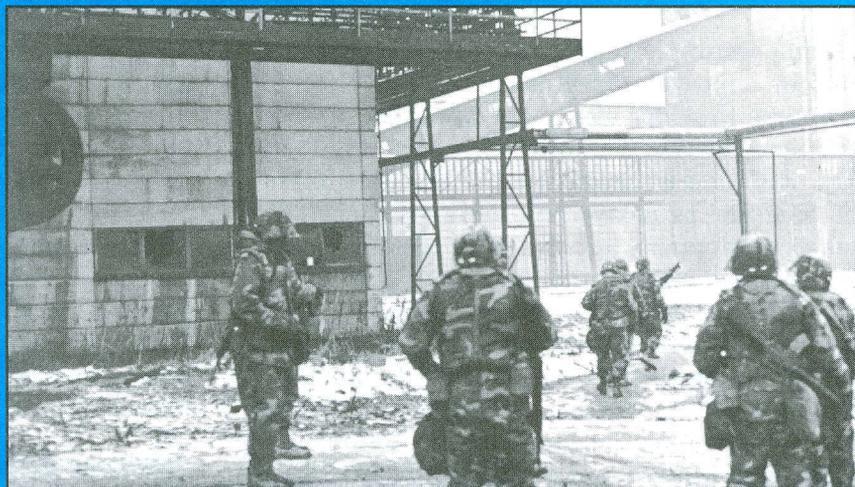
and operated by the 488th Quartermaster Force Provider Company based at Fort Bragg.

In January 1994, the USAQMC&S requested and received assistance to develop a Logistics Civilian Augmentation Program (LOGCAP) support plan for Force Provider. Such a LOGCAP plan ensured that civilian contractors would be available, when needed, to augment the Army's Force Provider companies or to operate Force Provider camps if the Army's Force Provider unit is not available. As of August 1995, only the 488th Quartermaster Force Provider Company had been activated, and it was deployed to Guantanamo Bay. This situation led to the use of civilian contractors to operate the Force Provider camps in Bosnia-Herzegovina.

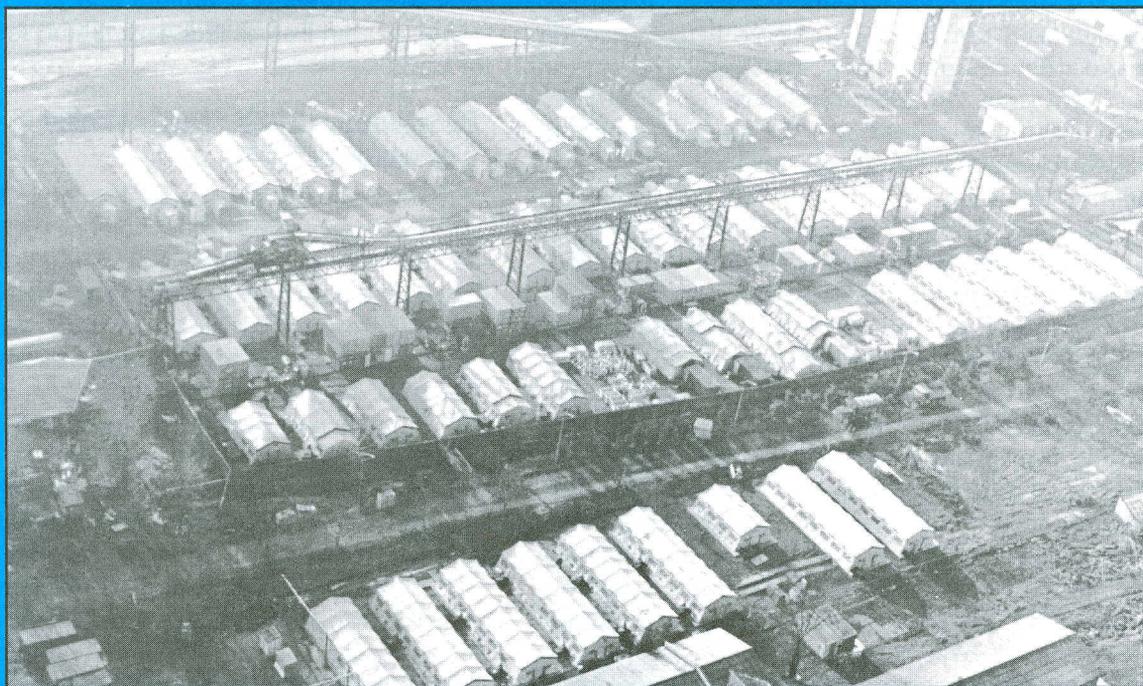
For *Operation Joint Endeavor* in Bosnia-Herzegovina, six Force Provider modules were deployed: two modules each at three base camps in the Tuzla Valley. Comanche Base (Tuzla West) has a population of 1,700 soldiers, Steel Castle Base (Tuzla East) a population of 1,800 soldiers, and Lukavac Base (also known as Gotham City) a population of 2,150. The interim support package modules provided 3,300 billeting spaces in TEMPER tents. Another 2,000 billets were provided by general purpose (GP) medium tents shipped with the Force Provider modules, plus additional GP medium tents for administrative space at each camp. The resulting 5,270 billeting spaces provided by Force Provider represented 54 percent of all billeting required in the Tuzla Valley for Task Force Eagle and 25 percent of all space required for US forces in Bosnia-Herzegovina.

Lukavac Base

Soldiers of the 1st Armored Division (top) performed reconnaissance at the former Lukavac Coal Coke Plant. The first of 2,150 troops (middle) moved into the Force Provider camp built atop a coal bin. An aerial photograph (bottom) shows the confined space at the site that complicated construction and provided very few fixed facilities.



**All photographs by
Norman P. Bruneau,
Quartermaster**



Members of the Force Provider team on the ground in Kaposvar and Tuzla successfully coordinated Force Provider movement from the intermediate staging base to the correct location in the Tuzla Valley. At no time were construction schedules of the three base camps delayed by the arrival of Force Provider equipment, but flexibility was essential under very demanding and sometimes chaotic circumstances, particularly in the deployment's early stages. Inadequate local communications, materials handling equipment and transportation further complicated the smooth execution of the mission. Long-distance communication, including satellite, was available and necessary to the effective daily movements coordination and status reporting. Intransit visibility was provided by the eyes, ears and hands of the team members for the ground movement. Despite radio frequency tagging of the hundreds of individual pieces of cargo shipped from the US to European ports and then to the Tuzla Valley, a system of tag interrogators and also communications and information architecture was not in place during these early stages of the deployment to take advantage of this technology.

Friction of War

The speed of the deployment, the "friction of war" and associated "fog" required close and continuous coordination of materiel movement with 1st Armored Division command and staff units, higher commands, US-based support elements and numerous other activities in and around Tuzla. Force Provider modules and other equipment had to get to the right place at the right time. On-site direction of vehicle offload operations and coordination with the construction teams were essential to the efficient construction and handoff of the modules.

The Force Provider team arrived in Tuzla on December 29 and immediately began coordination with the military units and civilian contractors for the site preparation and construction of the camps. The Force Provider team attended daily planning and status meetings with the Task Force Eagle Base Camp Coordinating Agency, the focal point for constructing tent cities and Force Provider modules. Despite construction delays because of the bad weather in mid-to-late December that restricted the airflow into Tuzla and caused flooding on the Sava River, the flow of Force Provider modules began on December 31. However, poor terrain conditions plagued all the base camp construction schedules with extraordinary demands for materials and a shortage of heavy construction equipment.

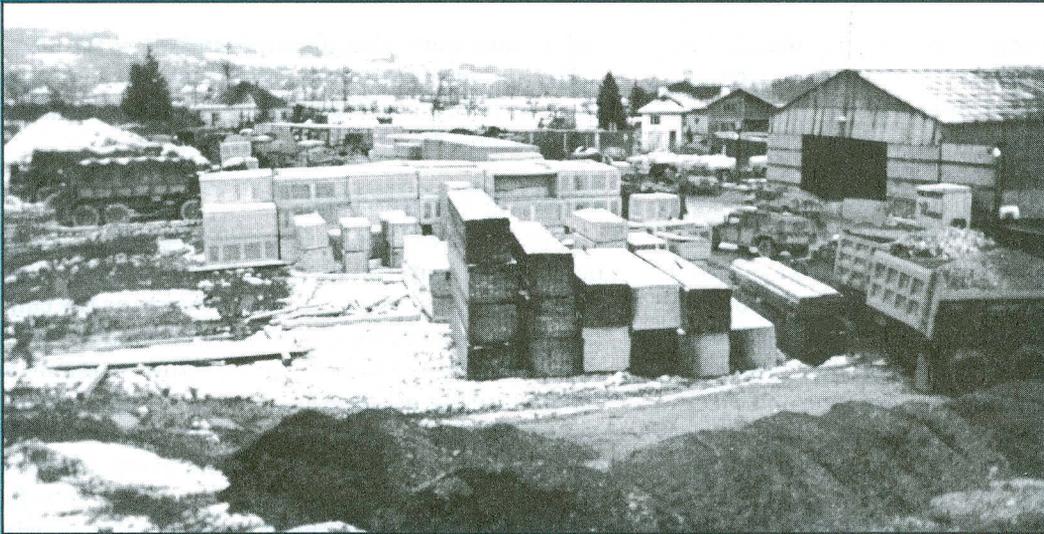
The master schedule for construction of the camps in the Tuzla Valley called for the US Air Force Red Horse Engineering Squadron to construct two tent cities at Tuzla Main, Task Force Eagle Headquarters. The Red Horse was at work constructing 1,200 billet spaces when the Force Provider Development Support Team arrived. The Red Horse would plan and begin building Tuzla West (Comanche Base) and Tuzla East (Steele Castle Base) within a week after the two Tuzla Main camps. Their support was professional and key to the success of the Force Provider mission.

Lukavac Base, Population 2,150

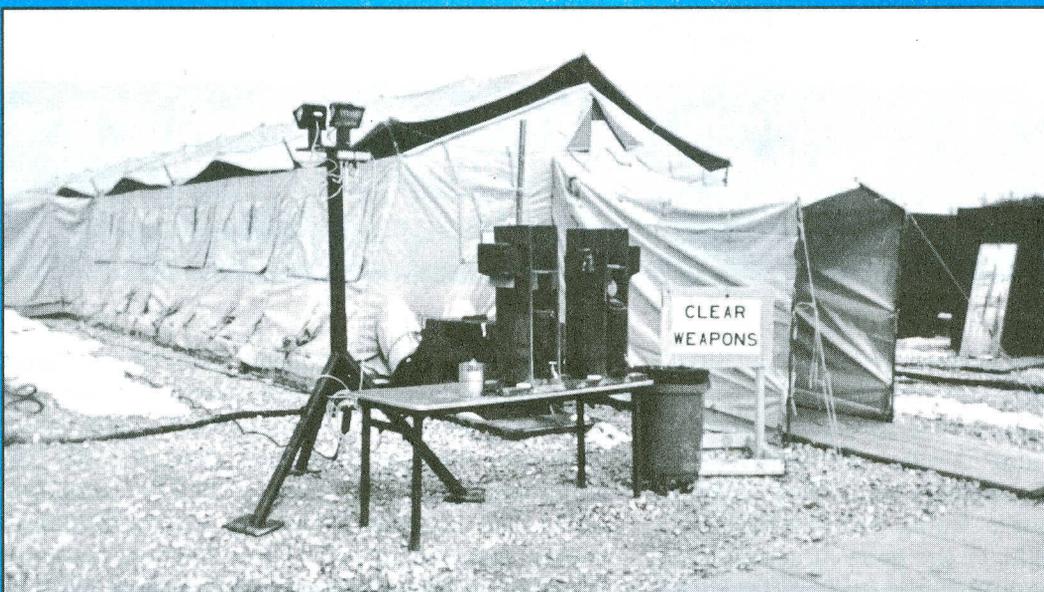
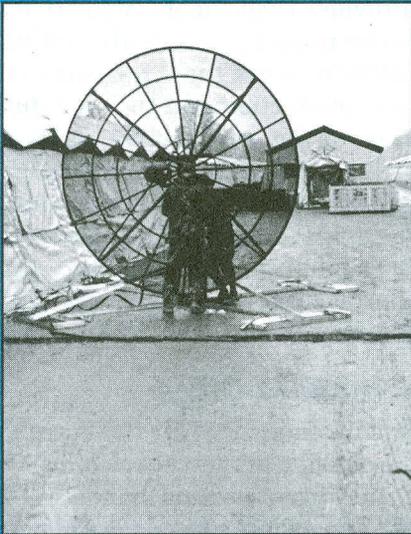
Construction of the first camp at Lukavac began January 5. The Force Provider deployment team worked with the civilian contractor on proper layout, assembly, installation and checkout of all systems and subsystems. The Lukavac site, while very confined, did provide some fixed facilities for a variety of administrative and troop support functions, including a dining facility instead of Force Provider's modular equipment. The camp was complete on January 28. The Force Provider facilities were built on the surface of a coal bin at the Lukavac Coke Plant. Confined space caused difficulties in the staging, unpacking, inventory and organization of the worksite as the work proceeded and less space was available. By the time for football's Super Bowl in January, the morale, welfare and recreation facilities were partially complete and provided live feed of the Armed Forces Network signal for the soldiers of Lukavac Base.

Comanche Base (Tuzla West), Population 1,700

Camp design began on December 31 with a site survey. Security for the site had not yet been assured, and soldiers still occupied old MIG (a Russian-built fighter plane) aircraft hangers in the immediate vicinity. Site security was a concern throughout the camp construction with the continuous presence of Bosnian children, adults and soldiers in and around the construction areas. The initial site chosen for a 2,200-soldier camp (later revised to a 1,700-soldier camp) was an open field adjacent to the airstrip, a macadam surface approximately 6,500 feet in length and 50 feet in width with unprepared grass shoulders. (The 4th Aviation Brigade wanted to use the entire airstrip for air operations.) While large enough for the camp, the initial open site had clay soil with a very high water table that engineers said would require about 60 days of site preparation, including



Tuzla East
The quantity of construction materials (left) and Force Provider modules (below right) at Steel Castle Base were typical in the Balkan theater.



Tuzla West
The satellite dish at Comanche Base (upper left) was ready in time for last January's US Super Bowl. The dining facility's entrance (left) was another reminder of the former war zone.

*Photographs by
 Force Provider
 Deployment
 Support Team*

mine clearing, before beginning camp construction. The soil conditions also complicated mine clearing operations or made them impractical.

These facts all conspired to force a compromise in camp location and design, resulting in most of the camp placed on about 2,500 feet of airstrip and then the dining facility, laundry operation and administrative facilities on a smaller section of the original site. While certainly not ideal, the resulting design demonstrates the flexibility of the Force Provider system. The 1,700 billeting spaces; showers; field-expedient latrines; and morale, welfare and recreation facilities including chaplain, medical, sports and recreation facilities, and a movie theater were all ready and occupied by January 25 by the 4th Aviation Brigade and the 18th Military Police Brigade. On February 9, General John M. Shalikashvili, Chairman of the Joint Chiefs of Staff, toured the facilities at Comanche Base with other top-ranking Army officers. General Shalikashvili, aware of similar US Air Force bare base systems, was impressed with the Army's commitment to providing high-quality life support for soldiers.

Steel Castle Base (Tuzla East), Population 1,800

Steel Castle Base, home of the 1st Armored Division Engineers and Division Artillery, was appropriately named. Built on a grass airstrip, the camp had less than ideal soil and hydrology conditions, but did have stabilizing vegetation. Extreme care was taken during site preparation to construct gravel roads and service access and provide container staging sites before moving Force Provider modules into the site. Construction began on January 14. The first of two modules arrived on January 23, and the last of the six mod-

ules (two for each camp) arrived by ground at Steel Castle Base on January 31. As in the case of the other camps, the Force Provider 20-foot ISO (International Organization for Standardization) containers were designed into the force protection plan to supplement other protective measures. Being within a few kilometers and within sight of the zone of separation between the Bosnians and Serbs underscored the importance of this capability. These Force Provider

containers were also planned and sited for storage and administrative space. Steel Castle Base was complete by February 16 and ready for initial occupancy on February 19.

Camp Management

Each Force Provider camp had the ranking colonel as the camp commander. Each commander appointed an officer, in each case a major, as the camp's mayor. This structure served exceptionally well for the necessary customer interface and command and control during all phases of camp design, assembly and handoff. The commanders all took a very active and personal interest in each and every step of the process. This structure also served well as a focal point for coordination meetings with all the principals. The Force Provider Deployment Support Team initiated coordination meetings and final camp walk-throughs at handoffs to assure the camps were built to the leadership's satisfaction and that the duties and responsibilities of the construction crews and operators were defined and communicated to all. The meeting agendas included camp construction status and schedule; roles, responsibilities and relationships of all the players; capabilities and characteristics of the Force Provider system; and the commander's comments and issues.

Division Property Book Officer

As the responsible individual for the Force Provider modules, the division property book officer had a pivotal role in the inventory and handoff of the equipment, establishment of supply and maintenance policy, and inventory control throughout the sustain-

***We should have had this in the Desert.
This stuff is great, warm tent, hot shower,
even a movie theater. The Army really did it right this time.
—Soldier, 4th Aviation Brigade, Comanche Base***

ment phase of the operation. This officer directed appropriate levels of subhandreceipts, coordinated further cross-leveling of equipment where directed by higher headquarters, and assisted LOGCAP in establishing a Department of Defense activity address code and supply support activity for Class IX (repair parts) support for Force Provider equipment. While manually prepared hand receipts were used in Bosnia for inventory and handoff from the project

*A typical
wintry day
in the
Tuzla Valley*



management office, subsequent production systems will have automated interfaces with Army Standard Army Management Information Systems, such as the Unit Level Logistics System, to simplify Force Provider's inventory, handoff and system maintenance during future deployments.

Coordination with other agencies that make the Force Provider camp a community included the Army and Air Force Exchange Service for establishing tactical field exchanges (one in each camp); Armed Forces Network for installing satellite dishes and/or antennas for television and radio; and the morale, welfare and recreation (MWR) specialist assigned to the camps to run the MWR sets. The Force Provider Deployment Support Team also teamed up early with the Army Center for Lessons Learned to begin documenting system performance from deployment and assembly through handoff and sustainment and, hopefully, through retrograde.

Quartermaster Lessons

Lessons learned from the perspective of the USAQMC&S and the USACASCOM divide into two categories: What could we have done differently? What can we do for the future? We should have insisted on including Force Provider expertise on the site selection team. This expertise probably would have averted some early problems with site preparation and camp layout. We have redesigned the Force Provider units, as a result of experience in Bosnia-Herzegovina, to have the capability of operating a minimum number of six Force Provider camps without support from a civilian contractor. To better prepare for future operations, the Army still needs to ensure that all Force Provider units are trained and readily deployable to operate or supervise contractor operations of Force Provider.

The end result of this total team effort to support Task Force Eagle was the largely successful deployment of a superior bare-base system providing warm, sanitary, healthful living facilities and recre-

ational outlets for more than 5,000 service members performing a very difficult and lengthy mission.

The vision of the Army leadership in 1991 is manifested on the ground in Tuzla, Bosnia-Herzegovina, in an effective Force Provider system. The mission in Bosnia-Herzegovina presented an excellent opportunity in the system's first major deployment for the project manager to assess firsthand Force Provider's operational effectiveness and suitability and to obtain direct and immediate feedback from the customer about the system's strengths and shortcomings. The Force Provider Deployment Support Team learned many lessons during this mission that will continue to be fed back to the design, development, production and integrated logistics support for a more responsive and ready Force Provider in the future.

LTC Timothy Lindsay, Acquisition Corps, is Product Manager for Force Provider. He is a graduate of the Program Management Course, Defense Service Management College, Command and General Staff College and the Ordnance Officer Basic and Advanced Courses. LTC Lindsay has a master of science degree in materials science (composite materials) from the University of Delaware and a bachelor of arts degree in natural sciences from St. John's University, Minnesota.

James McLaughlin, Chief of the Force Provider Research, Development, Testing and Engineering Team, Natick Research, Development and Engineering Center in Natick, Massachusetts, is a graduate of Northeastern University with 16 1/2 years of engineering experience with the US Army.

Norman P. Bruneau, Combat Developer for Force Provider, is assigned to the Quartermaster combat developments team at the US Army Combined Arms Support Command, Fort Lee, Virginia. He is also the Combat Development Project Officer for all Army airdrop and slingload equipment. He is a graduate of the Command and General Staff College, Foreign Area Officer Course, and the Special Forces Officer Course, with more than 30 years experience in logistics and special operations.

Mortuary Affairs and Force XXI Combat Service Support

CPT Jennifer H. Ireland

CPT Sean D. O'Connor

CAPT J. Mark Willis

Battlefield images of dead American soldiers broadcast on the evening news have an immediate negative effect on the national morale. Every professional soldier is aware that the successful completion of military operations largely rests on the will of the nation to initiate and follow through with the use of military power.

Even short-duration military operations, with clearly stated mission objectives and easily achievable strategic goals, can founder and fail in midstream if public support for those operations wanes and the national will to employ a military solution executes an abrupt about-face. The US military learned this lesson well in Vietnam in the 1960s and again in Somalia in the 1990s. Both are examples of how images of war can affect public opinion and force the withdrawal of US forces before mission accomplishment.

Haunting Memory

Effective mortuary affairs operations are essential during military conflict. The sight of dead soldiers lying unrecovered on a battlefield is powerfully detrimental to the morale of soldiers who continue to operate on the battlefield. The sight of dead US service members on the evening news can kill the national will to continue the fight. Failure to return the remains of a son, daughter or spouse will amplify family members' grief. The uncertainty of what really happened to a loved one will haunt them for the rest of their lives.

American culture deeply values paying tribute, respect and honor to the fallen soldier. Regardless of public opinion about the commitment of the US military to combat, America demands the return of soldiers killed in action. The collective conscience of the nation is permanently damaged when soldiers remain missing in war. More than 20 years after the conclusion of the Vietnam war, the country continues to wrestle with the fact that service members are still missing in action. The amount of effort the nation continues to expend to locate the remains of fallen comrades is further evidence of the value placed on honoring the dead and, subsequently, healing the national pride.



The evolution of today's Army into the Force XXI Army involves applying advanced information technology and hardware to enhance the lethality and survivability of maneuver forces. Individual soldier systems will provide vital information to individual squad members and weapon system crews on

the ground. Simultaneously, the same system will deliver information to the tactical commander, enabling him to see what the soldier sees and relaying position, surroundings, status of supply and the soldier's physical condition. Operational commanders will have near real-time information, vastly enhancing battlefield situation awareness.

On the combat service support (CSS) side, the move is toward improving the delivery of materiel from the factory to the foxhole by implementing the battlefield distribution concept. Battlefield distribution will employ two systems that have already proven effective during recent tests in Haiti. Intransit visibility (ITV) allows logisticians to accurately track individual requisitions as transporters move them from the manufacturer through the port of embarkation, port of debarkation and into the possession of the user. The system can provide instant status on the location of any given requisition. Total asset visibility (TAV) provides corps and theater level commanders with a detailed view of all equipment and materiel within a given area of responsibility.

Satellite Tracking

Both systems are based on equipping shipping containers with radio frequency transmitters (tags) that transmit data to fixed and hand-held receivers. The data on the tag lists the individual contents located within the container. That information is relayed to a central control center via satellite. Similar systems are already employed in Bosnia. The OmniTRACS-AE satellite system is a two-way mobile communications tracking system that is reliable and has the ability to track the progress of forces and supplies over treacherous mountain roads.

For the purposes of discussion, consider three elements of mortuary affairs operations and catego-

rize them as phases: Phase I is the search and recovery mission. Phase II is the tentative identification of the remains. Phase III is the evacuation of the remains from the battlefield to the continental United States (CONUS).

Phase I (Search and Recovery)

The maneuver unit is primarily responsible for recovering remains at the place of death and transporting them to the collection point. This is a difficult task requiring resources that are seldom available in the midst of a pitched battle. During offensive operations, it is especially taxing on the unit to evacuate casualties to the rear, especially under chaotic battlefield conditions. In many situations, special operations personnel will become casualties who are difficult to pinpoint. Use of individual soldier or weapon system global positioning systems will assist in locating casualties under all conditions, even in remote locations forward of the line of troops. Responsibility for initial identification of a casualty rests on the unit and individuals who witnessed the incident or personnel who assisted in making the initial recovery.

Phase II (Identification of Remains)

At the moment a casualty occurs, the situation will be documented by a witness or a soldier from the casualty's unit. They document the circumstances and tentatively identify the remains on a DA Form 1155 (Witness Statement on Individual) and DA Form 1156 (Casualty Feeder Report) and forward the forms to the unit headquarters. A soldier from the deceased's unit would document or record the deceased's information on DD Form 565 (Statement of Recognition of Deceased) which would establish tentative identification. Tentative identification would also be established at the mortuary affairs collection point (MACP) when the remains and personal effects are processed by MACP personnel. Still photography, using a Polaroid camera, assists as a means of initial/tentative identification in determining the cause of death.

Collection points will be equipped with computer and FAX/modem capabilities that can send photographs, fingerprint data, and other data related to the case to the designated CONUS port of entry (POE) mortuary. The POE mortuary will confirm positive identification through the assistance of federal agency officials such as the Armed Forces Medical Examiner, Federal Bureau of Investigation, Armed Forces Institute of Pathology, and Department of the Army Casualty and Memorial Affairs Opera-

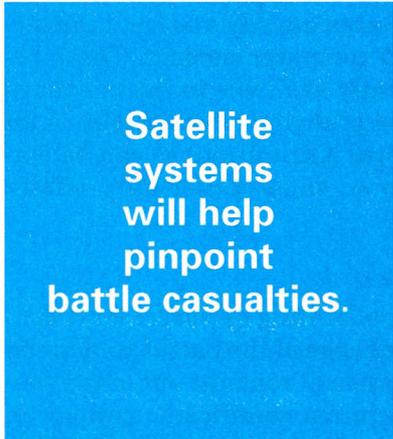
tions Center (CMAOC). In cases where there is severe dismemberment or there are no remains, the witness only forwards a witness statement and leaves collection of disassociated remains to the mortuary affairs team. After the remains have been processed through the MACP, the remains are transported to the theater mortuary evacuation point (TMEP) where a thorough investigation is conducted, identification data is verified, and the remains are prepared for evacuation to CONUS.

Throughout this process, there is ample opportunity for human error in recording critical information that could assist in the identification of unrecognizable remains. Digitization of record keeping and electronic reporting will eliminate cumbersome, bulky paperwork and improve the speed and accuracy of the reporting process. The Mass Fatality Field Information Management System, which has been fielded, is a step in this direction. A similar automation design is currently being used by the CMAOC, called the Army Casualty Information Processing System (ACIPS). This system tracks the status of casualty reports. This system is currently being examined to determine availability for the mortuary affairs personnel to use in tracking, processing and evacuating remains as rapidly as possible. The ACIPS would provide or establish an automated format for digital link to a central location providing instant access to information from a centralized

emergency action center. Leaders will have the ability to provide timely and accurate information to next of kin and to search and recovery teams.

Through the assistance of the repositories located in Washington, DC, and in San Fran-

cisco, CA, the deoxyribonucleic acid (DNA) records, digital records of fingerprints, and dental (Panorex) records will assist in rapid identification (ID) of casualties, if the need exists. Digital ID cards and tags with this information would be rapidly scanned so that the information relayed to the unit and TMEP can be compared with records stored at a central computer. This



Satellite systems will help pinpoint battle casualties.

technology would facilitate a very quick—but still tentative—identification of the remains in a format that could be rapidly and accurately transmitted up the chain of command, reducing the probability of administrative errors and reducing bulky paperwork and records. This data would also feed into an automated personnel replacement system, updating the unit on personnel strength and automatically creating a request for a replacement. Digital personal ID cards and tags would need to be small, shock resistant, fireproof (ID tags), and reliable. Continued refinement of technology derived from improvements to the TAV radio tags should be applied to development of the digital personal ID tags. The radio-frequency-transmitting personal ID tag might also assist in locating human remains on the battlefield by emitting a radio signal that could act as a beacon to guide mortuary affairs search and recovery teams to the site.

Digital Cameras

The use of digital cameras by the mortuary affairs search and recovery teams would assist the MACP and TMEP in tentatively identifying remains. A digital photograph of the recovery site would not require film development. The mortuary affairs team could photograph the area quickly and send the picture immediately via computer modem. These resources are not presently available in the mortuary affairs arena, but use of digital photography is an expression of how Force XXI initiatives can be employed in the theater to support mortuary affairs operations.

Phase III (Evacuation)

TAV will assist in allocating resources for evacuation from the forward edge of the battle area to the funeral home. Evacuation of remains out of the theater of operations requires significant manpower, supplies, equipment and transportation. Applying TAV/ITV to mortuary affairs operations will improve the speed, efficiency and accuracy with which remains are identified and returned to CONUS. Critical to the accomplishment of this mission is the ability

**The Army
must adapt
Force XXI
technology to
mortuary affairs.**

of commanders to manage ground and air transportation assets. TAV is a management tool that will give commanders the ability to dedicate vehicles to transporting remains. TAV will enable mortuary affairs staff planners to locate, obtain and efficiently manage critical supplies, requisitions and equipment, such as refrigerated vans for temporary storage of remains. ITV will assist in diverting transportation assets to units requiring evacuation of remains to the TMEP. Another technological advancement in the identification

arena is the use of the system, Computer Assisted Post Mortem Identification. This system is currently used at the Central Identification Laboratory-Hawaii and assists in comparing data for positive identification. This is just another example of how the computer age can be a significant part of mortuary affairs operations.

The Information Age is here. The digital battlefield is right around the corner and Force XXI is rapidly becoming a reality. The CSS community is on the leading edge with the development of systems and technology that are revolutionizing the supply, maintenance, and transportation system. Given the potentially disastrous effect on society, the morale of the soldiers and military operations, it is equally important that the Army adapt Force XXI technology to mortuary affairs operations.

**— Subject Matter Expert Review by
SFC Frank A. Rivero**

The authors are graduates of the Combined Logistics Officer Advanced Course 96-1/2 at Fort Lee, Virginia.

SFC Frank A. Rivero is a graduate of the Mortuary Affairs Advanced Noncommissioned Officer Course at Fort Lee, Virginia, and the Armed Forces Staff College Joint Planners Orientation Course at Norfolk, Virginia, and is presently assigned as the Noncommissioned Officer in Charge, Doctrine Branch, Mortuary Affairs Center, US Army Quartermaster Center and School, Fort Lee, Virginia.

Joint Mortuary Support in Operation Joint Endeavor

David B. Roath CPT Robert A. Jensen

Europe's longest conflict since World War II started with a flare-up in Yugoslavia's northwestern tip. It was enough to shock many. Much worse was to come. Exactly 1,606 days passed between those first shots in the Yugoslav republic of Slovenia and the agreement on the General Framework Agreement for Peace (GFAP) on 21 Nov 95 in Dayton, OH. More than 200,000 people were dead or missing, and more than 3 million forced from their homes.

The long-awaited GFAP was signed by representatives of the Former Warring Factions (FWF) of Bosnia-Herzegovina, Republic of Croatia, and the Bosnian Serbs on 14 Dec 95 in Paris, clearing the way for the most massive deployment of troops in Europe since World War II. The movement of tanks and troops into the frozen mountains of Bosnia began in earnest on 15 Dec 95, G-day. By mid-February the deployment was complete. Over 60,000 service members and civilians, frequently staged in former communist military bases, government facilities and power production areas, make up the peace Implementation Force (IFOR). This was the North Atlantic Treaty Organization's (NATO's) most ambitious military maneuver in its 46-year existence.

Thousands of land mines, fire bombs, unexploded ordnance, and undisciplined regular and irregular forces occupy the areas that the IFOR patrols. With the peace agreement, Bosnia-Herzegovina and Croatia are no longer a wide-open combat zone. However, the war-scarred countryside still holds danger for the IFOR.

Theater Perspective

All land forces fall under the command of the NATO Allied Command Europe Rapid Reaction Corps with headquarters in Sarajevo, Bosnia-Herzegovina. The commanding general is from the United Kingdom.

Bosnia-Herzegovina is divided into three geographical combatant command areas. Each area has a lead multi-national division (MND) and several troop-contributing nations (TCN). The three commands are: MND-North, the US Sector; MND-Southeast, the French Sector; and MND-Southwest, the United Kingdom Sector.

The IFOR logistics support structure, called Commander for Support, is commanded by a major general from the US. It is based in Zagreb, Republic of Croatia. Croatia is further identified as the communication zone forward (COMMZ FWD).

Theater Mortuary Affairs Support

The original theater plans identified mortuary affairs solely as a national responsibility, only adequate for deaths involving one nation's soldiers. However, a Joint Mortuary Affairs Board was organized.

Emergency situations involving mass fatalities were to be addressed by the Joint Mortuary Affairs Board. Each nation briefed its own support plans, response capabilities, shortfalls and support it could provide to the joint board.

Major Concerns

Major concerns of all participating nations were the following three points:

- The need to ensure that all information about deaths was tightly controlled and released only by the nation suffering the loss.
- The recognition that the NATO Standardization Agreement (STANAG) 2070, used by the original planners, was out of date and focused on temporary burials. Each nation's representatives to the board stated no temporary burial would be approved.
- The requirement that all fatalities would be accorded full military honors, preferably with representatives from all nations.

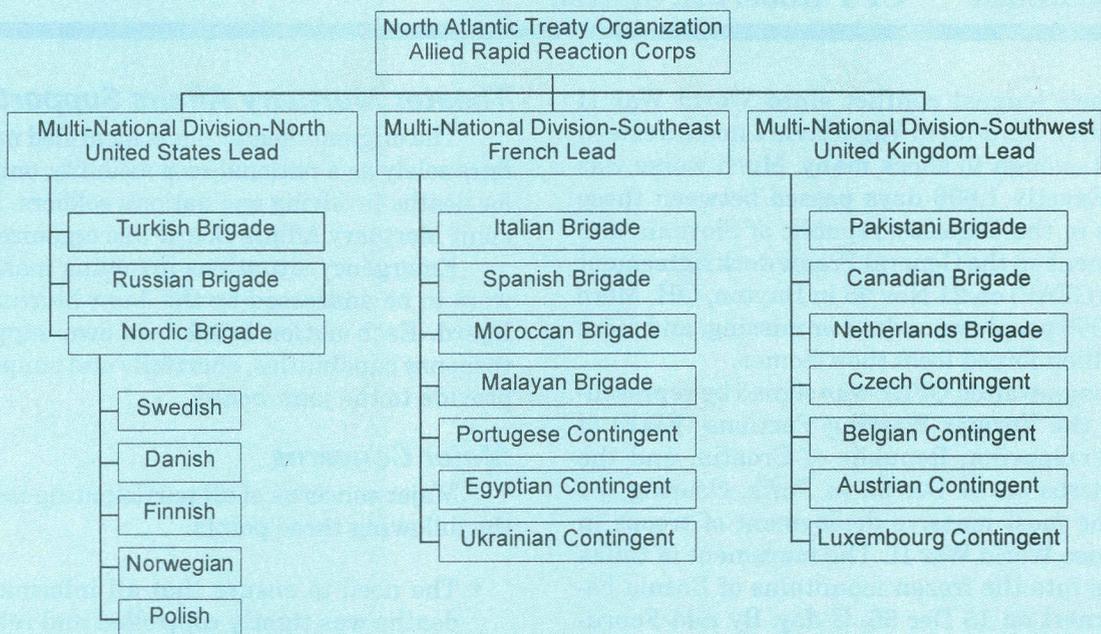
Several key issues were left unresolved: mass fatality events involving more than one nationality, support to governmental and nongovernmental organizations, care and repatriation of deceased personnel from FWF countries coming into IFOR control, and politically sensitive fatality events. All these issues exceeding the scope of national responsibilities were discussed, but representatives felt action was not necessary.

Unfortunately, in many nations, mortuary affairs experience is based on immediate burial in the theater of operations. For many nations, *Operation Joint Endeavor* was the first operation in which deceased personnel were evacuated home.

US Mortuary Affairs Support

In all operations, US mortuary affairs support has been based on providing a flexible and executable plan for the swift, technically proficient search, recovery, processing and evacuation of deceased personnel and their accompanying personal effects. For

Lead Nations and Troop-Contributing Nations



Multi-National Division Areas in Bosnia-Herzegovina and Croatia



LEGEND: MND - Multi-National Division N - North SE - Southeast SW - Southwest

this goal, support and responsibility are divided among various commands.

Unified Commander Responsibilities

Unified commanders are responsible for administering and providing mortuary affairs support within their geographical areas of responsibility. In peace enforcement operations, the combatant commander is responsible for providing detailed technical guidance and oversight of mortuary affairs support. *Memorandum of Policy No. 16, Joint Mortuary Affairs Policy* states:

The commander of a unified command is responsible for control and coordination of mortuary affairs support in the commander's Area Of Responsibility (AOR) {IAW Title 10, United States Code, section 164(c)}. This responsibility includes delineating service component responsibilities within the AOR; giving authoritative direction on mortuary affairs to all assigned or attached forces; assigning responsibilities, tasks and assets; and organizing commands and forces as necessary to execute the mortuary affairs mission.

Also, the commander of unified commands (less nongeographical commands) will establish a Joint Mortuary Affairs Office (JMAO) within commands for oversight of mortuary affairs support. During war, peace enforcement, mass fatality or politically sensitive incidents, the commander of the unified command will determine if, when, and for how long the JMAO will be activated.

Staff Planning

Upon notification of *Operation Joint Endeavor*, the US Commander-in-Chief, Europe assigned a logistics officer to serve as the JMAO on the J4 staff. The US European Command JMAO assigned the executive agency for mortuary affairs to the Army component commander at Headquarters, US Army, Europe (USAREUR). The USAREUR Office of the Deputy Chief of Staff for Logistics, transportation and troop support was tasked with oversight of the mortuary affairs' program. Planners from various levels of commands conducted a mission analysis.

During this analysis, the staff officers, civilians and noncommissioned officers looked at bilateral, unilateral or mutual cooperation agreements be-

tween the foreign governments and NATO partners participating in *Operation Joint Endeavor*. Based on the analysis, a staff estimate was prepared and changes to the logistics annex to the operations plan were implemented. Based on the mission analysis, a functional area analysis was developed to cover the operational, tactical and strategic areas of the operation.

Functional Area Analysis

A key element to any deployment is a functional area analysis to determine the right mix of combat service support and combat troops to support the geographical commanders' mission. A timeline was developed, based on the Joint Chiefs of Staff alert order, in order to allow the staffs time to coordinate and develop a mortuary support plan.

Upon signing of the peace agreement 14 Dec 95, the 325th Airborne Battalion Combat Team, an Allied Forces South Quick Reaction Force unit, would secure the Tuzla Air Base, soon to be the US and MND-N headquarters. The main body of Task Force Eagle, as the US contingent is called, would occupy MND-N by rolling across the Sava River from staging areas in Hungary and Croatia.

The functional area analysis required the staff to analyze the Time-Phased Force and Deployment Data (TPFDD) to see if the force list had the correct mixture of combat, combat support, and combat service support grouped in the correct force modules. The elements of force modules are linked together or uniquely identified so they may be extracted or adjusted as entities in the TPFDD to enhance flexibility and the operation plan's usefulness during the deployment.

The TPFDD is broken down into three parts: force requirement **routing data**, force unit **identification**, and force movement **characteristics**. After the analysis is complete, the data is entered into the Joint Operational Planning and Execution System. This system forms the foundation of the US conventional command and control system used to monitor, plan and execute mobilization, deployment and sustainment activities in crises and war.

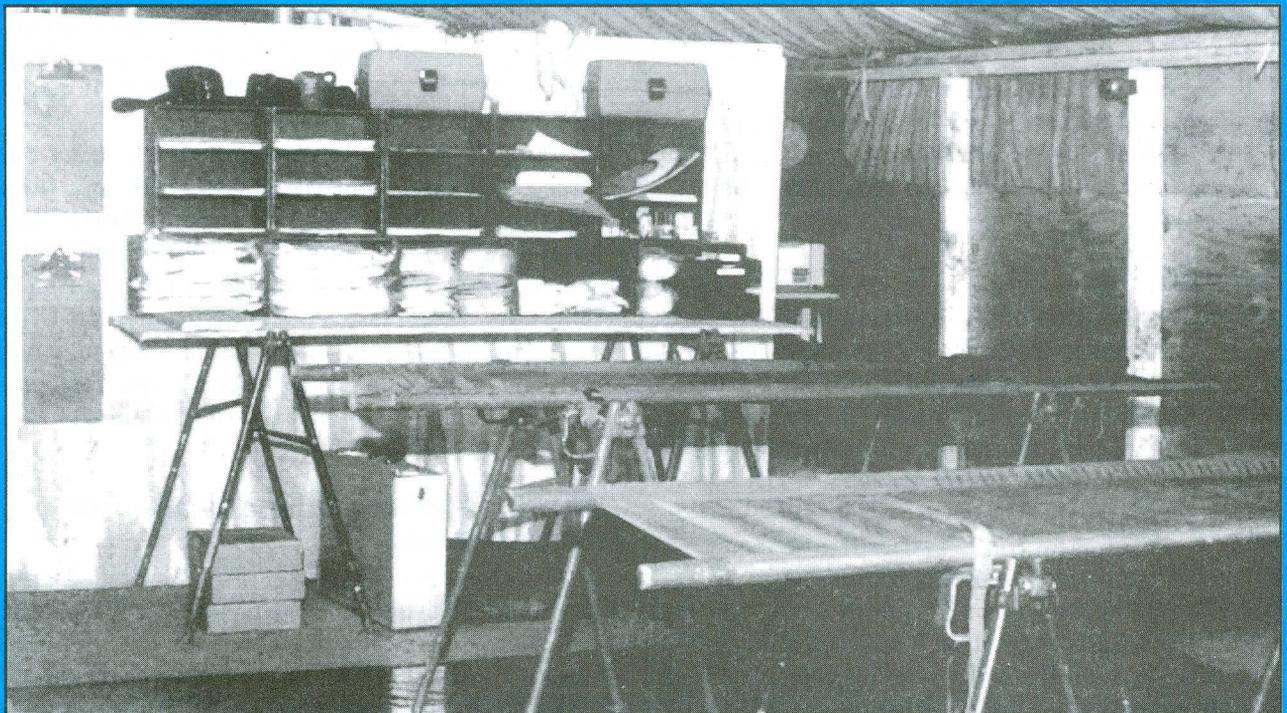
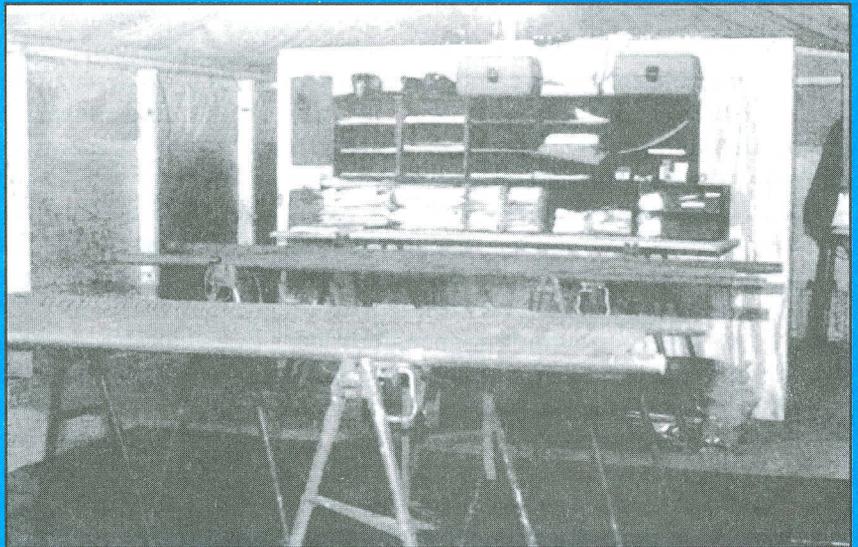
Mortuary Affairs Operational Areas Tactical Areas

The concept for support in the tactical area of operations (Bosnia) and the COMMZ FWD (Croatia) was based on deploying the 54th Quartermaster Company (Mortuary Affairs) from the continental US (CONUS) to establish a US Army Theater Mortuary Evacuation Point (USA TMEP) at Tuzla Air Base.

***Theater Mortuary
Evacuation Point (TMEP)***

**Bosnia-Herzegovina
54th Quartermaster Company
(Mortuary Affairs)**

Operation Joint Endeavor is the first such mission where the 92M (Mortuary Affairs Specialist) soldiers take X-rays. At this station, X-rays ensure that no unexploded ordnance is inside the remains.



The detachment, commanded by the 54th Quartermaster Company's commander, would provide direct support to Task Force Eagle. The detachment gave general support to other MNDs and TCNs on a case-by-case basis. This detachment of 14 soldiers (one mortuary affairs officer with additional skill identifier 4V, 12 92M (Mortuary Affairs Specialists) and one mechanic) would serve as the focal point for mortuary affairs support in the joint tactical area of operations.

The commander, in addition to commanding the detachment, would serve as the theater mortuary affairs officer on the 1st Armored Division's G4 staff. The mortuary affairs officer's responsibilities would include coordinating with other national support elements (NSEs) and TCNs in-theater to ensure mortuary support plans and agreements were established. In the event of a mass fatality incident, mortuary affairs personnel would deploy to the incident site and conduct search, recovery and evacuation operations from that location.

The Concurrent Return Program was placed into effect. This program provided for the search, recovery and prompt evacuation to the USA TMEP, with further evacuation to Landstuhl Mortuary in Germany for embalming and shipment to the port mortuary or direct shipment to the receiving US funeral home.

Support/Staging Areas

The concept for support at the initial staging base was to deploy mortuary affairs personnel assigned to 21st Theater Army Area Command (Forward). Their mission was to operate a mortuary affairs collection point (MACP). They would also provide reinforcing support to the USA TMEP in Tuzla.

Any deaths that occurred in the operational area would be evacuated by aircraft to the MACP at Tactical Assembly Area (TAA) Harmon. The intermediate staging base mortuary affairs MACP personnel would coordinate for evacuation of deceased personnel directly to the mortuary outside the continental US (OCONUS) located at Lundstuhl, Germany. Again, the Concurrent Return Program was placed into effect for evacuation of remains to CONUS.

Support Phases: Deployment Phase

During the deployment phase of *Operation Joint Endeavor*, commanders of the areas where the loss of personnel occurred were responsible for the search, recovery and evacuation of remains and personal effects to mortuary affairs facilities at TAA Harmon

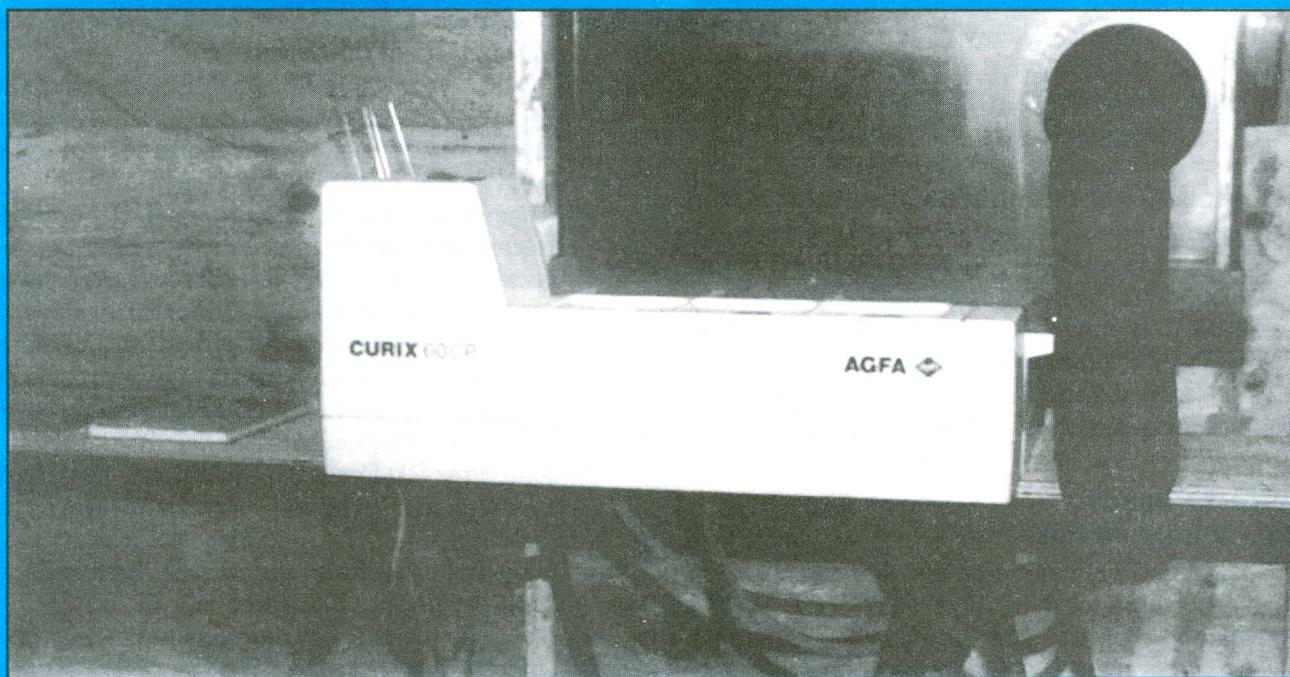
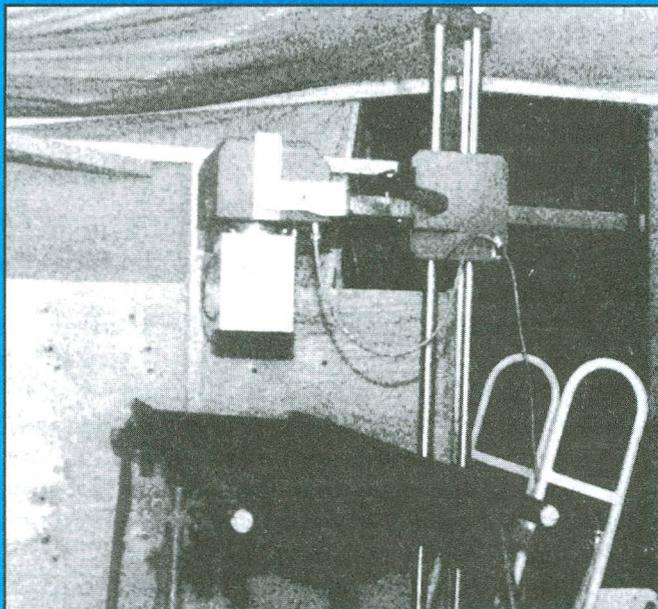
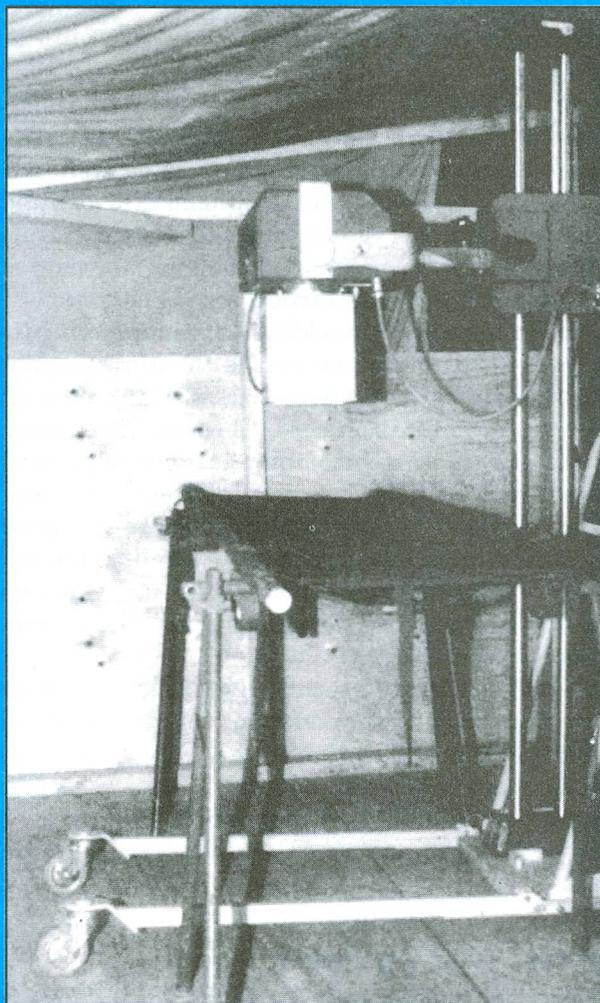
and Tuzla Air Base. With the bulk of troop movements occurring in the middle of the harsh Balkan winter into harsh terrain made worse by the millions of land mines, leaders decided to establish the USA TMEP no later than 1 Jan 96, well ahead of the main troop movements.

Sustainment Phase

Mortuary affairs facilities in the tactical and operational areas would receive and process all US deceased personnel. On a case-by-case basis, mortuary affairs personnel would provide reinforcing support to other NSEs or TCNs. Processing included completion of the following tasks according to procedures outlined in *Joint Tactics, Techniques, and Procedures for Mortuary Affairs in Joint Operations* (JTTP-4-06):

- Receiving section screens all remains for unexploded ordnance, explosives and other hazardous items.
- Completes DD Form 1077 (Collection Point Register of Remains). Confirms the actual number of remains delivered to the mortuary facility.
- Completes two evacuation tags for each remains received. Records on the DD 1077.
- Moves the remains to the X-ray station where remains are X-rayed for unexploded ordnance. (Note: TMEP task only.)
- Initiates an original and duplicate individual case folder file.
- Creates an alphabetical index card with basic information on the deceased.
- Checks to see if a DD Form 2064 (Overseas Certificate of Death) was present. If not present, coordinates with the medical officer to complete an Overseas Certificate of Death.
- Fingerprints all remains using DD Form 894 (Record of Identification Processing).
- Takes footprints of all pilots recovered from air crashes using AF Form 137 (Footprint Record).
- Gathers and inspects all official military and personal identification media and records on DD Form 890 (Record of Identification Processing Effects and Physical Data).
- Completes DD Form 1076 (Military Operations-Records of Personal Effects of Deceased Personnel).
- Takes two sets of pictures of each remains using a self-developing film camera.
- Places the original completed case folder file in a plastic moisture-proof bag and places securely on the remains in the remains pouch.

The US Army Theater Mortuary Evacuation Point's (TMEP's) reception and processing area, as well as the rest of the US Army TMEP, is housed in a wood-framed, general-purpose, medium tent inside a shelter built for Russian fighter planes (MIGs).



Apache escort near the zone of separation between the former warring factions



Aerial Photograph by Norman P. Bruneau, Quartermaster

- Places the remains awaiting evacuation in the refrigeration container.
- Coordinates for evacuation of remains.
- Completes DD Form 1387-2 (Special Handling Data/Certification).
- Completes DD Form 1387 (Military Shipment Label).
- Completes AF Form 127 (Traffic Transfer Receipt).
- Completes DD Form 1075 (Convoy List of Remains).
- Places remains in transfer case pack with 40 pounds of ice and coordinates with the Air Terminal Operations Center to evacuate remains to the OCONUS mortuary.

Although the main body of US forces are located in the MND-N Sector, several hundred US personnel are stationed in many areas throughout Bosnia-Herzegovina and Croatia. The USA TMEP was tasked to provide mortuary affairs support to all US Forces and had to develop and implement a support plan for those US forces.

Support requirements did not justify the formation of additional MACPs. In the event of a fatality in a out-of-sector area, a team from the USA TMEP would fly to the area and recover, process and evacuate the deceased.

Because weather in the Balkans is unpredictable and often adverse for flying, mortuary affairs supplies and equipment were prepositioned in several key areas. Logistics personnel were then identified, tasked with oversight of these supplies and given basic information on actions to take before the arrival of mortuary affairs personnel.

Each mortuary affairs mission is unique: no death is the same. Solid plans that anticipate dealing with all fatalities must be developed. Such planning will help prevent problems and embarrassments to the US government. No matter what type of mis-

sion in war or peace, mortuary affairs support plans must be included as part of the logistics planning.

Planners do not like to think about death. However, soldiers and civilians die. Tragically, *Operation Joint Endeavor* has already claimed several lives. By having workable plans in place, trained personnel responded quickly and professionally to each of these deaths. Proper investigations were completed while maintaining the dignity and respect for all casualties.

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Operation Joint Endeavor — An NCO Perspective

SSG Randy E. Posey SGT Cedric T. Riggins

Peace enforcement operations: a new term in the Quartermaster dictionary. Quartermasters have had some opportunities to define and explore this new support concept. With the Army's focus changing from forward presence to force projection, Quartermaster soldiers have played exciting roles. These roles are defining and strengthening soldier skills. Combat service support (CSS) soldiers can and do support operations anywhere in the world from stateside disasters such as Hurricane Andrew and the Oklahoma City terrorist bombing to overseas military operations in Somalia, Haiti and most recently, Bosnia-Herzegovina. The following is a brief summary of the deployment of 14 CSS soldiers in the 54th Quartermaster Company (Mortuary Affairs), some of the first soldiers into Bosnia-Herzegovina:

The 54th Quartermaster Company (Mortuary Affairs) detachment left Fort Lee, VA, on 15 Dec 96 bound for Ramstein, Germany. Upon arrival, we were met by other mortuary affairs soldiers. We drew additional cold weather equipment and mortuary affairs supplies. In addition to our own equipment, we received two high-mobility multipurpose wheeled vehicles (HMMWV), one 2 1/2-ton truck, one 5-ton truck with flatbed trailer, two refrigerator units loaded with mortuary supplies, and radiology equipment (X-ray machine).

Last December, about 20,000 US soldiers became part of the 60,000-member Implementation Force (IFOR) of the North Atlantic Treaty Organization (NATO) in the Balkans. The IFOR forces and the supporting logisticians took command and control of the Balkan theater from the United Nations Protection Force. Looking at the force projection of US soldiers assigned for this mission in part of the former Yugoslavia, we developed some objectives: to search, recover, process and prepare for evacuation of all deceased US personnel and their accompanying personal effects. Also, our mission included separating the non-US deceased and returning the remains (after processing) over to the appropriate country's representative.

This unit
is
one
of a kind.

Mortuary affairs personnel at the theater mortuary evacuation point (TMEP), located on Tuzla Air Base, Bosnia-Herzegovina, received, processed and then evacuated the remains to Germany. Processing included completion of identification records, photography, screening of personal effects, and screening for unexploded ordnance. Transportation documents were coordinated with US Air Force personnel. Finally, an escort from the TMEP accompanied each remains to Germany. Remains processed at the TMEP were sent to the US Army Memorial Affairs Activity-Europe, Landstuhl, Germany.

As part of a one-of-a-kind unit and a unique military occupational specialty, we deploy to support multiple missions, sometimes well ahead of the main combat forces. Our experience has taught us time and time again that non-commissioned officers (NCOs) are responsible for training soldiers.

Our unit has been very fortunate, never losing any soldiers in peace or war. We attribute this not to luck, but to dedication on the NCOs' part and the soldiers' dedication to their special mission.

SSG Randy E. Posey graduated from Alcorn State University in Lorman, Mississippi, with a bachelor of science degree in special education and learning disabilities. He also is a graduate of the Mortuary Affairs Course at Fort Lee, Virginia. He is Platoon Sergeant, 3d Platoon, 54th Quartermaster Company (Mortuary Affairs) at Fort Lee. His deployments include Bosnia and Croatia. His previous duty assignments include Section Chief, 2/7 Field Artillery, Fort Drum, New York.

SGT Cedric T. Riggins graduated from high school in New Jersey and joined the US Army in 1987. He is a graduate of the Mortuary Affairs Course at Fort Lee, Virginia. He has served at Fort Ord, California, and also in Germany. He is Platoon Sergeant, 2d Platoon, 54th Quartermaster Company (Mortuary Affairs), Fort Lee. Since assignment to Fort Lee, he also has served as a Squad Leader and as the Retention Noncommissioned Officer.

Innovations Power Defense Personnel Support Center

CPT Bryan S. Franklin

CPT S. Matt Keller

CPT Nadia L. King

CPT Victor L. Morales Jr.

LT Gail C. Colbert

LT Sean S. Fitzgerald

The Defense Personnel Support Center (DPSC) in Philadelphia, PA, is the largest inventory control point in the Defense Logistics Agency (DLA). The DPSC dates to the 1800s when it was known as the Schuylkill Arsenal. At that time it served as a warehouse and distribution hub for supplies, ammunition and handmade uniforms for the US Army.

Early history of the arsenal covers a wide variety of experiences. One of the arsenal's first and most interesting endeavors was the preparation for the

Lewis and Clark Expedition in 1803. Captain Meriweather Lewis assembled a unique collection of mathematical instruments, weapons, medicine, clothing and gifts valued at \$2,160.14 in the arsenal's warehouses for his expedition. The Schuylkill Arsenal also responded to national tragedies. In 1875 the arsenal issued clothing and bedding to people left destitute on the western frontier because their crops had been destroyed by hordes of grasshoppers. Four years later the arsenal sent 1,000 tents to Tennes-



An early photograph shows seamstresses sewing American flags at the Defense Personnel Support Center.

Philadelphia Depot was the original home of the Quartermaster School, 1910 to 1941. The original front gate of the Schuylkill Arsenal, which predated the Defense Personnel Support Center in the 1800s, is pictured here.



see, Mississippi and Louisiana for yellow fever victims. During the Spanish-American War, over half of the uniforms were supplied by the arsenal.

In 1941, just as the United States was becoming involved in World War II, the arsenal experienced tremendous expansion. Additions included new warehouses, a clothing factory and the current headquarters building. The arsenal, renamed the Defense Personnel Support Center, assumed its present form in 1965 when the Defense Subsistence Supply Center of Chicago and the Defense Medical Supply Center of Brooklyn, NY, consolidated with the Clothing and Textiles Supply Center of Philadelphia.

Today, the DPSC is one of the largest and most dynamic business activities in the DLA. The DPSC annually spends \$3.4 billion to provide food, clothing and textile items, and medicines and medical supplies to US military members, their eligible dependents and other federal customers worldwide.

Business Initiatives

The DPSC has attained a 200-year history because of its ability to anticipate and respond to customer needs despite continuously changing political and economic times. The DPSC has introduced some innovative business techniques using best value buys, prime vendor contracting, direct vendor delivery, and electronic data interchange (EDI) to ensure that it continues the best support possible to customers.

The DPSC's initiatives represent its efforts to adopt commercial business practices and apply elec-

tronic data technology to DPSC business systems. The DPSC's main goal is to acquire quality supplies for customers faster and at competitive prices and to guarantee its ability to support and sustain US service members. The DPSC's successes have saved the government time and money and have improved customer support.

In his 1993 National Performance Review, Vice President Albert Gore Jr. said: "The federal government should place greater reliance on getting the best value rather than the cheapest-cost products." Beginning in 1989, the DPSC had already pushed ahead with the concept of best value buying. In the past, contracts traditionally had been awarded to the lowest bidder. In the current environment, the DPSC looks beyond price to provide the best possible contracting support to its customers.

Best value buying relies on past performance, business practices, responsiveness and the probability assessment. The DPSC awarded the first best value contracts in 1990 through its Clothing and Textiles Directorate. However, only 46 of 616 were best value buys that year because of the need to train employees on the procedure's techniques. The benefits of best value buys were quickly and clearly illustrated by a 30 percent decline in contracts terminated for default in 1991. As of May 1994, only 2 of 343 best value buy awards over the previous four years were canceled for default.

The two other principles of best value buys allow the DPSC to determine how to award a contract.

Informed decision-making provides the DPSC with the opportunity of reviewing how a bidder intends to fulfill the contract and meet the specifics of quality and project requirements at the offered price. The DPSC can also evaluate a bidder's reputation and past performance in contract fulfillment before making a decision. Finally, with probability assessment, the DPSC can rate the importance of price offered versus probability of contract fulfillment at that price.

Another technique the DPSC is using is prime vendor contracting. Under this concept, one contractor normally acts as a "full service distributor" acquiring, storing and distributing a full range of items to meet customer needs. Use of prime vendors has allowed the DPSC to significantly decrease depot inventories, in turn, saving millions of dollars. The use of prime vendor contracts also has enabled service customers to reduce retail level and installation level inventories; reduce the number of personnel to manage these inventories; and reduce infrastructure costs, thereby avoiding unnecessary military contracting costs. The DPSC has made use of the prime vendor concept in all of its directorates (Subsistence, Clothing and Textiles, and Medical).

Subsistence

In 1994, the Subsistence Directorate awarded five prime vendor contracts totaling over \$80 million to support dining facilities in South Carolina, Alabama, Florida and Georgia. Customers received supplies within 48 hours of placing their orders. The DPSC eventually plans to cover the entire continental United States using prime vendor contracts by the end of FY96.

The Medical Directorate awarded 17 pharmaceutical and 5 medical/surgical prime vendor contracts in 1994. In this case, a prime vendor serves as the single distributor of medical supplies for a group of hospitals in a designated geographic locale. Some benefits of the prime vendor program include smaller inventories, reduced costs and faster customer response times. The prime vendor routinely delivers the supplies within 24 hours based on the order and the priority. The DPSC has extended its prime vendor contracts to Europe and the Pacific, with each delivery taking four to six days instead of weeks. Medical prime vendor contracts totaled \$180 million in 1994.

In addition, the Clothing and Textiles Directorate awarded its first prime vendor contract in November 1995 to a company in Dayton, OH, to provide complete uniform support to the Air Force training center at Lackland Air Force Base in San Antonio,

TX. The one-year contract, worth approximately \$16.4 million with two option years, covered 31 basic issue items including boots, shirts, trousers, coats, gloves and hats.

Another concept, direct vendor delivery, goes hand in hand with the prime vendor concept. Direct vendor delivery accounts for close to 40 percent of the DPSC's total sales and is a part of most business initiatives. Vendors deliver orders directly to customers, getting items to them faster and at competitive prices because the DPSC does not have to add the cost of storing inventory in its depot system.

Cornerstone

The cornerstone of all of the DPSC's business initiatives has been the introduction of EDI. EDI allows electronic processing of all business transactions, from ordering and invoicing to shipment and payment. The DPSC processed over 429,000 orders worth \$576 million using EDI in 1994. The DPSC trades electronic data with over 450 trading partners. The DPSC served as the electronic commerce test site for the Department of Defense, ranking 11th out of 23 participants in a nongovernment study that included companies such as General Electric, Motorola and IBM. Through these business initiatives and the dedication of its work force, the DPSC has been able to support US service members effectively during peacetime and also to respond to both wartime situations and operations other than war.

Peacetime

The DPSC's mission during peacetime is to support US service members while preparing for war. The peacetime mission is critical to maintaining an industrial base, fostering business and customer relationships and improving overall readiness.

Subsistence. The Subsistence Directorate buys food products for troop issue and for resale in commissaries worldwide through its Defense Subsistence Offices (DSOs). The DSOs around the world are fundamental to supporting service members stationed in such locations as Iceland, Japan, Korea and Europe. The DPSC maintains its commercial base for its wartime mission by buying products such as name-brand grocery items and fresh produce for non-defense customers. These customers include public health service hospitals, federal prisons, the Department of Veterans Affairs and various school lunch programs in 30 states.

Clothing and Textiles. This directorate's peacetime mission is to buy uniforms, clothing, battle equipment and textile items for US troops and civil-

ian customers worldwide. The items range from flags, tents and individual equipment to footwear. The directorate has embraced many business initiatives such as dual-use technology, shared production and computer-aided design and manufacturing. These programs are critical to maintaining the industrial base needed for supporting deployed units during contingencies and wartime missions.

The Clothing and Textiles Directorate is unique because it also includes a flag-sewing shop. Before the mass production of unit and special flags, the shop members handled the demand. Today the flag shop is responsible for sewing regimental flags, ceremonial flags and new unit flags. This is one of the last remaining sources used by the military for authentic hand-embroidered flags.

Medical. The Medical Directorate is responsible for providing medical supplies and equipment to various military hospitals and for troop issue. Customers include both active and retired military personnel. The directorate's pharmaceutical contracts cover the entire continental United States. The Medical Directorate manages over 77,000 items including dental supplies, X-ray machines, wheelchairs, bandages, blood units and intravenous equipment. This directorate also has over 89,000 items covered by distribution and pricing agreements under the prime vendor program.

War

The DPSC has played a critical role in supporting US troops during conflicts that date to the Spanish-American War. *Operation Desert Shield/Storm* in Southwest Asia is the most recent example of the critical role that the DPSC plays during war. During the initial buildup of *Desert Shield* and throughout *Desert Storm* in the early 1990s, the DPSC provided unprecedented support in the areas of subsistence, medical supplies, clothing and equipment to the half million deployed troops. The DPSC handled about 1.7 million requisitions for support valued at over \$3.2 billion.

Subsistence. The Subsistence Directorate processed over 23,450 requisitions valued at over \$1 billion during *Operation Desert Shield/Storm*. In addition to awarding contracts with industry, the DPSC also used war reserves prepositioned in Europe to meet the theater subsistence demands. The supplies included 20.6 million boxes of Meals, Ready to Eat (MREs) worth \$900 million; 50,059 pallets of tray rations worth \$70.6 million; and a new item: Meals, Operational Ready-to-Eat (MORE). The MORE entrees included breast of chicken, spaghetti

and beef pot roast that gave the troops a larger variety of food selection. The DPSC also contracted for poultry, beef and dairy products while the Saudi Arabians provided most fresh fruits and vegetables. A total of 222 million meals were shipped.

Medical. Through the duration of the war, the Medical Directorate processed over 210,000 requisitions valued at over \$550 million. Through its strong relationship with both industry and customers, the DPSC provided extremely critical medical supplies in days instead of months. The directorate used the direct vendor delivery system to meet special or nonstocked demands. Dealing with more than 250 wholesalers and manufacturers, the system was extremely efficient in supplying hospital ships and ground hospital units in Saudi Arabia. Among the items provided were 1.98 million atropine injectors, 1.01 million vials of immune serum globulin, 738,000 cans of foot powder, and over 30,000 units of blood.

Clothing and Textiles. This directorate processed over 250,000 requisitions valued at over \$950 million during *Operation Desert Shield/Storm*. The directorate had supported the Berlin buildup of 1961, the Vietnam war and the Panama invasion. However, it was during *Operation Desert Shield/Storm* that the directorate faced its biggest challenges. It was responsible for awarding contracts and providing soldiers' battle dress gear. The gear included 1.9 million chemical protective suits, 44,000 body armor fragmentation vests, 5.2 million desert camouflage uniforms, 1.3 million desert tan boots, and over 350,000 goggles. Other items included canteens, tents, sunglasses, wet weather gear and field packs.

The Clothing and Textiles Directorate worked closely with the Directorate of Manufacturing (referred to as the factory) to meet the huge demands for desert camouflage uniforms. The factory employed over 1,300 people to make military uniforms. During *Desert Storm* the factory was turning out over 1,000 uniforms a day. The factory was closed in the summer of 1994. Today all uniform requirements are contracted out to the apparel industry.

The DPSC processed over 490,000 requisitions valued at over \$2.5 billion during *Operation Desert Shield/Storm*. The DPSC's success in supplying items to provide comfort, to support and to protect US service members reflects the critical military role that the DPSC plays.

Operations Other Than War

In addition to spearheading the largest and most difficult logistics support operation during *Operation Desert Shield/Storm*, the DPSC also played an im-

Yesterday and Today

These two employees 'painted with their needles' at the Philadelphia Quartermaster Depot in the 1940s to embroider a regimental flag (right). Medical personnel (bottom) gave a Honduran child a deworming solution during a recent Army medical readiness exercise. The Defense Personnel Support Center provides medical supplies to the Armed Forces in the 1990s.



portant role in recent humanitarian efforts. The DPSC demonstrated its ability to shift from a peacetime posture to frontline support for national domestic emergencies during the devastating hurricanes and floods in recent years. In addition to national support, the DPSC has played a critical role in providing support to both US service members and the local populace in Bosnia, Haiti, Somalia, Rwanda and Cuba.

Humanitarian Support

In 1994, for example, as the White House searched for solutions to the crisis in Haiti and Cuba, the DPSC provided over \$67 million in humanitarian support to Haitian and Cuban refugees. Critical items included tents, sheets, medicine and food. These badly needed items were quickly shipped to provide immediate relief. In total, over 9,600 individual requisitions worth over \$155 million were received by the Subsistence, Clothing and Textiles, and Medical Directorates.

Subsistence. The Subsistence Directorate supplied over \$36 million in MREs and tray-pack food rations to US service members stationed in Haiti, Cuba, Somalia and Rwanda. Over \$46 million of added relief supplies were sent to Haitian and Cuban refugees. The DPSC developed and contracted for 2.5 million improved humanitarian daily rations (HDRs). These rations provided basic nutritional requirements that helped prevent the starvation of



the refugees when bulk food feeding was difficult or impossible. Besides being less expensive than MREs, the HDRs more closely matched ethnic and cultural needs.

Medical. The Medical Directorate supplied over \$17.3 million in medical items to US armed forces in Haiti, Cuba, Somalia and Rwanda. The directorate also provided over \$4.6 million in medical aid items to include examination gloves, bandages and vaccines to Haitian and Cuban refugees. Some high-priority items were vials of immune globulin and multivitamins. Closer to home, the DPSC provided over \$50,000 in disaster support supplies to victims of the Georgia floods and the western forest fires. This directorate has also provided humanitarian assistance to residents of the Ukraine and Bosnia-Herzegovina in the former Yugoslavia..

Clothing and Textiles. This directorate supplied over \$10 million worth of clothing, tents and bedding to US troops stationed in Haiti, Cuba, Somalia and Rwanda. In addition, it also provided over \$16 million in supplies to Haitian and Cuban refugees and \$3 million in blankets for homeless persons in the United States.

The DPSC is one of the largest and most dynamic activities within the Department of Defense. It conducted over \$3 billion worth of business in 1995 providing food, clothing and textiles, medicines, and medical supplies to customers worldwide. In addition to being the combat logistician to the armed forces, the DPSC also provides support for emergencies both at home and abroad.

The DPSC's ability to support the largest and most difficult logistics support operation during Op-

eration *Desert Shield/Storm* was a direct result of a massive employee-led overhaul. Because of budget cuts, defense restructure and aggressive private competitors, the DPSC was forced to reevaluate its business practices. The DPSC's employees initiated a variety of managed privatization concepts such as prime vendor program, quick response and direct vendor delivery. Because of these fundamental changes, the DPSC has met its goal of timely, cost-effective support to customers.

Award Winner

In 1995, the DPSC was one of the first federal agencies to win the 1995 Innovations in Government Awards sponsored by the John F. Kennedy School of Government at Harvard University. The DPSC was one of just 15 applicants out of 1,450 so honored. The DPSC's award-winning submission outlined its new business practices in a package entitled *National Defense on the Offense*.

For outstanding service and support to the US armed forces and to other federal agencies, the DPSC won the Hammer Award presented by Vice President Gore for its efforts in improving both customer service and satisfaction. The DPSC was awarded the prestigious Joint Meritorious Unit Award for exemplary logistical support during the Persian Gulf war. The award cites the DLA as the spearhead of the "largest, most complicated logistics operation in military history."

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 96-3/4 at Fort Lee, Virginia.



The Defense Personnel Support Center's original flag-making shop

Aerial Resupply Challenges for Today's CSS Leaders

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Today's need for rapid force projection on the battlefield poses challenges for the young logistician. Air assault and aerial resupply operations provide flexible, rapid lines of supply. The requirements for aerial resupply are high: fuel distribution forward for large amounts of fuel, air superiority, and good weather. The small unit leader must overcome the conflicting concerns of accountability, safety and force protection. The platoon leader must intensely manage dwindling numbers of personnel, area security concerns, and asset accountability while using the scarce resources of aircraft, land, personnel, aerial resupply and slingload equipment, and materials handling equipment (MHE) to the fullest. Today's logistician must be flexible, multifunctional and capable of integrating new technology into battlefield operations and also operations other than war (OOTW).

Aviation assets have drastically improved combat service support (CSS) operations during OOTW, as well as during war. Aviators and their aircraft proved their worth during the Vietnam war in the 1960s and, most recently, during *Operation Desert Shield/Storm* in the early 1990s. Despite all the advancements in aviation technology, certain limitations still place constraints upon aviation efficiency and effectiveness during CSS operations. The factors that contribute to aircraft limitations include adverse weather conditions and special geographical environments, such as deserts or arctic areas.

Although manufacturers have built many rotary-wing aircraft and integrated the latest technology to enable pilots to fly in any type of weather, many commanders must ground aircraft during unsafe weather conditions. The formation of ice on airframes and rotor systems prohibits effective and safe aircraft operations. Icing causes unsafe flight conditions by increasing the weight of the aircraft, thus inhibiting proper lift and thrust. Blowing snow and heavy rain degrade a pilot's ability to see. Lightning offers its own unique hindrances by jolting the aircraft and the pilots with high-voltage electrical surges. Fog and low cloud cover hinder high-performance aircraft

operations, yet benefit rotary-wing operations by lending concealment to the aircraft. Without question, combat logisticians must effectively use weather information as an integral part of planning slingload and aerial resupply operations. Support operations officers must have current weather information throughout the area of operations to successfully determine options for distributing supplies most efficiently.

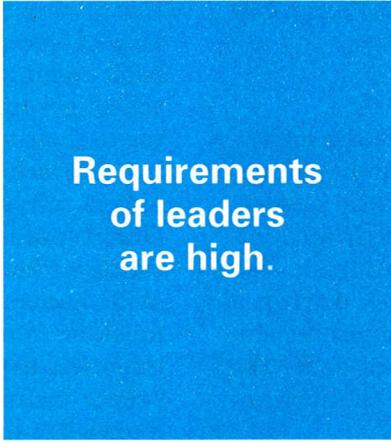
Special area environments, such as mountains, jungles, deserts and arctic zones, are another factor that limits aviation operations. In mountainous terrain, indirect flight routes increase employment time and fuel consumption while also limiting maneuverability. High altitudes restrict aircraft lift capabilities and armament loads. Mountainous terrain also limits forward area refueling point sizes and locations. The steep terrain offers few flat, open areas that permit the dispersal of fuel-dispensing equipment while allowing the aircraft to land safely. Also, mountains cause helicopters to lose line of sight with ground crews, limiting

ground-to-air communications.

Jungle terrain poses additional problems. Humid, tropical air decreases aircraft lift capabilities because of increased air resistance. Tropical weather has rapid, unpredictable and violent changes in stability because of volatile meteorological conditions.

In a desert environment, logisticians face a myriad of problems. Blowing sand emphasizes aircraft "signatures" (tell-tale signs of aircraft operating in an area), thus compromising security and concealment. Elevated ambient temperatures decrease lift capabilities and increase a pilot's physical stress, thus reducing the efficiency of aviation operations. The terrain degrades the effectiveness of radio communications. Harsh, arid conditions easily damage highly sensitive aircraft components, which necessitates maintenance operations and then reduces mission efficiency. Moreover, blowing sand interferes with a pilot's sight and increases operational risks.

Arctic operations offer their own problems to the logistician. Long arctic nights force a pilot to use night vision goggles for extended periods of time,



Requirements
of leaders
are high.

which hastens the onset of fatigue. Increased crew rest equates to fewer flight hours to perform logistics resupply missions. Low altitude cloud cover reduces visibility. Blowing snow not only inhibits a pilot's line of sight, but also compromises security by accentuating an aircraft's signature, similar to the sand in the desert arena. The arctic temperatures cause severe icing conditions that make aircraft operations dangerous. Also, arctic temperatures increase maintenance requirements and diminish maintenance efficiency, which impair unit readiness.

Different weather conditions and types of terrain impact upon resupply missions. The load capacities will vary depending upon environmental factors. The modern logistician must understand the capabilities of the available transportation assets and how weather and terrain impact on them.

Supply Accountability A Problem

Although weather and terrain force the logistician to react and change plans, accountability of supplies presents a constant problem. One of the greatest challenges for the aerial delivery officer is accountability of all air items used during contingency operations. One of the major concerns during a contingency mission is that no one assumes responsibility for the aerial delivery equipment or for the slingload equipment used to resupply the forward units. This creates a two-fold problem.

First, the aerial delivery company must have proper equipment to continue delivery of supplies. Using units must return the aerial delivery items within 72 hours to avoid possible damage from improper storage conditions and to expedite future operations. Without proper accountability at the using unit level, there is a lack of motivation to return the aerial delivery assets promptly.

Second, the logistician must contend with the incomplete recovery of aerial resupply items returning from the using unit. For quick re-rigging of equipment, the using unit must completely de-rig and return all assets immediately. Unfortunately, units usually return the equipment in a haphazard manner that increases turnaround time and degrades mission efficiency. Also, leaders must contend with the pilferage of manufactured apexes (metal rings which connect the net to the sling legs), which renders the cargo nets unusable for future operations.

Operating Procedures

Commanders face the challenge of creating operating procedures that eliminate mission-degrading problems and also establish a priority for the

return of equipment. One possible solution might be to weld the manufactured apexes to the cargo nets to discourage cannibalism. Another (and perhaps more permanent) solution is to have one liaison officer attached to each forward support battalion. This officer or senior noncommissioned officer is responsible for the air items and is known to the supporting unit.

Training plays an integral part in any supply operation, but especially in slingload and aerial delivery operations. The lack of available resources places a tremendous burden upon leaders at all levels. During training at air assault school, instructors teach students basic air assault and slingload knowledge to perform air assault operations. Over this 10-day period instructors give soldiers an overview of basic skills, to include hand and arm signals, basic rigging and rappelling instruction. Air assault school graduates generally find themselves returning to their unit with minimal or no follow-up training. The lack of available aircraft and slingload assets makes refresher training a burden to unit leaders. Unfortunately, these technical skills diminish significantly without adequate reinforcement. Soldier-level skills become very important to the logistician who must operate a logpad, the central receiving and distribution area for the support battalion. Without proper training, both leaders and soldiers lack the knowledge and confidence to conduct slingload operations rapidly and safely under adverse conditions. This operational hesitation results in diminished reaction time to customers' needs and errors due to mental fatigue or basic lack of technical knowledge.

Money and Time Constraints

The challenge to today's leaders begins before reaching the battlefield. Today's leader does not have the monetary resources that were available five years ago. Training constraints do not afford main support battalion soldiers the opportunity to train as they fight. Joint Readiness Training Center rotations at Fort Irwin, CA, provide realistic training for the soldiers, but the soldiers do not face the volume of supplies that a division requires for sustainment. In addition, the cost of creating a large volume of replicated Class V (ammunition) loads is prohibitive. Environmental constraints hinder transporting live Class V and bulk fuel across civilian areas for training. These constraints precede unrealistic training scenarios. The ability to train realistically while supporting daily customer requests is the crux of every leader's problem. CSS leaders must make time to develop themselves and their subordinates so that

customer satisfaction and mission accomplishment remain high.

Logpad Success

Successful logpad operations require the logistician to focus on multiple planning factors. Initial preparation and planning are the keys to success. Personnel operating the logpad must be trained to communicate with aircraft, direct aircraft into and out of the area of operations, rig equipment and supplies for slingload, and process the paperwork for accountability purposes. Commanders can accomplish this goal through an aggressive training program that requires all personnel to cross-train on logpad operations. This policy assures redundancy of skills and lessens the chance that operations will stop because of attrition in combat. The leader must also plan the logpad operations correctly. Logpads require large tracts of open land, which poses security risks. Force protection becomes a major issue with the forward units. In addition, the combat logistician must carefully plan the layout of the site to integrate efficient operations and safety, such as storing ammunition away from fuel. Refueling operations for the aircraft are important during extended operations, and the logpad operators must plan for resupply and refueling.

Split Operations

Split operations (drop zones and logpad) have their own considerations for the logistician. The leader must split personnel strength between two separate missions as well as 24-hour operations. Also, equipment is an issue to consider.

The volume of supplies obligates the logistician to operate MHE at both sites. The availability of trained operators correlates directly with available personnel and training resources. The logpad cannot function if the unit cannot clear the area and process supplies.

Just as important as logpad operations is force protection. Without well-rehearsed reaction plans and protective structures, logpad operations will degenerate into chaos at the first sign of the enemy. At a minimum, leaders must provide bunkers for the rigging personnel. Despite the fact that logpads will usually have friendly units surrounding them, logisticians must prepare for all levels of threat because of the nonlinear characteristics of today's battlefield. Every soldier needs to know how to react to enemy contact on the logpad. Leaders cannot rely upon a dedicated force from another unit to protect them during operations.

Aside from managing personnel and equipment, the logistician must be able to integrate automation into the operation. One possible application might be to utilize the automated manifesting system (AMS) to track air assets and shipments. Another possibility is to integrate E-mail with the AMS to provide real-time information to the customer concerning

shipments and requests. Radio frequency tags offer another solution to asset tracking by providing logisticians with vital management information. Whatever the technology, the logistician must be flexible and willing to incorporate time-saving devices into operations because personnel authorizations continue to drop, due in part to the introduction of automation.

The job of the logistician is not an easy one. CSS leaders must contend with training constraints, personnel and equipment shortages, and accountability challenges while still providing effective and timely support. Combat units depend upon supplies to continue operations. Today's logistician, through realistic training and effective management, will meet the aerial resupply challenges of the modern battlefield and support the combat units in victory.

**Personnel
authorizations
drop
with
automation.**

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 96-1/2 at Fort Lee, Virginia.



TOTAL FORCE

Realistic Reserve Component Battle Training

LTC Neal H. Bralley CPT Robert P. Sullivan

Northland forces walked out of peace talks over disputed territory with San Bernidinia. They maintain that their historic and cultural rights to the area around Goldstone Lake were violated by the San Bernidinians and have declared they will fight to retain the area at any cost. Northland began an international propaganda and state-sponsored terrorism campaign against San Bernadinia. Northland then announced a maneuver exercise along the San Bernidinia border. The X Corps was alerted to conduct a joint exercise with San Bernidinia, and the 155th Armor Brigade (Mississippi Army National Guard) mobilized and deployed with the 1st Cavalry Division. Should Northland launch an attack across the border, the President will authorize the use of ground forces to restore the international border. The 155th Brigade prepares for war.

This is a summary of a scenario presented to units upon arrival at the Brigade Command Battle Staff Training Program (BCBSTP) seminar at Fort Leavenworth, KS. The BCBSTP was developed as part of the Battle Command Training Program to focus training on and improve battle command skills in Reserve Component (RC) ground maneuver brigades and divisions. The BCBSTP's mission is to conduct realistic and challenging training for RC brigade and battalion commanders and their battle staffs.

Planning Phase

The program is divided into two distinct, yet linked, phases. First is the planning phase conducted at Fort Leavenworth. In the second phase, the brigade conducts a 30-hour brigade battle exercise (BBX) near home station.

A fast-paced, five-day seminar at the National Guard Leader Development Center at Fort Leavenworth provides the structure for the planning phase. The mission of the brigade and battalions during this phase is to develop operations orders (OPORDs) based on the predetermined training objectives of the unit. The BCBSTP cadre provides a corps or division OPORD as a basis for the development of brigade and battalion OPORDs. The cadre consists of a num-

ber of seasoned observer/trainers(O/Ts) working in each of the seven battlefield operating systems (BOSs). The O/Ts are subject matter experts who perform two distinct roles: they train commanders and their staffs during BCBSTP seminars and also serve as observers during the BBX. These O/Ts bring vast experience from the field within their particular BOS specialty: intelligence, maneuver, fire support, air defense, mobility-survivability, logistics and battle command. They identify weaknesses and problems that the brigade and battalions may be experiencing; provide performance-oriented training; emphasize the use of correct doctrinal terms; and provide useful tactics, techniques and procedures to assist the unit in tactical and sustainment operations. The operations group is led by a combat arms colonel and a retired senior general officer who assists with focused training and mentorship to commanders and staff at seminars and BBXs.

CSS Workshops

Training concentrates on use of the combat and the deliberate decision-making processes. The seminar offers many workshops to assist the brigade commander, the commander's staff and subordinate battalion staffs. These workshops not only cover the deliberate decision-making process, but also include doctrinal classes from each BOS. The key combat service support (CSS) workshops include the O/T Charter Workshop, the CSS Task Force Workshop, the Sustainment Workshop and the Rear Operations Workshop. The O/T Charter Workshop provides the brigade CSS personnel an overview of the week and explains the products required at the end of the week. These products include Paragraph 4 and Annex Q for the brigade order, the draft of the forward support battalion (FSB) order with annexes, and drafts of supply requests.

The two doctrinal logistics classes are the Task Force CSS Workshop for the combat arms battalion executive officers (XOs), S4s (Logistics Officers) and S1s (Adjutants), and the Sustainment Workshop for the brigade XO, S4 and S1, and the entire FSB staff.

The CSS Task Force Workshop includes discussion of how the unit currently conducts resupply operations and how this corresponds with FM 71-123 (Tactics and Techniques for Combined Arms Heavy Forces, Armored Brigade, Battalion/Task Force, and Company/Team), Chapter 8. The Sustainment Workshop focuses on discussing doctrinal principles outlined in FM 63-20 (Forward Support Battalion), FM 101-5 (Staff Organization and Operations), and FM 71-123 and on reviewing the tactics, techniques and procedures currently used in brigade resupply planning and execution.

The final workshop is the Rear Operations Workshop. It focuses on the four principles of rear operations: security, sustainment, movement and terrain management. These workshops assist the units in developing standing operating procedures and provide a forum to discuss problems that staffs may encounter during the order development process.

Computer Exercise

In addition to attending the workshops, the brigade commander and staff continue OPORD development while the battalion task forces spend the first three days participating in a JANUS computer simulation exercise. The JANUS exercise familiarizes the maneuver battalion commanders and their staffs with the deliberate planning process. The JANUS exercise provides a forum for the commander to validate the staffs' planning effectiveness.

After the JANUS exercise, the battalions begin the parallel planning process based on the OPORD issued by the brigade staff. The battalions must then complete development of their course of action and determine how they will fight during the brigade rehearsal. The brigade rehearsal is when the commanders and staff discover their level of integration and what questions they failed to properly address during the OPORD development.

Finally, on the last day of the seminar, the brigade after action review (AAR) is led by the BCBSTP commander. The AAR identifies areas that need immediate improvement and areas that the unit should work to sustain. The brigade commander then expands on the findings of the O/Ts and provides guidance for the BBX.

Brigade Battle Exercise Phase

During the four months after the seminar, the brigade, at home station, further refines its brigade and battalion orders and annexes to prepare for the 30-hour BBX conducted near the brigade's home station. The brigade has completed its CSS rehearsals

to ensure total synchronization of the CSS plan with the maneuver plan and refined its draft order and supply requests. Now, the brigade can execute the plan against the BCBSTP's opposing force. The BBX is an opportunity for the brigade to improve staff planning and execution in a command post exercise. In step with the old sports adage, "It isn't whether you win or lose, but how you play the game," the BBX's goal is to meet the brigade commander's training objectives and teach better staff planning and warfighting skills in a semicontrolled environment. During the BBX, the O/Ts conduct two AARs. The first is the interim AAR conducted about halfway through the exercise to provide guidance and focus for the rest of the exercise. The final, counterpart AAR conducted within each specific BOS provides the unit with firm results that translate into realistic training.

Decision-Making Trends

Each year, the senior CSS O/T extracts decision-making and execution trends from the 14 seminars and BBXs conducted during the past year. Recently, one important decision-making trend has been that brigade staffs do not properly integrate CSS personnel in the decision-making process. The brigade S1, S4 and FSB personnel often hesitate in expressing CSS restrictions during course of action and wargaming sessions. The major shortcomings that contribute to this hesitation are incomplete logistics and personnel estimates and the failure of units to anticipate logistics requirements beyond the current battle.

An additional shortcoming is the comparison of controlled supply rate (CSR) to required supply rate (RSR). Many times, the brigade S3 (Operations and Training Officer) fails to develop an RSR and simply assumes that the CSR is sufficient. This forces the S4 or the FSB support operations officer to develop the RSR with no input from the S3 or fire support officer. Finally, the deputy brigade commander (DBC), assigned in separate Infantry brigades and Armored Cavalry Regiments, and/or XO, S1, S4 and FSB personnel do not fully understand their role in the decision-making process as outlined in FM 71-3 (The Armored and Mechanized Infantry Brigade), Chapter 3.

This lack of understanding of roles in the decision-making process leads to the second trend: a lack of command involvement in the CSS process. The DBCs and XOs tend to situate themselves in the brigade tactical operations center (TOC) and focus forward on the battle instead of coordinating the entire staff. They often do not assist with CSS and rear operations planning and execution.

The third and final decision-making trend is that rear operations plans are incomplete and fail to account for areas outside the brigade support area (BSA). The responsibilities for rear area security are not clearly depicted or understood. The FSB commander is responsible for the BSA and may be assigned additional rear area responsibilities. Too often, the brigade S3 assumes that the FSB commander is the rear area commander with all the inherent responsibility and resources. This lack of coordination results in a failure to integrate the rear area into the brigade or FSB plan. The entire brigade rear area must have a specifically designated individual who is responsible. In the case of the brigade rear area, whether the DBC, brigade XO, S3 or FSB commander is designated, the brigade commander must make someone responsible. Another note concerning rear operations is the difference between a response force and tactical combat force (TCF). A TCF is a combat unit with appropriate combat support and CSS assets, including fire support and aviation, that is assigned the mission of defeating a Level III threat. This is different from a response force whose mission is to assist in the defeat of Level I and II threats in the BSA.

Major Execution Trends

During BBXs, the following major execution trends continue to appear. First, CSS planning and resupply operations are not synchronized with the scheme of maneuver. Many brigades experience difficulty with the process of ordering and receiving corps resupply. They fail to appreciate the time-distance factors, delivery times and the requisition flow process. These shortcomings lead to difficulty in synchronizing resupply missions. Some examples include items that continually arrive too late or too early and frequently delivered to the wrong location, supplies not delivered because the unit is not prepared to accept them, and requests that do not meet the units' needs. The majority of these problems are with Classes III (petroleum, oils and lubricants), IV (construction and barrier materiel) and V (ammunition) supplies. The refuel of M1 tanks is crucial for success during offensive operations. Brigades must adequately plan the timing of refuel operations after a long road march and before an attack or defense. The brigade S4 must also plan with the FSB how replenishment of task force refuelers will occur and how to ensure that battalions are always carrying their combat load of Class III (bulk).

Throughput of Class IV and V supplies for obstacle plans in the defense must also receive adequate

attention during the planning phase to ensure proper execution. Issues to address are selection of pre-configured packages, delivery time, receiving unit point of contact, materials handling equipment required, and security of the supply point. Through well-coordinated planning and command-directed CSS rehearsals, these issues become combat multipliers instead of shortcomings.

Track the Fight

The second major execution trend addresses the weakness of the FSB and brigade command post to accurately track the fight. The posting of friendly and enemy force locations on a current operations map is crucial to give the commander an accurate portrayal of the battlefield. Also, the execution of resupply missions depends on the current situation. Without this information, logistics executors have difficulty determining current needs, planners are blinded while trying to anticipate future requirements, and drivers are lost on the battlefield. This lack of battle tracking leads to the third major execution trend: weak logistics reporting.

Commonly, at all echelons within the brigade, TOC personnel fail to record updates and submit CSS status reports on time. As a result, the charts portray outdated, useless information. This is particularly true with the combat power status charts. If the commander's knowledge of the current status of major weapons systems in the brigade is outdated, this significantly impacts the ability to make correct decisions rapidly. This lack of current status also holds true in the FSBs and maneuver units because they frequently generate requests for emergency resupply while the supplies are actually on hand or on order.

Positive Trends

Although the focus of the last few paragraphs relates to the negative CSS trends observed at BCBSTP, there are also many positive trends. These include the use of forward logistics elements (FLEs), use of the CSS matrix, and rehearsals. Units are quickly discovering that a FLE is not a technique used to "push" all FSB and unit field trains forward. Units are learning that a FLE is a logistics element designed to support a specific mission with a purpose and an end. Also, the use of well-developed CSS matrixes that support, but do not replace, the OPORD assist in the rehearsals and execution of the CSS plan. These positive trends enable the CSS planners and executors to support the brigade commander's mission and intent during the battle. This,

coupled with the receptiveness of the unit to learn and accept change, significantly increase the ability to plan and execute orders during training and Combat Training Center (CTC) rotations.

As America's Army continues to downsize, the Active Component becomes more dependent on the Army National Guard (ARNG) brigades to support in combat roles. With the ARNG enhanced ready brigades' requirement to be combat ready in 90 days after notification, the BCBSTP is essential in providing quality command and staff planning training. This training, although seemingly expensive and time-consuming, is relatively inexpensive compared to the costs and time required to deploy an entire brigade to execute the OPOD at a CTC. These principles estab-

lish focus for the unit and allow RC units to update their skills using the same training techniques as the active units with which they will fight. These skills are required for commanders and staffs in all BOS areas. This holds especially true for the combat service supporters who must understand the maneuver commander's mission and intent to ensure proper logistics support. As stated by General William Beddell Smith, Chief of Staff to General Dwight D. Eisenhower during World War II: "Any amateur can shove tanks, planes, and infantry around a map. The real business of war is getting gas, ammunition, and spare parts to people when they need them, where they need them." BCBSTP provides quality training to brigade-level commanders and staffs in the "real business of war."

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CPT Robert P. Sullivan is a Combat Service Support Observer/Trainer, Brigade Command and Battle Staff Training Program, Battle Command Training Program, Fort Leavenworth, Kansas. He was a Distinguished Military Graduate of Eastern Kentucky University, Richmond, with a bachelor of business administration degree. He is a graduate of the Combined Arms and Services Staff School, Quartermaster Officer Advanced Course, and Quartermaster Officer Basic Course. His previous assignments include Platoon Leader, Battalion S4 and Forward Support Company Commander, 407th Supply and Transport Battalion, Fort Bragg, North Carolina; Aide-de-Camp, Commander, US Army Quartermaster Center and School, Fort Lee, Virginia; and Operations Officer, Air Movements Training and Development Unit, Sydney, Australia.

Army Reservist Recruitment

The 1074th Reinforcement Training Unit (Logistics) for the US Army Combined Arms Support Command and Fort Lee (USACASCOM&FL) needs Army reservists. Reservists seeking to continue their military career by earning retirement points, attending annual training and furthering promotion opportunities should apply. Applications are being accepted now for all combat service support career fields. The Worldwide Web and Internet will allow coordination and completion of many required tasks. Systems analysis, computer-based instruction and logistics planning are but a few of the tasks that can be performed on computers. Earn that retirement year. Write CASCOM&FL at Commander, USACASCOM&FL, ATTN: ACofS USAR, 3901 A Avenue, Suite 100, Fort Lee, VA 23801. Telephone DSN 687-0244 or (804) 734-0244. The E-mail address is bradshaj@lee-dns1.army.mil.

Branch Transfer Requirement

Reserve Component (RC) officers planning to branch transfer to Quartermaster need to complete the RC Officer Advanced Course (OAC), effective 3 May 96. RC officers will no longer be able to enroll in the RC Branch Transfer Course, an Army Correspondence Course Program (ACCP) course. The Quartermaster RC OAC provides supply automation training during the annual training phase at Fort Lee, VA. Supply automation training cannot be kept current with a correspondence course. RC officers currently enrolled in the ACCP Branch Transfer Course can be "grandfathered" or given credit toward OAC by contacting MAJ Martino, Training Directorate—Quartermaster, Fort Lee, at DSN 687-4676 or (804) 734-4676.

Cooks: A High-Risk Occupation

SGM Robert Hanna Jr. Michael L. Davis

The Field

One morning a young soldier dragged himself out of the sack to light the M-2 burner units. **Disregarding all of his training**, he placed the M-2 next to the mobile kitchen trailer (MKT) and refueled it. Fuel spilled onto the ground and the camouflage netting. While the soldier lighted the M-2, the spilled fuel ignited and caught the camouflage netting and the MKT on fire. Nothing could be done to save any of the equipment or supplies. The soldiers that the MKT was supporting ate Meals, Ready-to-Eat for a long time.

The Dining Facility

A specialist was troubleshooting a problem on a hot grease trap. The grease trap would not drain. The soldier got a piece of thin metal and tried to unplug the trap from a bottom entry drain. This was most successful. The grease, which was still hot, came out very quickly. The soldier was not able to move fast enough and was struck in the face and upper body, receiving some bad burns from the hot grease. A review of the accident showed that the soldier had **neglected to follow standing operating procedures**.

The military occupational specialty (MOS) 92G (Food Service Specialist) is often seen as a simple and safe job area by many leaders and soldiers. However, even the Occupational Health and Safety Administration has identified cooks as being in potentially high-risk jobs because of the hazards faced in the facilities of employment. The Army's Food Service Specialists not only face these same hazards, but the hazards are increased by the requirements of field feeding and long work hours.

The Army cook faces the possibility of back injuries from day-to-day lifting and moving of equipment and supplies. Hand injuries can result from dining facility equipment, knives and other sharp objects associated with meal preparation. Hot grease, hot food, hot equipment and ignited fuels can cause burns. Also, chemical burns can result from the many hazardous cleaning products used in a dining facility.

A noncommissioned officer (NCO) was chopping onions while trying to direct another cook in food preparation. The NCO was not paying full attention to his own work and accidentally put his hand too far into the vegetable chopper while still in operation. The NCO was lucky and only received minor cuts.

A private first class (PFC) was opening a can. After using a can opener, the PFC attempted to remove the lid. Not fully paying attention, the PFC received a bad cut to one hand and two fingers. After some minor surgery, long hours with a physical therapist and a lot of pain, the soldier was able to return to work.

Hand injury accidents usually have the same cause: simple lack of attention. Hand injuries can happen to anyone in any rank performing feeding operations. These injuries can occur in any dining facility or field feeding site. An underlying cause that increases the accident risk is fatigue. These accidents can cause very expensive injuries to repair. In the most harmful accidents, hand injuries can cause loss of motion if nerves and tendons cannot be repaired.

A soldier was carrying a pan of bacon to the oven and slipped on a wet, greasy floor where another soldier had not cleaned up a mess he had just made. The soldier with the pan fell backwards, injured his head and landed on his back. The soldier was out of the job for over a week and then received light work for the next three weeks.

Most accidents involving personnel falling in the dining facility or field were the direct results of someone else pouring water, grease or another liquid improperly and then not cleaning up the spilled liquid. Again, the pace of the operation increases the risk.

Soldiers had been working at a feeding site for long hours preparing meals for other personnel. Over half of the cooks felt faint and were diagnosed with heat cramps or other related heat injuries. The soldiers and leader at the site were not paying attention and had not enforced the required intake of water during the day.

Several helpers and cooks felt faint and had to report to the hospital. All were identified as suffering from heat cramps. The dining facility temperature was over 105 degrees Fahrenheit. Because the work was inside, no one had paid attention to the requirement to ensure that personnel drank enough water.

A couple of cooks and helpers were cleaning out a large refrigerator at a dining facility. After working all day, some complained about numbness in their hands and feet. They were identified at the hospital as suffering from minor cases of frostbite.

These are not isolated cases. The 92G soldiers are placed in harsh working conditions not only outside but also inside. Most hazards are caused by the same old problems, lack of attention by the soldier or by the leader who is supposed to ensure that standards are followed and enforced.

A soldier noticed that an M-2 burner was showing signs of underpressurizing. The soldier immediately shut off the burner and removed it from the assembly cradle. After allowing the burner to cool, the soldier returned the unit to the assembly cradle. The burner then burst into flames. The cook's clothes were also ignited. The other cooks in the MKT quickly extinguished the cook's clothing and the M-2 burner. It was found that the M-2 was leaking, which allowed fuel to leak out and ignite. The cooks had been working long hours with only minimum rest.

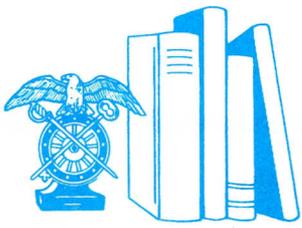
A SPC had turned off the M-2 burner when a fellow cook told him they needed another burner. The SPC noted that the pressure gauge had only come down into the yellow (caution) range. Rather than allow the burner to properly cool and then trying to complete the mission, he tried to release pressure by releasing the filler cap. After this direct failure to follow trained procedures, the escaping fumes were ignited by a nearby burner unit. The soldier received first and second degree burns to his arms, neck and face.

Fires are the most damaging of all accidents that can occur in a cook's high-risk occupation. Not only can fires cause serious injuries to personnel, but also destroy equipment that is hard to replace and critical to the unit's mission. The immersion heaters also cause many burn injuries. Most are caused by not following simple procedures, rushing through setup and not taking time to properly light and service the system.

A cook was trying to climb onto an MKT while carrying two M-2 burners. He fell, broke one of his hands and damaged the burner units.

Cooks were moving boxes of supplies in the dining facility. One cook slipped on some water that another cook had just spilled. He slipped, knocking over two other cooks who were also moving the supplies. Only minor injuries were suffered, but the dining facility lost three personnel and had other personnel double up on their duties and work longer hours.

Moving equipment, items of food and other supplies looks simple but can become downright dangerous due to such factors as fatigue and awkwardness of the items and surface areas to be traveled. Many of the accidents reviewed showed that just using the buddy system could have reduced almost 80 percent of these types of accidents.



PROFESSIONAL READINGS

The Professional Readings section of the *Quartermaster Professional Bulletin* encourages the professional development of all Quartermasters. Titles are selected from the Quartermaster School Professional Reading List and the current Department of the Army Contemporary Military Reading List, as well as other notable sources. Short reviews from the field are always welcome. [The following book reviews are excerpts from reports by recent graduates of the Quartermaster Officer Basic Course at Fort Lee, VA.](#)

Small Unit Leadership, a Commonsense Approach

Dandridge M. Malone, Presidio Press: Novato, CA, 1983.

This retired Army officer defines Army leadership at the platoon and company levels and then emphasizes training. The author points out that Army leaders do not hire employees and do not have the luxury of a screening process. Leaders must motivate soldiers to do those things that they normally would not do. The author has this saying: “skill × will × drill = kill.” Leadership is not born, it is developed. A good leader takes all his leadership skills and effectively combines them to make sound decisions.

Platoon and company leaders must make good decisions, train soldiers to standard and create teamwork among soldiers. This book has a blueprint for building leadership skills. It clearly and concisely defines the difficult topic of leadership. This book also has great quotes and makes things that are sometimes difficult to understand much clearer. — *LT Dave Anzaldo*

Mud Soldiers: Life Inside the New American Army

George C. Wilson, Collier Books: New York, 1989.

The author examines the US Infantry soldier of the late 1980s, as well as interviews the survivors of an Infantry company that fought during Vietnam in the 1960s to get a “then and now” perspective of the Army. His thesis is that the Army needs to improve the way it trains young soldiers to ensure that young men and women will continue to join the Army. His inside look presents the US military as a source of hope for many entering the Army. He examines the question of whether or not the Army lives up to the expectations of these young soldiers by following a group of soldiers from boot camp to their first assignment.

The book opens with a vivid account of a battle that involved Charlie Company, 2d Battalion, 16th Infantry Regiment of the 1st Infantry Division on April 10, 1966, in Vietnam. This battle took the lives of most of the “mud soldiers” in the company. By looking at these soldiers of the mostly nonvolunteer force during Vietnam, the author gives a vivid account of individual bravery and patriotism during a battle in Vietnam and leads to the question of who has taken the place of these men today. Wilson then shares his experience of following soldiers through basic training at Fort Benning, GA, in 1987. He is critical of the way these soldiers are trained. Too many instances of pointless tasks for no apparent reason and too much standing in the sun to listen to instructions read from a manual are some of his complaints. Training with these soldiers culminated for the author at the National Training Center, Fort Irwin, CA. Watching these soldiers in action leads Wilson to criticize several methods of training used by the Army, and also the system in which officers lead troops. This book is an interesting critique of the techniques the Army uses for training its soldiers, tempered by the author’s recommended solutions to build a better Army, an Army which would encourage soldiers to choose the military over the civilian marketplace. — *LT Brian J. Duckworth*

The Buffalo Soldier

William H. Leckie, University of Oklahoma Press: Norman, OK, 1967.

William H. Leckie, who earned his doctorate from the University of Oklahoma, was a professor of history and dean of the Graduate School at the University of Toledo, OH. Dr. Leckie’s thesis is that the Negro soldiers, despite prejudice and discrimination, continued to serve their military by promoting peace and advancing civilization. They served with great pride and dignity, but received little or no recognition for their great success. The author begins by speaking briefly of his military service and work with Negro soldiers before he began to research the role of the Negro soldiers in the military. He discovered the Negro soldiers had played a far greater role in American military history than was recorded in existing literature. Dr. Leckie had to return

to the military records of the National Archives to find the true character and contributions of the Ninth and Tenth Cavalry (Negro soldiers).

The author believes that ethics and values had a significant impact on the success of the Ninth and Tenth Cavalry. Despite having second-rate equipment and the worst horseflesh in the Army, the soldiers remained loyal, honest and obedient not only to their leaders, but also their comrades. Dr. Leckie's research revealed that the soldiers fought from the plains of Kansas and in Indian Territory, to New Mexico, and finally in the Dakotas. The author's experience and research should serve as a lesson that "fair treatment" of all soldiers is important to mission accomplishment. Books such as this assist today's Army in recognizing the great contributions of the Negro soldier in the military. I commend Dr. Leckie for his efforts and concern to publish this piece of important military history. — *LT Timmy S. Bishop*

Alexander the Great and the Logistics of the Macedonian Army

Donald W. Engels, Berkeley Press: University of California, 1978.

The author is a professor of ancient history and archaeology at the University of California, Berkeley, who holds doctorates in both history and archaeology and specializes in Macedonian and Hellenistic history. He believes that the primary reason for Alexander the Great's military success was his logistics base and its capabilities. Dr. Engels develops his arguments by following the progression of Alexander's campaign from its beginnings in Macedonia to his conquests in Egypt, Mesopotamia and Asia Minor.

One of the most compelling comments he makes is that Alexander successfully undertook the longest military campaign to date because of his ability to provision his army. He uses many ancient texts written during the campaigns to recreate the routes and the number of troops that accompanied Alexander on each leg of his campaign. Because Alexander directed his strategy along with his logistics support, Dr. Engels believes Alexander was able to traverse terrain that most other armies found insurmountable. Alexander's innovations and efficiency in sustaining his troops allowed him greater mobility and quicker reactions to opposing troop movements. His logistics support tail was kept short by his use of the sea, the inland waterways and the occupied territories to receive supplies. Alexander streamlined his force to use only what was necessary and created a fighting force that was self-sustaining, lighter and faster than any other army of the time. Dr. Engels also says that only army equipment has changed over the ages and that the problems the Macedonians faced are still faced by today's armies. — *LT Michael J. Rizzo*

Common Sense Training

LTG (Ret.) Arthur S. Collins Jr., Presidio Press: Novato, CA, 1978.

The author, a West Point graduate who served in the Army for 40 years before retirement in 1974, closely supervised soldier training for 20 years of his service as both commander and staff officer. A commander at every level, from platoon to field Army, he was a training advisor to the Korean Army. LTG Collins is a combat veteran of World War II and Vietnam as well as Korea. The author explains his overall concept of "train as you fight" and breaks it down into 18 areas, varying from his own philosophy to Reserve Component training. His book offers a good insight on what to expect at the first duty station of the first command.

Using FM 25-100 and FM 25-101 along with this book, soldiers will gain a better knowledge of effective training. As a professional organization that defends, fights and protects, today's Army must be able to effectively train with fewer personnel and less equipment. A leader must be able to improvise with what he has on hand to overcome a specific situation and, at the same time, be able to adapt to changes to accomplish the mission. Reading this book, I compared my prior service experience and my recent seven months as an officer in a US Army Reserve unit to what the author had to say about Army training. I find his observations more applicable to reserve units than to active units because the Reserve Component has smaller budgets, less time to train and fewer training areas compared to units in the active Army. This, as the author would say, is a prelude to a "poor excuse for training," and I would have to agree. However, with budget cutbacks and the ongoing drawdown of military personnel, excuses for inadequate training may become more prevalent than in the past. Army leadership must not let this happen — *LT Cory M. Walock*



The Logistics Readiness Center's Success Story: Teaming

Scott Shore

The Functional Chief Representatives for Career Program (CP)-13 (Supply) and CP-17 (Maintenance) sponsor many opportunities for careerists every year as outlined in the FY96 Catalog of Civilian Training, Education and Professional Development Opportunities. Thus far this FY, they have supported 16 employees interested in long-term training assignments, 14 employees for the Logistics Education Awareness Fund, 20 employees for the Graduate Level Logistics Education Assistance Fund, one employee for the Maintenance Management Professional Enhancement Program, and one employee for the Materiel and Distribution Management Professional Enhancement Program. Scott Shore, Presidential Management Intern at the Office of the Deputy Chief of Staff for Logistics, Washington, DC, had a short-term training assignment with the Communications-Electronics Command's Logistics and Readiness Center, where he participated in the evolution of the "teaming" concept. His observations follow:

The Logistics Readiness Center (LRC) within US Army Communications-Electronics Command (CECOM) serves as a model of how a government agency can successfully reorganize to increase efficiency and effectiveness. In 1990, LRC management realized the glaring need for the LRC to become more efficient with resources and began planning to reorganize with teams as the basic functional unit. In 1995, the LRC began its final phase of reorganization and created four prototype teams. Though LRC still has much to do, the advantages from teaming are evident: increased efficiencies, improved employee morale and better customer service. In fact, the CECOM LRC's success has gained recognition at the national level by receiving the President's

Improvement Prototype Award. Some reasons for the LRC's success include collocated members, employee empowerment and new supervisory techniques. However, these successes were not achieved without great effort. The LRC faced many problems from a union that felt threatened, from employees who feared more job losses and from managers who saw their influence waning. Despite these obstacles, the LRC team's determination, so far, has resulted in a successful transformation.

The Teaming Concept

A simple definition of a team is a "group of individuals who must work interdependently in order to attain their individual and organizational objectives." (This quotation was taken from the Army Management College's course handout, *Building Effective Teams*.)

Though teaming as a management theory has been practiced in Japan for quite some time, teaming is a relatively new practice in American industry. This may be a reason why it is not well understood by more organizations. Many organizations will say they have teams, but in reality they do not. This lack of understanding results in failed attempts at teaming. These firms do some marginal reshuffling, move people to a new location, and then with great fanfare and some motivational speeches call the new group a "team." The next day, it is business as usual. A few weeks later, management says teaming does not work.

The Entirely New Way

For teaming to work, the organization must not only reorganize, but must also restructure its processes to work in an entirely new way. This transformation must be in tandem with employee empowerment and participation. In effect, managers must relinquish a great amount of control to their teams, and, in the process, adopt a coach-like management style. The managers' role is to act as a buffer between the team and executive management. In fact, a team is most successful when it becomes "self-directed." A

self-directed team relies less on the formal structure of the team leader and more on the team members themselves to solve problems.

Teaming must be fostered from the top, but it cannot be controlled from the top. Teaming cannot be successful unless fully supported by management. In fact, the teaming concept will surely fail unless management makes a concerted effort at success. Half-hearted efforts will not result in half-baked results, but in dismal failure. Though the process is strenuous, the rewards are substantial. The CECOM LRC's experience is a model of how to transform a typical government agency into a team-focused, customer-oriented organization. The results show the power of teams and provide an excellent case study on teaming.

CECOM LRC's Mission

The CECOM LRC at Fort Monmouth, NJ, has a mission to supply the Army with communications and electronics systems. The LRC manages over 74,000 kinds of equipment and spare parts around the world. The work force consists of 2,200 diverse and highly educated professionals. In 1990 the Department of Defense began a painful downsizing process following the Cold War. With an initial cut of 20 percent and more to follow, the LRC management decided on some major changes. The leadership concluded that the only way to glean better efficiencies was to reorganize, using the team concept that so many companies in the private sector had found successful. Also, a team-oriented structure would allow greater flexibility in case of future cutbacks.

The Process

Management realized the need to find a new way of doing business. Tweaking the old system simply would not work. Teaming seemed the only option available. Once teaming was decided, the next issue was how to organize the teams. After much soul-searching, management decided to organize the teams around "customer" product lines such as weapons systems. Management took employees from engineering, logistics and supply and put them on one team, collocated the team and gave the team new powers.

Before putting the entire LRC workforce into teams, management started with four "prototype" teams, each with a unique situation that would typify teams forming in the near future. For example, the Sensors Team has a large quantity of different end items to be managed, and the Power Sources Team was formed because of the numerous crises caused

by lithium ventilation problems. The Power Sources Team needed to be flexible and responsive to deal with recurring emergencies with batteries. Teaming allows them to make fast, informed decisions without the typical bureaucratic entanglements. The Avionics Team has the only project manager (PM) located in Huntsville, AL. (The other teams' PMs are collocated at Fort Monmouth, allowing them to meet on a regular basis.) Finally, the Single Channel Ground and Air Radio System (SINCGARS) Team has multiple functions supporting one large system.

The SINCGARS Team

SINCGARS is a new family of VHF-FM combat net radios providing the primary means of command and control for combat, combat support and combat service support units. The Army plans to use SINCGARS as a centerpiece component in the digitized battlefield being developed for Task Force XXI. The SINCGARS will have continued upgrades to keep the system active for the foreseeable future. Thus, SINCGARS is a high-density, high-dollar system with high visibility in the Army command structure. In addition to the Army, SINCGARS has multiple customers including the US Marines, US Air Force and foreign military sales customers. For these reasons, it made sense to build a team around SINCGARS.

The SINCGARS Team blended together engineers, logisticians, item managers, cataloguers and provisioning specialists. Twenty-nine employees were brought together on the team, most of whom knew each other only through E-mail, phone calls and brief project meetings. Once formed, the team went off site for three days for team-building training. For many reluctant employees, this was a turning point when they saw the power of teaming unfold before them.

Shortly after moving into the same work area, the team first experienced the empowerment concept. In a short time, the team members selected and arranged their own floor plan and decided upon informal project coordinators. As members became more familiar with colleagues' jobs, they soon learned they could make high-impact, result-oriented decisions far more quickly and easily than in the past. Empowerment from management allowed team members to make their own decisions, which fostered growing enthusiasm for the teaming concept.

The Results

Though the four prototype teams are experiencing various degrees of success, the SINCGARS Team is moving rapidly toward self-direction. The

SINCGARS Team has increased efficiencies, better morale and better customer service.

Efficiencies: Here are just a few examples of efficiencies from teaming:

- *Solving Problems:* An item manager having difficulties ordering spare parts can get immediate help from a nearby engineer.
- *Reducing Processing Paperwork:* By bringing together elements from the engineering, logistics and supply directorates, the team consolidated at least three different actions into one. This has saved days in processing time because paperwork now flows through one team rather than three directorates.
- *Cross-functional Awareness:* Problem visibility is enhanced because members are collocated. There have been times when a team member overheard two other teammates talking (who in the past would have been in different directorates), recognized a developing problem, and then joined others in solving it before it became a larger problem. Previously, this would have involved intervention by higher-level management. These efficiencies are quickly realized when workers understand their roles in their organization.

Morale: The employees have higher morale because they have an increased sense of importance of their jobs. As one walks into the SINCGARS area, one is immediately struck with an energy in the air. Employees are talking to each other about the SINCGARS radio. Though many team members used to interact before the team was formed, most of the interaction was via E-mail, FAX or "voices" on the other end of a phone. Now, these people are sitting next to each other and beginning to appreciate how their work impacts the rest of the team. This creates a more positive attitude that keeps work moving instead of stagnating in someone's "in" box. If someone is absent, teammates will cover the work instead of ignoring it.

Customer Service: One of the SINCGARS Team's biggest customers is the PM, Tactical Radio Communications Systems. Since forming a SINCGARS Team, the relationship with the PM has dramatically improved. The PM now experiences less frustration while dealing with one performance-oriented team instead of three burdensome directorates. Other satisfied customers included the US Marine Corps and foreign military sales customers. They are delighted with the support provided by the SINCGARS Team and have asked how to "bottle whatever it is the team has got."

The Hurdles

Of course, such benefits do not come easily. Changes of such magnitude arouse feelings of fear, resentment and hostility. The union was adamantly opposed to any such changes. The workers feared the reorganization would result in additional layoffs. Some managers did not appreciate their diminished roles. For teaming to work, management had to ensure that each of these groups, who were initially opposed, would eventually support the change: otherwise the teaming concept was doomed to fail.

Perhaps one of the biggest resistors was the union. In the beginning, the union was invited to participate in all decisions, but the union refused to take part and resisted in every way. Eventually, the union begrudgingly went along with the plan as the work force began accepting it wholeheartedly. Once the workers found teaming successful, the union had no choice but to embrace the restructuring. The teaming effort succeeded because everyone was determined to make it successful.

Once a team was formed, team members had to deal with a myriad of issues such as: How do promotions work? Who evaluates whom? Who approved temporary duty and who is required to go? How is the secretary's time allocated?

One of the most contentious discussions concerned how the employee rating system would work. How could the branch chief who may not be a technical expert in three different areas (engineering, logistics and supply) evaluate someone outside his area of expertise? Members discussed the pros and cons of using a "360-degree evaluation" system. Eventually, it was agreed to leave the conventional system in place. This was not a mandate from management, but a consensus reached by the group.

What Worked

The essential ingredient of success was "communication, communication, communication." This was especially important in overcoming the initial resistance from the work force. The first task was to reassure the employees that the reorganization would not result in a loss of jobs. Once the workers believed this, it was much easier to sell the teaming concept. Management expended much energy to open up all lines of communications in selling the concept. This entailed setting up bulletin boards, E-mails, town hall meetings and newsletters. These measures were effective in assuaging some fears. Once the workers saw the benefits of the team concept, most embraced it. When analyzing productivity, the casual observer would have a hard time distinguishing between a

government employee team or a private business team. Once the non-value-added bureaucratic structures are removed, government agencies can expect to be highly effective. From the worker's perspective, teaming is great because the worker can effectively do a job and see results.

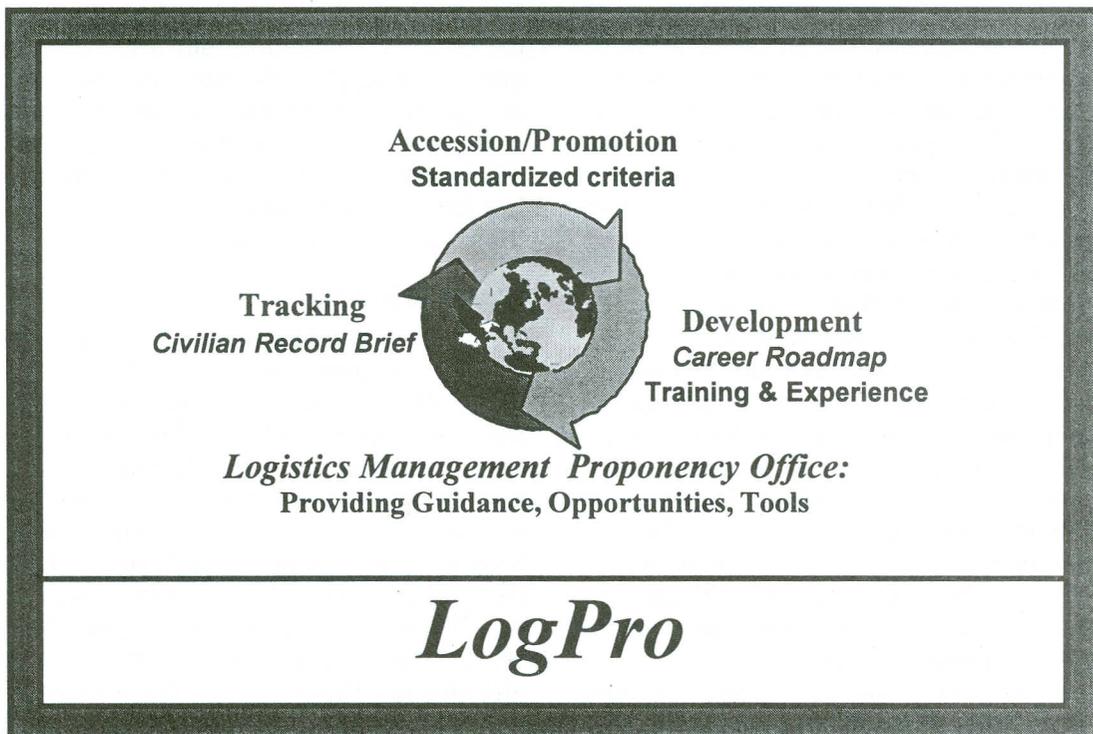
Finally, the first-line supervisors are key to teaming success. Indeed, success or failure rests squarely on the abilities of front-line supervisors. They must have the ability to learn a new way to supervise. They must be coaches and effective motivators. Though the team leader must track many technical details, a successful team leader does not have to be an engineer. The most successful team leaders are the same supervisors who would have been successful in any small unit environment. The effective team leaders have the ability to relay the big picture to the team, so everyone is involved and can make effective decisions.

Teaming is a great concept that can work in many government agencies. Any agency that finds most of its products or outputs are the result of inputs from multiple functions and agencies would probably find teaming effective. The success of the

CECOM LRC is clear. In March 1996, the LRC was named winner of the President's Improvement Prototype Award. The LRC is a government agency close to striking the balance between serving the end user (the soldier in the field) while being responsible with the taxpayers' money. The downsizing of the federal government is going to continue in the foreseeable future, and no agency is safe from cuts. Teaming is an effective way to guard taxpayer money and still deliver valuable products to the front-line soldier on time and in the right amount. Today, many government agencies are targeted to be privatized because they do not add value to the customer as successfully as private companies normally do. Teaming is an effective way for public agencies with shrinking budgets to compete against private companies. Farsighted managers would do well to study the LRC model as they contemplate using teaming in their own agencies.

Scott Shore, Presidential Management Intern, is currently on assignment at the Office of the Deputy Chief of Staff for Logistics in Washington, DC.

Better Management of Civilian Logisticians for Force XXI





Wal-Mart Culture—The Payback

CPT James R. Ryan

Editor's Note: The author recently completed the Army's Training With Industry program in a management position with Wal-Mart Stores Inc., Bentonville, AR. The training involves a one-year tour and a three-year commitment to the Army. CPT Ryan has an answer for previous participants who said that it can take years for the Army to realize the payback of a Quartermaster officer or warrant officer in Training With Industry.

Wal-Mart achieved its present success with a history of outmaneuvering the competition. Wal-Mart is a visionary company that learns from and cherishes its past, but does not live in it.

The following are a few brief highlights of the growth of the number one retailer in the United States. The 1950s and 1960s allowed Wal-Mart's founder, the late Sam Walton, to prove that large discount operations can succeed in small towns.

- **1950**—Walton's 5&10 store in Bentonville, AR.
- **1963**—First Wal-Mart Store in Rogers, AR.

In the 1970s, Wal-Mart Company Incorporated expanded and broke a sales record, leading to Wal-Mart's "Decade of Growth."

- **1970**—Wal-Mart becomes a public company, entering the world of Wall Street. Wal-Mart's 32 stores had sales of \$31 million.
- **1972**—Profit-sharing plan implemented.

The 1980s were a decade of new ventures. SAM'S Clubs and Supercenters became permanent divisions of Wal-Mart.

- **1980**—Over 300 Wal-Mart facilities with sales of \$1.2 billion.
- **1992**—Sam Walton receives the Presidential Medal of Freedom shortly before his death.
- **1993**—Over 2,000 Wal-Mart retail facilities with sales over \$55 billion.

The following are the company's 10 basic principles that define Wal-Mart's corporate culture:

10 Basic Principles

- The customer is always right.
- We are a merchandise-driven company.
- Our people make the difference.
- We communicate with our associates.

- We maintain a strong work ethic.
- Associates are partners.
- Our leaders are also servants.
- Associates are empowered.
- We have integrity in all we do.
- We control our expenses.

Training With Industry Payback

Previous Training With Industry officers found that their utilization tours did not apply to their Training With Industry training. They believed it could take years before the Army saw the payback of their Training With Industry.

While training at Wal-Mart Stores Inc., in distribution, I analyzed the training and its application to the Quartermaster field. I realized that the technical side of the training does not apply directly to military systems, but all other training does apply to the military. As an example, Wal-Mart's three basic beliefs apply to Army missions as well:

- Respect the individual.
- Service to our customer.
- Strive for excellence.

Learning and applying these beliefs will make an employee (or soldier) a better person, and this will contribute to a better organization. These beliefs apply to the military the same as to Wal-Mart.

Wal-Mart believes in "servant leadership." This skill applies throughout the company. During peak seasons, I saw managers and hourly wage associates helping in their local stores or distribution centers. Distribution centers have manager work days, where the managers work side by side with the hourly wage associates.

Teamwork is another skill that Wal-Mart instills in their employees. A distribution center will pull together, as a team, to meet any challenge. Different distribution centers break company records daily. They strive to be the best distribution center in Wal-Mart while striving for excellence every day.

Wal-Mart believes that safety comes first, as does the military. The company has distribution centers where associates have worked over 1.5 million hours without a lost-time accident, which is outstanding.

Training is another major focus for Wal-Mart. Wal-Mart trains new employees and holds refresher



Wal-Mart employees 'walk the plank' in a team-building exercise.

classes for the long-term associates. Wal-Mart keeps on top of new systems and also gives refresher training on the current systems throughout the whole company.

Once a year all distribution training coaches get together to share ideas and techniques. This reminds everyone that they are part of a team. A few of Wal-Mart's training classes include the following:

- *Train The Team(T3)*—T3 is a workshop to help participants select, organize and deliver information to other associates so they can perform their jobs efficiently and effectively.
- *Walton Institute of Retailing II*—The keystone of management development for all divisions, this is the only training program that brings together management from all divisions to learn together. Walton II has provided a catalyst for the unity, communications and team-building between each of the divisions.
- *Basic Life Skills*—As a company, Wal-Mart wants their associates not only to grow in their professional careers, but also in their personal lives. The company's belief is that associates who are happy in their personal lives will be employees who work safely and productively on the job. Each distribution center has the responsibility to seek out resources in local communities that are available to employees.

Wal-Mart's open door policy parallels the military's. Through the open door policy, any employee can see or speak to whomever in the chain of command.

I learned from my Wal-Mart training and will use it in the short- and long-term of my military career. The distribution training objectives taught me

how important service to the customer is. What I have learned might not apply to my utilization assignment, but will benefit me in my future missions as a leader. Where in the military can you so quickly learn to handle profit and loss statements, budget, communications throughout an organization, maintenance costs, the importance of cross-training, overtime, and taking care of your people to satisfy the customer needs? Answer: the Quartermaster Corps.

For more information about Quartermasters in Training With Industry, contact CPT Mark Hamilton at DSN 687-3441 in the Office of the Quartermaster General, Fort Lee, VA.

Professional Development

As the Army continues to draw down, we at the Quartermaster branch, US Army Total Personnel Command (PERSCOM), would like to update Quartermasters about some new changes, developments and trends in the assignment and professional development areas.

One-Time Action

LTC Jeffrey R. Earley, Quartermaster Officer Assignments Branch Chief

Recently the Army Chief of Staff decided upon granting constructive credit to YG83 and older officers who are branch-qualified in accordance with DA Pamphlet 600-3 (Commissioned Officer Professional Development and Utilization) and who have completed Command and Staff College (CSC) through the nonresident correspondence studies program. There were 150 officers Armywide who were awarded full resident credit in lieu of attendance at a resident CSC. This is a **one-time action** instituted to help reduce a backlog of deferred officers waiting to attend CSC. Also, year group CSC selections for all year groups have immediately been cut to 50 percent as a further reduction action. Previous year groups had a high of 60 percent selection rates.

The Army CSC Academic Evaluation Report reflecting resident credit will be placed in the officer's Official Military Personnel File, and graduate entry will be made in Section VI (Military Education) of the Officer Record Brief. Officers granted resident credit are eligible to compete for attendance in the Advanced Military Studies Program at Fort Leavenworth, KS.

Quartermaster Corps officers who have been given constructive credit have been selected for top-notch career-enhancing positions such as battalion executive officer, CSC instructor, Active Component/

Reserve Component advisor, petroleum staff officer with Eighth Army, J4 (Logistics Directorate) logistics staff officer with the US Army Forces Command, support operations officer with a forward support battalion, chief of a division materiel management center, and joint billets in the North Atlantic Treaty Organization. No one has been disadvantaged by completing CSC by corresponding studies and receiving resident constructive credit. Selection for this initiative is an indicator of outstanding potential and ability.

Battalion Command Selection

*MAJ Charles J. Toomey, Lieutenant Colonels
Assignment Officer*

Congratulations to each of the FY97 battalion command selectees. As expected, the competition was tough. Each of the primaries and alternates has reason to be justifiably proud of selection.

This article will explain to those about to face a command selection board a few unknowns about the battalion command selection process and to those who were recently selected, how an assignment officer will work with you in preparing for your command tour.

The Combat Service Support (CSS) Battalion Command Selection Board typically convenes in the first part of the calendar year. Keep an eye out for the military personnel office (MILPO) message, usually distributed three to four months before the board convenes. This autumn, you will receive from your assignment officer a letter identifying you for your eligibility for the upcoming command board. You will also receive a listing of all the functional and multifunctional CSS battalion commands available in the following fiscal year. More specifically, year group (YG) 80 officers and those in YGs 81 and 82 who were below the zone selectees now competing with YG 80 will receive the list of FY98 commands "expected" for fill. I am cautious to point out that this listing is only a snapshot in time because any number of commands could be added to or dropped from the initial list. You will also receive a "fill in the blank" memorandum to be returned to the branch, identifying your desires to compete for battalion command selection.

The categories for competition are due largely in part to your qualifications and the types of identifiers you hold. One option is competing in all categories of command in which you are eligible. For an officer without the F or G identifier, for example, obviously that officer may not compete for fuel or subsistence commands. Other categories that are

available are the functional supply commands and the multifunctional commands. Most commands are multifunctional. There are also a number of garrison commands for lieutenant colonels. These, however, are allocated after the command board adjourns. The number allocated to the Quartermaster branch is determined solely by how well our branch fared on a percentage basis when compared to all other branches. Of course, an officer may decline consideration "without prejudice," meaning that officer may withdraw from competition for the immediate year but maintain eligibility to compete in successive years. On the contrary, an officer who competes for battalion command, is selected and then turns down the command for other than substantiated reasons, such as emergency or medical reasons, is removed from the command list "with prejudice" and never given the opportunity to compete in successive years.

The last portion of the memorandum gives the officer the opportunity to list preferences, if selected for command. This is most useful in the slating process. However, it is not the Army leadership's philosophy to "roundout" a lieutenant colonel command selectee by sending, for example, an officer with a heavy mechanized background to a light unit for command.

Many officers do not understand that the board members only select officers for a particular category. If selected as a principal, an officer may only be selected in a single category. An alternate, however, may be selected in one or all categories. After the board adjourns, the names of all principals and alternates by category go to the CSS division chief for dissemination to the appropriate branch chief. This is where the slating takes place. Note that all multifunctional CSS commands are slated by the Functional Area 90 branch chief. The Army Chief of Staff is the approval authority for the final slate.

The next milestone is the release of the command list, typically 90 to 120 days after the board adjourns. The list has the names of all principals and the categories in which selected. About 30 days after release of this list is the release of the CSS battalion command list for the upcoming fiscal year. Most commands become available in the June-July timeframe of the fiscal year.

If selected as an alternate, the branch is not at liberty to identify your order of merit list (OML) sequence number. However, you should be able to get some indication of "middle, top, or bottom third." If selected as a principal, your assignment officer will begin to work with you to schedule Pre-Command Course dates. The branch is allocated a set number of seats per class. Not everyone will attend when they

desire. Priority will go to those serving in joint assignments because they may attend only after completing a minimum of 22 months in the joint billet. Make sure your chain of command supports your attendance at a particular course before giving your assignment officer the green light to schedule you. Changes are difficult to coordinate.

Two-way Communication, Timelines and Accuracy

MAJ Lamont Woody, Majors Assignment Officer

Within my few months of perspective in the majors assignment desk, several issues about individual career management surfaced. Effective two-way communication, knowledge of individual timelines and accuracy of individual files are crucial to the foundation of professional support and development. These areas require the individual effort of each officer in coordination with your Quartermaster branch team.

Effective Two-way Communication

Communication with the Quartermaster branch needs to occur when coordinating future assignments and schools six months out for the continental United States (CONUS) and eight for outside CONUS (OCONUS), verifying service in a branch-qualifying position, confirming documentation on file for upcoming boards, and rumor control. With honest, timely and realistic information from Quartermaster officers, accommodating family desires, professional development and needs of the Army become achievable. Be up front with joint domicile and Exceptional Family Member Program (EFMP) issues.

Knowledge of Individual Timelines

As the future leaders of the Quartermaster Corps into the 21st Century, each individual officer must spend time analyzing assignment and promotion timelines. A part of monthly counseling, individual timelines for our subordinates' reassignments and future boards must be spelled out. Key areas of the timeline include promotion boards, Advanced Civil Schooling, branch qualification (minimum 12 months), joint service positions (24 to 36 months), Active Component/Reserve Component positions (24 months), permanent change of station, and command and staff college boards. Sources of board information include *Quartermaster Branch Updates*, *The Army Times*, the local military personnel office (MILPO) and the Department of the Army (DA) Board phone line at DSN 221-9340 or (703) 325-9340.

Knowledge of your individual timeline provides a tool to professionally hone your future and the futures of your subordinates. Working out an individual timeline adds to an officer's professional development, provides vision for the chain of command and greatly assists in the assignments process.

Accuracy of Individual Files

During the board and assignments processes, each file is reviewed for accuracy and completeness. This includes the DA photograph, Officer Record Brief (ORB) and Personnel Management System (PERMS) microfiche. Keeping a color photograph, digitized or full length, on file with a current insignia, no older than one year is a good rule of thumb. Update ORB entries at the local MILPO or personnel service battalion frequently. Focus on the current job description, which must be entered at the local MILPO. Double-check the entries a few days later by requesting a deskside ORB from the local MILPO. The most current field updated version has precedence for PERSCOM boards. Never wait until the month of the board. PERSCOM entered the high technology world by replacing all previous file entries with a new optical disk system. I recommend that each officer request a copy of his microfiche to review the new process and double-check entries. To order, send a FAX to DSN 221-5204 or (703) 325-5204 along with your full name, mailing address, social security number and signature. Additional information that requires update includes joint domicile and EFMP status, language skills and changes in requests for command sponsorship. Officers must forward accurate, current individual information to the Quartermaster branch for proper assignment and promotion decisions to occur.

General Career Information

- ⇒ FY96 LTC promotion results: Quartermasters in the zone 58.9 percent; above the zone 2.3 percent and below the zone 8.2 percent.
- ⇒ FY97 LTC promotion board: 7 Feb 97 (Primary Zone YG81/Below the Zone YG82).
- ⇒ Branch-qualifying jobs: Chapter 25, DA Pamphlet 600-3 (Commissioned Officer Professional Development and Utilization).
- ⇒ Major (04) assignments when not in branch-qualifying jobs: Active Component/Reserve Component, Functional Area, Inspector General, Department of the Army/major Army command staff, Training and Doctrine Command, Logistics Executive Development Course/Florida Institute of Technology, and Joint Staff.

- ⇒ Quartermaster branch FAX: DSN 221-2506 or (703) 325-2506.
- ⇒ Permanent Change of Station: CONUS 24 months time on station and OCONUS at date eligible for return from overseas.

Comments are welcomed and communication is encouraged. Call me at DSN 221-8119/8123 or (703) 325-8119/8123. E-mail me at woodyl@hoffman-emh1.army.mil.

ACS, TWI and LEDC/FIT Programs

CPT Samuel L. Russell, Future Readiness Officer

In the first months that I have served as the Future Readiness Officer at the Quartermaster branch, I have fielded many questions about Advanced Civil Schooling (ACS), Training With Industry (TWI) and the Logistics Executive Development Course (LEDC) with follow-on training at the Florida Institute of Technology (FIT). I would like to pass on information about these three programs.

Advanced Civil Schooling

The fully funded ACS program offers selected Quartermaster officers an opportunity to obtain an advanced degree in a discipline directly related to their area of concentration, functional area or skill. The ACS program allows 18 months for degree completion with exceptions to 24 months for more technical programs. Officers may seek a degree in logistics management, petroleum engineering, textile engineering or materials science. Officers interested in obtaining a degree relating to their functional area (FA) (other than FA 90A) should contact their FA manager.

Because ACS is a fully funded program, the Army pays for all tuition costs and fees. Officers who complete ACS incur a service obligation of three days for every one day in school. Also, officers must serve a minimum of three years in an Army Educational Requirements System utilization tour. These positions are normally at the US Army Combined Arms Support Command level. Because of this 3-year requirement following 12 to 18 months of study, timing is critical for placement in the ACS program. The optimum time frame to begin ACS is between an officer's sixth and tenth year of active federal officer service (AFOS).

The selection process for ACS is extremely competitive due to the limited number of slots available in a given fiscal year. ACS selection is based upon an officer's military and academic records. Officers must meet the following criteria for selection:

- ✓ Possess a highly competitive performance file.
- ✓ Successfully complete company command.
- ✓ Graduate from the Combined Arms and Service Staff School (CAS3) before entering the program.
- ✓ Not more than 17 years active federal service (AFS) before entering the program.
- ✓ Obtain a 3.0 undergraduate grade point average (GPA). Officers with below a 3.0 GPA must take a Graduate Record Exam (GRE) or Graduate Management Aptitude Test (GMAT) and score in the top 50 percent.
- ✓ Must meet stabilization requirements:
 - CONUS: at least 24 months at current duty station before entering the program.
 - OCONUS Long Tour: at least 35 months overseas before entering the program.
 - OCONUS Short Tour: at least 12 months overseas before entering the program.

To apply for ACS, officers should complete DA Form 1618-R (Application for Detail as Student Officer in a Civilian Educational Institution or Training With Industry Program) found in the back of AR 621-1 (Training of Military Personnel at Civilian Institutions) in accordance with AR 621-1, 3-4, and submit it to Commander, US Total Army Personnel Command, ATTN: TAPC-OPG-Q, 200 Stovall Street, Alexandria, VA 22332-0416. Officers should ensure their files include an official copy of all college transcripts and a current (less than five years old) GRE or GMAT score. Officers who want to compete for a FY97 ACS slot should submit all required documents before 1 Oct 96.

Training With Industry

The TWI program offers selected Quartermaster officers an opportunity to train in industrial procedures not available through military schools or the civilian university system. This program involves a 10- to 12-month training program with a selected industry followed by a mandatory three years AERS utilization tour at CASCOT levels. TWI participants do not receive an academic degree as a result of training. Like the ACS program, timing is critical for placement in the TWI program. The optimum time frame to begin TWI is between an officer's seventh and tenth year of AFOS.

The selection process for TWI is also extremely competitive because of the limited number of slots available in a given fiscal year. TWI selection is based upon an officer's military records and experience in a given field. The following is a list of industries that participated during FY96:

Ippoliti Inc., Philadelphia, PA	Textiles
Exxon Corporation, Houston, TX	Petroleum
Sun Oil, Philadelphia, PA	Petroleum
SuperValu Inc., Tacoma, WA	Subsistence
Wal-Mart, Bentonville, AR	Supply Distribution
Logistics Management Institute, McClean, VA	Logistics

Officers must meet the same criteria as the ACS program. To apply, officers should complete DA Form 1618-R (found in the back of AR 621-1) in accordance with AR 621-1, 3-4, and submit it to Commander, US Total Army Personnel Command, ATTN: TAPC-OPG-Q, 200 Stovall Street, Alexandria, VA 22332-0416. Also, officers need to submit a resume along with a recommendation from the chain of command. Officers who want to compete for a FY97 TWI slot should submit all required documents before 1 Oct 96.

Logistics Executive Development Course/ Florida Institute of Technology

Selected Quartermaster officers may obtain a master's degree in logistics management through LEDC/FIT, a cooperative degree program. LEDC/FIT has two parts beginning with advanced logistics studies for six months at the Army Logistics Management College (ALMC), Fort Lee, VA, followed by six months of advanced degree studies at FIT. (The FIT portion is not a funded program. Participants are required to pay for tuition, books and associated fees.) LEDC/FIT is considered a permanent change of station move, and officers are assigned to the student detachment at Fort Jackson, SC. Officers may participate in the LEDC portion only and would attend temporary duty enroute to their next duty station.

ALMC offers LEDC twice a year in January and August. The Quartermaster branch is authorized about 12 slots in each class, and competition for each slot is keen. Officers desiring to compete for LEDC slots must meet the following criteria:

- ✓ Possess a highly competitive performance file.
- ✓ Successfully complete company command.
- ✓ Graduate from CAS3 before entering the program.
- ✓ At least 8 years AFOS but no more than 15 years AFS before entering the program.

- ✓ Must have at least three years, preferably five years, "hard core" logistics experience.
- ✓ Obtain a 2.5 GPA for the LEDC portion only and a 2.75 undergraduate GPA to compete for the FIT portion. (Officers with below a 3.0 GPA must take a GRE or GMAT and score in the top 50 percent.)
- ✓ Must meet all stabilization requirements.

To apply for LEDC/FIT, officers should complete DA Form 4187 (Personnel Action), in accordance with AR 621-1, 5-12, and submit it to Commander, US Total Army Personnel Command, ATTN: TAPC-OPG-Q, 200 Stovall Street, Alexandria, VA 22332-0416. Also, officers need to submit two letters of recommendation, one from a colonel (06) or above. Officers should ensure their files include an official copy of all college transcripts and a current (less than five years old) GRE or GMAT score if applicable. Officers should submit all documents at least nine months before the course start date.

For further information, contact me at DSN 221-5645, (703) 325-5645, or E-mail russells@hoffman-emhl.army.mil.

Officer Selection Boards

CPT Charles R. Hamilton, Captains Assignment Officer

In just over a year at the desk and two years at the Department of the Army (DA) Secretariat for Selection Boards, I have put a few hundred officers on assignment instructions and prepared files for captain through major general officer selection boards. I offer the following information to make yourself and your subordinates as competitive as possible.

- Know the dates for **upcoming boards**, PERSCOM publishes a detailed message for DA selection boards three to four months from the convening date of a particular board.
- Ensure that your assignment officer has a minimum of **two each official photographs**. Send them directly to your assignment officer. If you have a board coming up, I recommend that you get an updated photograph. Board members tend to be impressed with current photos.
- Review your **Officer Record Brief (ORB)**. Verify the accuracy of the contents, especially your date of rank and assignment history. The actual signed copy, with your changes in red ink, is sent to the DA Secretariat for your promotion

packet. Make sure your changes are legible. Review your ORB periodically, not just during your birth month.

- **Command is command is command.** For promotion boards, command carries equal weight across the board. Whether table of organization and equipment, table of distribution and allowances or recruiting, board members vote the files based on the potential to the next grade. The key is to do extremely well in command.
- **Bottom Line:** I know it is supposed to go up front. The Officer Evaluation Report is the determining factor for selection to the next grade. Board members focus on the **senior rater's** block check and write-up. The senior rater's narrative has become more critical than ever because of inflation of senior rater profiles. Board members usually are looking for three items in the senior rater narrative—**command, school and promote**—your potential for the next level of command, school and promotion. The next item they review is **the rater potential block**, again looking for command, school and promotion. The rater's narrative block, Part V(c) in most cases, is not read by board members. Your **job description** is key. Ensure that you say exactly what you do, such as how many soldiers you lead, how much property you signed for and who you support.

Promotions: YG94 Lieutenants and FY97 Captains

CPT Jodi L. Horton, Lieutenants Assignment Officer

Most lieutenants in YG94 will be looked at for promotion in Spring 1997. A Department of the Army message will be published approximately 120 days before the board start date providing the specific zones of consideration, and guidance on complete-the-record Officer Evaluation Reports (OERs). Now is the time, however, to begin preparing your records for the selection board.

Three items are critical: microfiche, Officer Record Brief (ORB) and photograph.

- ✓ **Microfiche.** Order your microfiche and then review it. (The FAX numbers are DSN 221-5204 and (703) 325-5204.) Your Officer Basic Course Academic Evaluation Report and all OERs should be on your microfiche and in chronological order. All badges and all schools of 80 hours or more should be on your microfiche. All award certificates should be on hand, either on your microfiche or in your career management indi-

vidual file. Send additions and deletions directly to the Personnel Electronic Records Management System microfiche section. Follow up and ensure that changes are put in your records. The FY96 captains' board scrub revealed a large number of missing supporting documents such as the parachutist, air assault and ranger orders.

- ✓ **Officer Record Brief.** Ensure it is updated and complete. Pay particular attention to assignment history, current duty title, military and civilian education, last OER date and photograph.
- ✓ **Photograph.** Your photograph is extremely important. Do not wait until the last minute to submit it. Ensure it is updated: meaning in color and with your present rank.

Remember, it will be your promotion board. Take the time now to ensure that your records are in order. If you need any assistance, contact me at DSN 221-8123/8119 or (703) 325-8123/8119.

Warrant Officer Management Act

COL Richard W. Crampton, Chief, Warrant Officer Division

Since returning to PERSCOM last summer, I have traveled to Fort Rucker, AL, almost on a monthly basis to address either the Warrant Officer Senior Staff Course or the Aviation Pre-Command Course. One concern, shared by both senior warrant officers and future aviation battalion and brigade commanders, is the current law that requires separation from service for those two times non-select for promotion to CW5. The Total Warrant Officer Study (TWOS) recommended 24 years of warrant officer service for CW4s before mandatory retirement. Congress, due to the downsizing of the Army, I assume, included the current legislation in the Warrant Officer Management Act (WOMA) that is so unpopular to many.

Unfortunately, I cannot report that the law will change before the next promotion board. Indications are strong, however, for some adjustments in the force structure model of different military occupational specialties that will allow greater retention of senior warrant officers. Different options are being considered. The goal is to retain experience and at the same time build for the future.

The Selection Board Process

Promotion and retention boards are instrumental in determining the fate of an officer's career. It is important to know when boards are conducted and

what to do to enhance competitiveness when under consideration by a board.

More than 100 boards are held annually to select officers for promotion, schooling and retention. The following discussion applies primarily to promotion boards, but the procedures are common to all boards.

Approximately 90 days before a board convenes, administrative steps are initiated to prepare for the board. A message is sent to the field announcing the zones of consideration, optional and routine Officer Evaluation Report (OER) procedures, and instruction for submission of letters to the president of the board. A file folder is prepared for each officer under consideration, consisting of the hard copy Department of the Army (DA) photograph, Officer Record Brief (ORB), and Official Military Personnel File (OMPF). The OMPF consists of three microfiche files: Performance, Service and Restricted. The board announcement message identifies which files will be reviewed. Hard copy documents such as letters to the president of the board and paper copy OERs that have been processed but not yet placed on the microfiche, may also be included in the folder.

The Secretary of the Army's Memorandum of Instruction (MOI) has guidance on how the board will be conducted. A copy is provided to each board member. The board recorder, a non-voting member assigned to the DA Secretariat, guides the members through the process and ensures that the MOI is followed.

Files are typically evaluated under the best-qualified method, a numerical scoring system ranging from a high of six to a low of one. (See the Word Picture chart.) Each score may be further strengthened or weakened by placing a plus or minus after it. Pluses cancel minuses and vice versa, but the symbols do not raise or lower the numerical value.

As voting begins, board members review the primary zone (PZ) and the above-the-zone (AZ) files first (no differentiation between the two). Each board member reviews each file independently. A special "blind vote sheet" keeps members from knowing how other members voted. The amount of time spent on each file varies, with some requiring as little as three minutes, while others require a more detailed examination. Once each member has voted on the file, the vote sheet is removed and tallied by the last member. The score is verified by the recorder. (See the Vote Sheet chart.) The process continues until each board member has voted on each file. The data is then compiled into an overall order of merit list (OML).

Officers whose dates of rank place them in the below-the-zone (BZ) category are considered next.

Word Picture

- 6+/- Absolutely Yes
Top Few
Very Top of the Pack
Performed "Tough Jobs"
Exceptionally Well
Definite Select
- 5+/- Yes-High in the Pack
Clearly Ahead of Contemporaries
Performs "Tough Jobs" Well
Must Select
- 4+/- Solid Performer
Qualified and Responsible
Fully Deserves Selection
Should Select
- 3+/- Shows Potential
Inexperienced
Has Not Had the "Tough Jobs"
Will Do Better Next Year
Select If There Is Room

YES

NO

- 2+/- Not Qualified/Needs More Experience
Do Not Select
- 1+/- Bottom of the Pack
Too Many Weaknesses

Vote Sheet

	Vote	Initials
Member 1	5+	
Member 2	4+	
Member 3	4	
Member 4	4	
Member 5	5	
Member 6	6-	
Member 7	/	
Member 8	28	+1
Member 9		
Member 10		

The same procedures used for PZ and AZ deliberation are used to rank the BZ files. Under current law, up to 10 percent of the maximum number of officers recommended for promotion may be BZ selections. (The Warrant Officer Management Act only allows for CW4 and CW5 BZ consideration, not for CW3).

Based on file quality, the board determines a "fully qualified" line above which every record is qualified for selection if sufficient opportunity exists. Next, based on guidance in the MOI on the maximum number of selections allowed, the board will establish a "best qualified" line (also known as the cut line). The files immediately above the cut line are then compared to the BZ files. Those files clearly superior to "in" and "above-the-zone" files are integrated into the list, displacing PZ and AZ files.

In many cases, the MOI specifies military occupational specialty (MOS) level requirements which must be met to satisfy the needs of the Army. The MOS floors are requirements which must be met, and MOS ceilings are levels that cannot be exceeded. Once the cut line is established, the list is reviewed and the final OML is adjusted as necessary to meet MOS requirements. (See the Final Order of Merit List chart.) The final OML is reviewed and verified. Alphabetical select and nonselect rosters are prepared. All OMLs are destroyed after the alphabetical roster is produced.

During the selection process, the board may identify officers whose performance or conduct warrant possible elimination. A majority of the board members must vote in favor of elimination before an officer's name is added to a "show cause" list. The list is reviewed by the DA Deputy Chief of Staff for Personnel (DCSPER) and returned to PERSCOM for initiation of elimination proceedings.

The recommended list, after action report and selection statistics are forwarded to the DA DCSPER and ultimately, the Secretary of the Army. Following the Secretary's approval, the list is prepositioned for worldwide release on a given date. The normal time frame for the results to be announced is 90 days from the adjourn date of the board.

Your responsibility in this process is to ensure your file is up to date. Every officer must strive to keep his file current at all times as if preparing for primary zone considerations. Get a color photograph if you don't already have one, and ensure that your ORB is 100 percent correct. If necessary, make neat pen and ink corrections and submit them through your personnel service company/military personnel office. Finally, review your microfiche. You can request a copy by writing to PERSCOM, ATTN: TAPC-

Final Order of Merit List

Officer	Skill	Vote Total	OML#
Brown	A	36-2	1
Jones	A	35+4	2
Allen	C	35	3
Janson	B(BZ)	34+6	4
Smith	C	34+3	5
Hoffman	C	34	6
Shepard	B	34+1	7
Rogers	B	33	8
Stoval	B	32+2	9
Hayes	C	31	10
Black	C	30+4	11
Wilson	B	28	12

Best Qualified Line

Roberts	C	26+3	13
Lewis	A	26	14
Hughes	A	26-2	15
Clark	C	25	16
Vest	B	24-3	17
Coffin	A	23	18
Harvey	A	18	19

Fully Qualified Line

Brach	A	11-3	20
Jenkins	B	10-5	21

MOI Requirements

Max Select = 12
Max Below Zone = 1

Skill Requirements

A = 3
B = 3
C = 3

MSR-S, 200 Stovall Street, Alexandria, VA 22332-0444. Be sure to include your social security number, address and signature on the request. Also identify any board by which you are being considered to obtain priority processing of your request. Ask for a copy of your restricted microfiche (R-microfiche). Most officers do not have an R-microfiche, but it is important for you to know and to ensure that another officer's documents were not accidentally placed on your microfiche. Selective retirement boards and reduction in force boards see negative contents of the R-microfiche.

In the end, it is up to you to make sure your file is accurate and complete. Be persistent in following up on changes you may have submitted to your OMPF. Only through diligence can you maximize the competitiveness of your file when it is presented to the board.

CW3, CW4, CW5 Promotion Selection Board Hints

CW5 Rufus N. Montgomery, Quartermaster Career Manager, Warrant Officer Division

Before the FY95 Promotion Selection Board, an article on promotion hints was published in a PERSCOM Warrant Officer Division Newsletter. The article was well received and generated much positive feedback from the field, particularly from officers in the primary zone of consideration for promotion. So here it is again:

You will not personally appear before the board: your record will represent you. So, it is very important that the three key items which the board members review are as complete and as accurate as possible, reflecting the "true" you. All assignment officers take great care and effort in reviewing records to ensure that each file is prepared for presentation to the board in its entirety. However, it is up to you to ensure that your Official Military Personnel File (OMPF) is as accurate and complete as possible.

A promotion file packet is prepared for each officer and consists of (1) a hard copy Department of the Army (DA) photograph, (2) an Officer Record Brief (ORB), and (3) a microfiche with Officer Evaluation Reports (OERs). Occasionally, there are hard copy OERs that have been processed but not placed on microfiche and also letters to the president of the board.

- ✓ **Hard copy DA photographs.** A current photograph is a clear indication to the board that the officer truly cares about his appearance. It is the first item that a board member sees when opening your file. The Class A uniform should be prepared in a meticulous manner, and all awards and decorations worn should be clearly identified on the ORB. Although current policy states that DA photographs are good for five years, a high-quality color photograph versus an old back and white one surely enhances the overall quality of the file. For specific information consult AR 640-30 (Photographs for Military Personnel Files), dated 1 Oct 91.
- ✓ **Officer Record Brief.** The ORB should be reviewed to reflect an accurate account of your mili-

tary record. Too often, outdated physical examinations do not match up with height and weight entries on the OER. Somehow as we grow older, we tend to grow taller and add weight. This may cause a board member to question integrity. Carefully review assignment history to ensure that the ORB correctly lists all duty positions. Military and civilian education levels are very important. Current education levels should be reflected.

- ✓ **Microfiche.** OERs are critical and play a very important role in the selection process. The OER will give the board members a snapshot of your duty performance, not only from your last promotion, but also from your very first evaluation. It is your responsibility to ensure that those entries made in Part I through III are correct. Remember, you are only acknowledging that the administrative data is correct. Your duty performance will take care of itself.
- ✓ **Letter to the president of the board.** Letters sent to the board should be precise and to the point. They should be limited to providing only those items of significance to the officer's promotion file. Also, only those letters received from the officer under consideration will be reviewed by the board.

Degree Completion Program for Warrant Officers

Sheryl Carroll, Education Program Manager

Active duty warrant officers are eligible to obtain a baccalaureate or associate degree through the Degree Completion Program (DCP).

Application procedures are detailed in AR 621-1 (Training of Military Personnel at Civilian Institutions), 15 Oct 85. Officers must meet the following prerequisites:

- Be in a voluntary indefinite status or Regular Army (RA).
- Possess a high-quality performance record.
- Be able to fulfill the active duty service obligation (ADSO) incurred for attending schooling before reaching a mandatory release date.
- If other than RA, must enter civilian school programs before attaining 16 years of active federal service.
- If RA, must enter civilian school program before attaining 26 years of active warrant officer service.
- To obtain a bachelor's degree, the normal period of time for schooling will be limited to 12 months or less. Up to 18 months may be authorized on a case-by-case basis.

Officers who have previously completed an associate's degree through the DCP can apply to attend for a baccalaureate degree if they meet the eligibility requirements.

The following information will answer some frequently asked questions:

- If approved, you will incur an ADSO (in accordance with AR 350-100 (Officer Active Duty Service Obligations)) three times the length of schooling. The ADSO starts upon completion or termination of education.
- The DCP is not a funded degree program. You may use the GI Bill, Veteran's Education Assistance Program or your own personal funds.
- It is not available for master's degrees.
- Before submitting your application, contact your career manager to inform him of your intent. Applications are often disapproved because an officer is on permanent change of station (PCS) orders, and the orders take precedence. If a curtailment or foreign service tour extension is required, it is your responsibility to initiate this action and get approval at your installation and PERSCOM.
- Select a university at your current installation or the installation of your next PCS.
- Ensure your academic workload is in accordance with AR 621-1 (Training of Military Personnel at Civilian Institutions), Table 2-1.
- Applications must be received in the Warrant Officer Division at least five months before the start date. Once the application is received, processing time is approximately 45 days. No decision will be made without reviewing your application and career file. You will receive, in writing, approval or disapproval of your application.

Promotions 24-Hour Hotline

PERSCOM's 24-hour hotline has current information on all promotion issues (monthly promotions, upcoming promotion selection boards, and release of pending promotion selection lists). The telephone number is DSN 221-9340 or (703) 325-9340. The hotline is updated almost on a daily basis.

Top Questions Asked by Warrant Officers

*CW4 Lee D. Brush, Ordnance Career Manager,
Warrant Officer Division*

Q: When do I receive voluntary indefinite (VI) status?

A: Warrant officers appointed before 1 Jan 94 must accept or decline VI status at the CW2 promotion point. Your personnel service company has a standard memorandum that you must initial and sign. If you decline VI, you will be separated at the end of your initial obligation. If you accept VI, it becomes effective the day after your initial obligation ends. You incur a one-year active duty service obligation for accepting VI.

Warrant officers appointed after 1 Jan 94 are not offered VI at the CW2 promotion point. Your records will be reviewed by a selection board in the fourth year of warrant officer service. This is a recent change and will be used as a quantitative and qualitative tool to ensure a high quality and properly balanced force.

Q: When do I get commissioned?

A: Warrant officers are commissioned at the CW2 promotion point. The day of your promotion, you need to execute an Oath of Office—Military Personnel (DA Form 71) administered by a commissioned officer or commissioned warrant officer. Be sure you mark the Reserve Commissioned Officer block on the form. Acceptance of promotion to CW2 is also acceptance of commissioning. Commissioning is not optional, you must execute the oath of office only once.

Q: When can I integrate to the Regular Army (RA)?

A: Warrant officers appointed after 1 Oct 87 must integrate to the RA at the CW3 promotion point. The RA order is published a few weeks after the promotion board results are released. The RA order lists all other than RA officers selected for promotion to CW3. You may execute an Oath of Office (DA Form 71) at any time after the RA order is published, but no later than your effective date of promotion to CW3. Failure to complete and forward the oath could cause you to be revoked from the RA order due to abandonment. If you decline RA, you will be separated within 90 days of the declination.

Warrant officers appointed before 1 Oct 87 may decline RA and remain on active duty until they reach 20 years of active federal service (AFS). If you are already over 20 years of AFS and decline RA, you will be separated at the end of your two-year active duty service obligation for promotion.

A note of caution, there is no recourse if you decline RA. RA integration is offered when selected for promotion to CW3. If you decline, there is no mechanism in place for you to request integration at a later date.

Q: I am a CW2 who will reach 20 years of AFS before I am considered for CW3 and RA integration. Must I leave the service at 20 years because I am not RA?

A: No. Warrant officers who reach 20 years of AFS and have not been considered for promotion to CW3 will be allowed to remain on active duty. You have two opportunities to be considered for CW3 before being released. You must retire or be released on the first day of the seventh month following the signing of the promotion list by the Secretary of the Army if twice not selected for promotion.

Q: You just told me I am on assignment to a new location. I don't want to move. What are my options?

A: If you have at least 19 years and 6 months of AFS, you may elect to retire instead of permanent change of station (PCS). You must make the decision within 30 days of notification and retire within 6 months. If you are not retirement eligible, you may resign instead of PCS.

Enlisted Quartermaster Issues Exceptional Family Members

*SSG James M. Moore, Professional Development
NCO, Career Management Field 77*

The Exceptional Family Member Program is based on Public Law 94-142. Soldiers with family members who need special medical/educational care must enroll in the program through their local medical treatment facility. The sponsor and the attending medical or educational specialist completes the enrollment forms. Soldiers must re-enroll in the program every three years. The Quartermaster branch submits a coordination sheet to the Special Actions Branch to ensure that services are available before placing the enrolled soldier on assignment. The turnaround times for these coordination sheets vary, depending on the area. The approximate processing times are as follows:

Europe	30 Days
Panama	30 Days
Alaska	10 Days
Hawaii	10 Days
CONUS	3 Days

If services are not available, an alternate or unaccompanied tour may be served. Request for deletion of assignment will not be granted solely because services are not available.

Married Army Couples Program (MACP)

The process for assignment of married Army couples is outlined in AR 614-200 (Selection of Enlisted Soldiers for Training and Assignment), Chapter 3, Section V. A soldier married to another service member may enroll in the program through the unit Personnel and Administration Center. Enrollment in the program guarantees that both soldiers will be considered for a joint domicile assignment, but this does not guarantee that both soldiers will be assigned together. Both soldiers must enroll in the program. Favorable consideration for a joint domicile request depends on a number of factors:

- Requested installation authorized both soldiers' military occupational specialties (MOSs).
- A valid need at the requested installation for both MOSs.
- Soldier is eligible for a permanent change of station (PCS) move.
- Career progression.

A soldier stationed at a continental US (CONUS) installation may request a permissive reassignment to establish a joint domicile, if he or she has more than 12 months time on station but less than 24 months time on station. The requesting soldier must also have sufficient service, or be qualified to reenlist or extend to complete 12 months at the gaining command. Soldiers stationed at an installation outside CONUS (OCONUS) may only request a permissive reassignment to another OCONUS location that is located intratheater. This is a permissive reassignment, and soldiers must relocate and move household goods at their expense.

Soldiers on assignment for Korea may request for their spouses to also PCS to Korea. If this request is approved, the soldiers will serve a 12-month tour for tour equity. This assignment will only guarantee both soldiers an assignment for Korea. There is no guarantee that the soldiers will be assigned together. Soldiers requesting a pinpoint joint domicile assignment to Korea must submit a DA Form 4787-R (Reassignment Processing) at their losing commands. The 8th PERSCOM in Korea is the approving authority for all joint domicile requests to Korea. If this request is approved, the soldiers will serve a 24-month tour.

The Quartermaster career branch supports the MACP and works very hard to ensure that the soldiers enrolled in the program stay together. Occasionally, we are not able to approve a joint domicile if one of the following takes place:

- One of the soldiers is not enrolled in the program.
- One of the soldiers reenlists or voluntarily leaves a joint domicile.
- The requested installation is not authorized that MOS/grade.

Homebase/Advance Assignments

Regulatory guidance for the Homebase/Advance Assignment Program (HAAP) can be found in AR 614-200 (Selection of Enlisted Soldiers for Training and Assignment), Chapter 2, Section VIII. The only enlisted soldiers authorized to participate in the program are sergeants through master sergeants assigned to a 12-month dependent-restricted tour. HAAPs will not be given to soldiers who elect to serve an "all others" tour when assigned accompanied tour areas. Participation in the program is optional. Soldiers participating in the program are notified of their homebases or advance assignments before departing their present duty station. However, the soldiers who desire not to participate in the program will do so at their levy briefing, and their PCS orders will reflect this choice.

Homebase assignments have the enlisted soldier return to the same installation upon completion of a 12-month dependent-restricted tour. Advance assignments have the enlisted soldier return to a new duty station upon completion of a 12-month dependent-restricted tour. Soldiers with the special qualification identifier P (parachutist) are provided HAAP assignments to installations that are authorized parachutists, unless the installation is overstrength or the soldier declines airborne status. When soldiers extend their foreign service tours, PERSCOM may change or cancel the original HAAP assignments. The Quartermaster branch attempts to honor all HAAP assignments. However, changes in assignments are sometimes necessary to meet the Army's needs. Changes in HAAP assignments are most often caused by changes in authorizations at the gaining command. When this occurs, PERSCOM offers the soldier three available locations. Soldiers on assignment to a 12-month dependent-restricted tour may request to change their HAAP by submitting a DA Form 4187 (Personnel Action) and/or calling their career branch.

Top Questions Asked by Enlisted Soldiers in the Field

SFC Kerry M. Taylor, Professional Development NCO, 92Y (Supply Specialist)

Q: Why is it so hard to reach my branch on the phone?

A: The Quartermaster branch telephone system is based on a call-waiting system. If you get a constant ring, it is because we are on the telephone with another soldier. If you get a busy signal, it is because all lines are busy. So, when the telephone rings, hang in there. We will get to you as soon as we can, honest.

Q: What are the prospects of getting enrolled in the Standard Property Book System-Redesign (SPBS-R) course?

A: Currently all classes for the SPBS-R course are full until January 1997. This course is filled by soldiers calling in requesting the course, submitting a DA Form 4187 (Personnel Action) or if the assignment requires the G3 identifier.

Q: What are the projections for promotions to sergeant (SGT)/staff sergeant (SSG) in the upcoming year?

A: Current projections are based on strengths, current promotion standings and money. To be eligible for promotion to SGT, having a CUTOFF score of at least 650 or better and to SSG 750 or better.

Q: What is the current Quartermaster policy for Basic Noncommissioned Officer Course (BNCOC) enrollment?

A: Currently all 92Y20s who will be scheduled for BNCOC in the future must be promotable. If you are a nonpromotable SGT, you will remain scheduled for BNCOC. It is the belief that the promotable SGTs need BNCOC first in order to pin on SSG.

Q: Who are the assignment managers at PERSCOM?

A: Ms. Brown handles the 92Y10s. Her number is DSN 221-8355 or (703) 325-8355. Mr. Smith handles 92Y2/3s. His number is DSN 221-8403 or (703) 325-8403. Mr. Camarillo handles the 92Y3(P)7/8s. His number is DSN 221-6101 or (703) 325-6101. Their work hours differ, so please call them to find out their hours.

Q: How does the Homebase/Advance Assignment Program (HAAP) work?

A: Initially the HAAP system is geared for NCOs. The HAAP program guarantees dependent travel to a designated location at government expense while the NCO is on an unaccompanied tour. Although an NCO can elect a return assignment, sometimes it cannot be honored. This could occur because of new strength figures at the HAAP assignment, base clo-

tures and drawdowns, just to name a few reasons. It is imperative that the NCO call the assignment manager when the soldier has three months time-on-station (TOS). (Also see the previous HAAP article in this section.)

Q: What are the prerequisites for recruiter duty?

A: The requirements are as follows: 1) general testing (GT) score of 110 or higher or GT and skill testing of 100 or higher; 2) be between the ages of 21 and 35 at selection and 39 years old for SSGs and SFCs; 3) SGTs are authorized two dependents, SGTs(P) three dependents, SSGs five dependents and SFCs six dependents. (This factor is based on the NCO's financial status.); 4) high school graduation diploma or general education development (GED) with one year of college; 5) meet the height/weight requirements in AR 600-9 (The Army Weight Control Program) (no waiver); 6) TOS at least 24 months; 7) not a sole parent (no waiver); and 8) not reclassified within the past year.

Q: How are Married Army Couples Program (MACP) soldiers' assignments established?

A: First and foremost, the main objective is to keep the soldiers assigned to the same installation. There are cases where soldiers have been assigned to different locations but these are rare. I would recommend that any soldiers planning marriage get in touch with their branch managers to see if they are on assignment or if they are getting close to being in the window for assignments. Do not reenlist hoping that it will ensure that the other spouse will follow. Reenlisting before coordinating with your branch is a violation of the MACP agreement. (See the previous MACP article in this section.)

Q: Why am I on orders?

A: There are a number of reasons why soldiers are placed on assignment instructions. TOS can constitute a permanent change of station move. Normal TOS for an overseas assignment is 24 months, while a CONUS to CONUS move constitutes 48 months TOS.

Quartermaster Corps Purpose and Mission

Quartermaster Corps Purpose

Arrange for or provide supplies, materiel management, distribution, procurement and field services to support and sustain soldiers, units and their equipment in peace and war.

Mission

Arrange for or provide in peace and war:

- Major end items, repair parts, rations, water, petroleum, individual and organizational clothing and equipment, personal demand items, storage and distribution of maps, fortification and barrier material and materiel to support military and nonmilitary programs.

- Field services including laundry and shower, fabric repair, mortuary affairs, classification, reclamation, salvage and property disposal.
- Parachute packing, maintenance, and aerial delivery.
- Training and professional development of Active Army, Reserve Component and civilian personnel in proponent and common skill areas.
- Doctrine, systems, and force integration to include research, development and acquisition in proponent areas.
- Post exchange and commissary support.

Quartermaster Assessment

The Quartermaster Functional Area Assessment (FAA) gave Army leadership at the Pentagon a report on the health of the Quartermaster Corps in the areas of doctrine, training, leader development, organization, materiel and soldiers. The Quartermaster General, Major General Robert K. Guest, briefed the *Quartermaster Vision* to the Army Vice Chief of Staff and senior leaders on 29 Mar 96 before the FAA report. Major General Guest emphasized the need to fix petroleum shortfalls, equip early entry Quartermaster units and keep modernization of Quartermaster units on track. The Chief of the Supply and Services Branch, Logistics Concepts Directorate, US Army Combined Arms Support Command (USACASCOM), then briefed a detailed FAA. The following is a brief synopsis of the FAA by major areas:

✓ *Soldiers:*

- The only remaining personnel issue from the Quartermaster Functional Review 22 Feb 96 to the Deputy Chief of Staff for Personnel (DCSPER) was the issue of readiness for the 77F (Petroleum Supply Specialist). An increase in requirements for more than 2,000 soldiers in the 77F military occupational specialty (MOS) during the next two years caused concern about the Army's ability to meet the 77F accession demand. This situation was caused by failure of a 1989-approved "predominant MOS" test in US Army, Europe, and Fort Hood, TX, and force structure increases in 77F strength. The DCSPER and US Army Recruiting Command are working several initiatives to resolve these shortfalls.

✓ *Organization:*

- One of the most pervasive issues for the Quartermaster Corps is having the highest number of force structure additions in the Army that are required but unresourced. The largest shortfalls are in petroleum, field services, and mortuary affairs. The unanimous consensus was to support the full implementation of force structure additions and also the recommended funding increases.
- Contingency contracting is another area of considerable concern, particularly in most recent deployments. Presently, temporary organizations

are created after deployment to perform contracting functions, and this leads to duplication of effort and competition for resources in theater. The consensus was that the new Theater Support Command (TSC) concept would formalize this requirement and provide the capability to perform the contracting mission. The USACASCOM and the US Army Quartermaster Center and School (USAQMC&S) were encouraged to continue to work and develop the TSC concept based on input from the worldwide staffing.

- The USAQMC&S continues to develop modular petroleum, water, and supply units at echelons above division. This method of design focuses on creating more deployable, tailorable and capable Quartermaster organizations to support contingency operations.

✓ *Doctrine:*

- The USAQMC&S faces a significant challenge in overcoming the 10 man-year backlog in doctrinal field manuals (FMs). Several ongoing initiatives will help develop the required FMs, such as digitized FMs, publications on CD-ROM and FM consolidation.
- The Army no longer has a Low Altitude Delivery capability. The USAQMC&S is concerned because 10-12 percent of all supplies in theater are delivered by air. Also, new equipment is not being certified for the Low Altitude Parachute Extraction System (LAPES) and the US Air Force no longer trains on LAPES. This void in the Quartermaster distribution system must be addressed. The US Army Training and Doctrine Command (TRADOC) has been tasked to relook this issue, with support from the USAQMC&S.
- Initiatives in the areas of Tactical Field Exchange, water support, organizational clothing and individual equipment, map distribution and field feeding were well received. After the FAA briefing, the Army Vice Chief of Staff and other senior leaders toured various displays such as tents, showers, heaters, rations, CD-ROM and the Unit Level Logistics System (ULLS)-S4 instruction.

✓ *Training:*

- Shortfalls exist in the 92A (Automated Logistical Specialist) and 92Y (Unit Supply Specialist)

course lengths. Due to fielding new software systems such as ULLS-Ground and ULLS-S4 and also combining several MOSs that impact the 92A, producing trained soldiers with the current course lengths has become increasingly difficult. The bottom line: one additional week required in both courses as well as an increase in instructors and equipment. The TRADOC has been assigned as the lead on this issue, with support from the USAQMC&S.

- The current Army Oil Analysis Program (AOAP) laboratory structure is inadequate to support force projection operations. The current structure is based on peacetime installation requirements. Therefore, temporary, tailored arrangements must be made for early deployment requirements. The USAQMC&S will continue to pursue options in an early entry AOAP capability to include training 77L (Petroleum Laboratory Specialist) soldiers to perform oil analysis and possibly including an AOAP capability in the next generation of mobile petroleum laboratories
- Army leadership showed considerable interest in the USAQMC&S's Classroom XXI initiatives that include the video Teletraining Network (TNET) and interactive CD-ROM instruction. Interactive CD-ROMs offer tremendous computerized training potential and savings, particularly in the Reserve Component.

✓ *Leader Development:*

- Quartermasters need to develop a materiel managers' course to give leaders a better understanding of the new technologies and how the various Standard Army Management Information Systems interrelate on the modern battlefield. The emergence of battlefield distribution and velocity management principles make this particularly important. The USAQMC&S will continue to pursue establishing this course.
- Log Warrior training also interested FAA participants. This four-day/three-night scenario-driven field training exercise (FTX) requires advanced individual training, Basic Noncommissioned Officer Course, Advanced Noncommissioned Officer Course, and Officer Basic Course soldiers to demonstrate their technical and tactical skills together in a real-world environment. Funding was cut for this FTX, but the USAQMC&S continues to conduct the collective training "out of hide." Log Warrior's goal is for every soldier to leave Fort Lee confident and ready to contribute to any unit in the Army.

✓ *Materiel:*

- The USAQMC&S highlighted the need for funding key equipment necessary to achieve future Quartermaster requirements. Major systems to meet force projection requirements include the Rough Terrain Container Handler, All Terrain Lifter Army System (ATLAS), refrigeration containers, 5,000-gallon petroleum tankers, and the Inland Petroleum Distribution System.
- The ULLS-S4 was emphasized as such a key automation system for Force XXI that fielding should be accelerated. The Deputy Chief of Staff for Logistics (DCSLOG) indicated that the Army is already accelerating the fielding of ULLS-S4 and considering accelerating the fielding of Aviation ULLS.
- Several ongoing initiatives to improve field services were briefed. These included waste disposal, shower and laundry capability and tentage, and a special focus on early entry operations.
- The following Quartermaster modernization priorities were briefed: Force Provider, Laundry Advanced System, Advanced Aviation Forward Area Refueling System, 1,500-Gallon Per Hour Reverse Osmosis Water Purification Unit, ATLAS, containerized kitchen, family of latrines, and the 60,000-Pound Airdrop System. Continued funding of these high-payoff modernization projects was emphasized. Discussion of Force Provider generated a requirement to compare its cost with similar contractor support. (See the article in this edition of the *Quartermaster Professional Bulletin* on deploying Force Provider to Bosnia-Herzegovina for peacekeeping operations.)

Quartermaster Video Teletraining

The USAQMC&S now can transmit and receive two-way audio and video programs over a newly installed video teletraining network (TNET). The hardware is in the new Noncommissioned Officer Academy academic training facility at Fort Lee, VA. Several training department classrooms are currently being linked electronically to the TNET site. Eventually the USAQMC&S plans the capability of broadcasting Quartermaster training from any facility at Fort Lee to any other site with a TNET down link. Instructor training on the TNET began in May 1996. Courseware will be converted to a distance learning format as needed. Distance learning is the wave of the future, and the USAQMC&S is always looking for new ways to support Quartermaster training require-

ments. Dr. William L. Kelley, Director of Instruction, at DSN 687-3215 or (804) 734-3215 requests input from the field on desired training programs.

Water Purification Video

A video is being developed for both the field and the USAQMC&S that addresses a variety of unique problems associated with coastal operations. The video on coastal water purification will provide procedures to overcome operational difficulties at various sites. The video is scheduled for release 2d Quarter, FY97. For further information from the USACASCOM Training Directorate-Quartermaster, contact SFC Yenkevich at DSN 687-5894 or (804) 734-5894.

Update on Prime Vendor

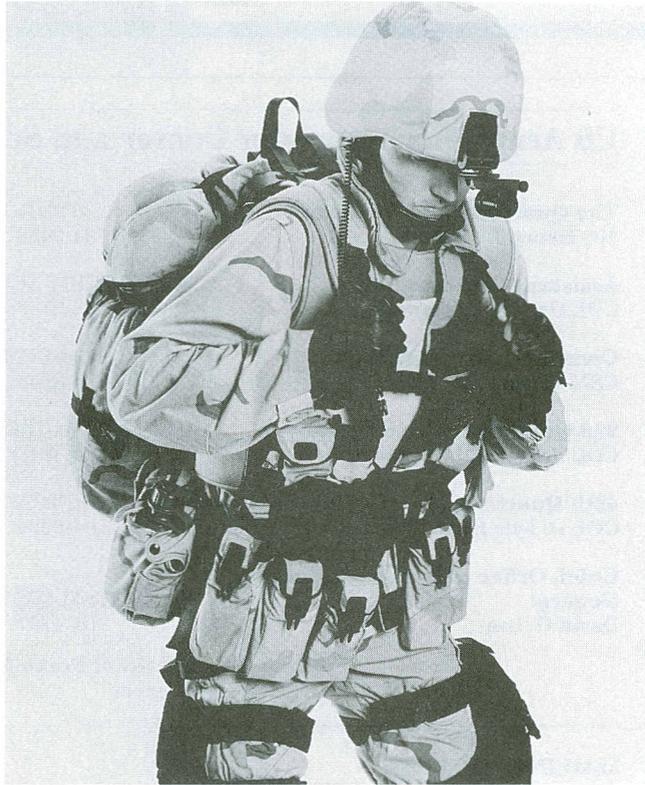
Deployment of the subsistence prime vendor is continuing across the continental US this fiscal year. Managers who have converted to prime vendor support already are enthusiastic about the quality of food provided, vendor support, response time and the availability of new commercial items. The Army continues to evaluate use of pre-prepared items, vendor training and recipes, customer conferences and pricing methods. On-site training at each installation eases the transition. The Army's prime vendor team is a part of the Army Center of Excellence, Subsistence at Fort Lee, VA.

AFFS-F Equipment

Fielding of Army Field Feeding System-Future (AFFS-F) equipment started in June 1996 and will continue through July 1997. Because of problems with the axles, the high mobility trailer (HMT) will NOT be fielded at this time. Rather than delay fielding of other equipment, the rest of the AFFS-F equipment will be fielded as scheduled, and the HMT will be deployed as soon as problems are resolved. Messages providing food advisory personnel with alternative methods of transporting rations, camouflage and soldier's personal equipment went to the field in May 1996.

Quartermaster Home Page

A Quartermaster Home Page is now available on the Internet/World Wide Web. To access, point the browser to this Universal Resource Location (URL)—<http://lee-dns1.army.mil/quartermaster>. For more information, phone the USAQMC&S Automation Office at (804) 734-4355/5822 or DSN 687-4355/5822.



Land Warrior Prototype

Land Warrior, the first integrated system that equips soldiers for the digital battlefield of the 21st Century, will be fielded by 4th Quarter, FY2000 by Army developers and private contractors. Designed to enhance warfighting by the individual soldier, Land Warrior relies on these five subsystems: computer/radio, protective clothing/individual equipment, software, integrated helmet assembly and weapon system.

The computer/radio subsystem consists of a computer, soldier radio, squad radio, Global Positioning System and video capture. Protective clothing includes modular body armor; combat identification; and chemical/biological garments, gloves and boots. The integrated helmet assembly subsystem includes an image intensifier with flat panel display, laser detectors, ballistic laser eye protection, and a chemical/biological mask. Among components in the weapon subsystem are a laser rangefinder, thermal weapons sight, digital compass, wiring harness, video camera, modular weapons system, and laser aiming light. The US Army Soldier Systems Command, Natick, MA, and the Army Infantry School are responsible for the new development strategy.

Directory – Points of Contact

US Army Quartermaster Center and School

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

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Submit articles in typewritten (or near letter quality), double-spaced drafts consisting of no more than 12 pages. Articles may also be submitted on 3 1/2-inch disk in most common word processing software as well as ASCII format (Microsoft Word for Windows preferred). Hard copy must be included. Please tape captions to any photographs or diagrams included.

QUARTERMASTER HOTLINE:

The Quartermaster HOTLINE collects immediate feedback from the field on issues such as doctrine, training, personnel proponency, and Quartermaster equipment development with a 24-hour telephone answering service. The Office of the Quartermaster General records incoming calls after normal duty hours and responds to the caller the next duty day. DSN: 687-3767, Commercial: (804) 734-3767. Collect calls cannot be accepted.

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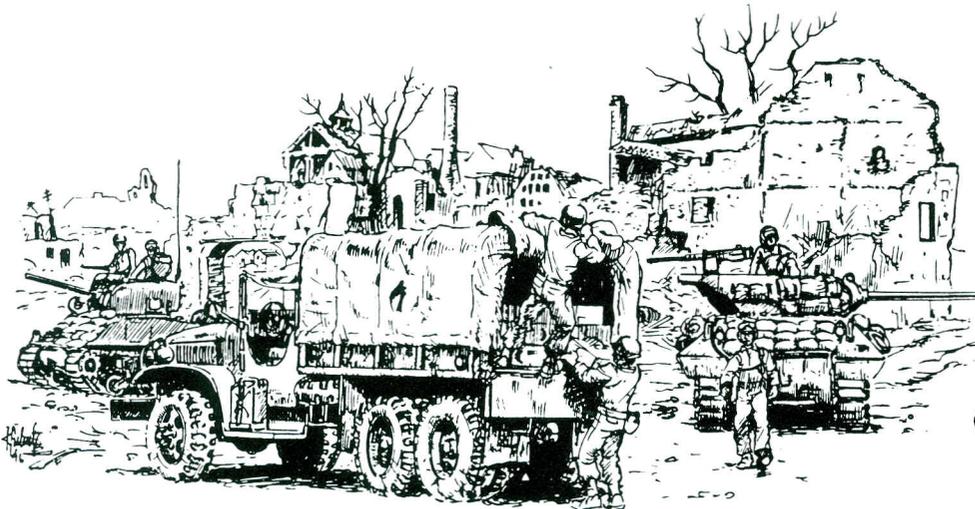
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3rd Support Battalion

Constituted 12 November 1917 in the Regular Army as the Motor Supply Train, 3rd Division and organized 21 November 1917 at Fort Sam Houston, Texas.

Reorganized and redesignated 10 January 1918 as the 3rd Supply Train, an element of the 3rd Division.

Reorganized and redesignated 26 March 1921 as the 3rd Division Train, Quartermaster Corps.

Reorganized and redesignated 23 March 1925 as the 3rd Division Quartermaster Train.

Inactivated (less 9th and 10th Motor Transport Companies) 30 June 1931 at Fort Lewis, Washington.

Redesignated 1 May 1936 as the 3rd Quartermaster Regiment, an element of the 3rd Division; Headquarters and Headquarters Company and Company C concurrently activated at Fort Lewis, Washington; 9th and 10th Motor Transport Companies redesignated as Companies A and B, respectively; 48th and 49th Motor Repair Sections (both activated 28 July 1930 at Fort Mason, California) consolidated as Company E.

Headquarters and Headquarters Company and Companies A, B, and E reorganized and redesignated 27 October 1939 as the 3rd Quartermaster Battalion, an element of the 3rd Division (Company C - hereafter separate lineage).

Reorganized and redesignated 27 September 1942 as the 3rd Quartermaster Company, an element of the 3rd Infantry Division (less Ordnance Maintenance Platoon, Headquarters Company - hereafter separate lineage).

Reorganized and redesignated 20 March 1963 as Headquarters and Headquarters Company, 3rd Supply and Transport Battalion, an element of the 3rd Infantry Division (organic elements concurrently constituted and activated).

Reorganized and redesignated 15 May 1985 as Headquarters and Headquarters Detachment, 1st Forward Support Battalion, 3rd Infantry Division (Mechanized).

Redesignated 1 May 1987 as Headquarters and Headquarters Detachment, 3rd Support Battalion in Germany.

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