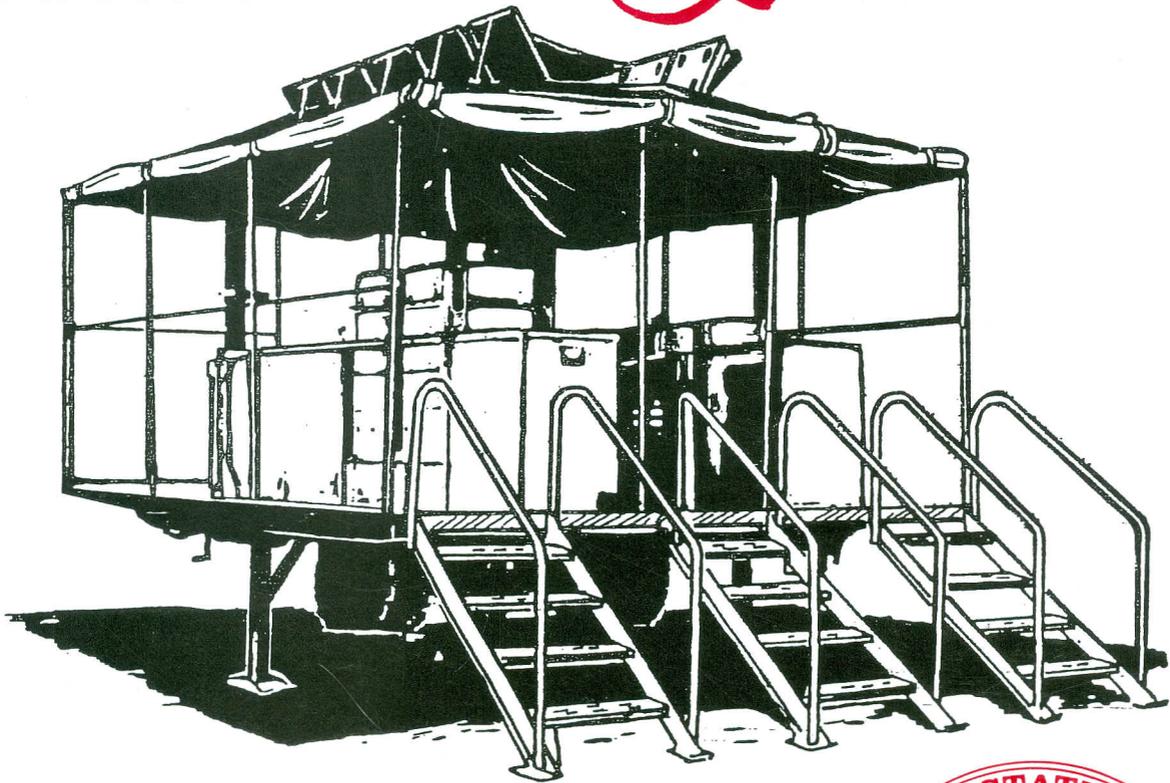


# Quartermaster

PROFESSIONAL BULLETIN  
SUMMER 1997  
PB 10-97-2

*SUPPORTING VICTORY*

**One of every  
five  
Quartermasters  
is a cook.**





## *From The Quartermaster General*



*Major General James M. Wright*

***"I am Quartermaster, I am proud"*** and proud I am to be the 45th Quartermaster General. I am equally proud to assume the duties of the Commander, US Army Quartermaster Center and School and Deputy Commander, US Army Combined Arms Support Command. I am very pleased to fall in with your ranks and join this winning team.

I want to thank the 44th Quartermaster General, Major General Henry T. "Tom" Glisson for a warm welcome to Fort Lee, a smooth transition into this job and, most importantly, for his leadership of our Corps for the last year. His contributions to our Corps will be felt well into the 21st Century. Best wishes to him in his new job as Director of the Defense Logistics Agency and congratulations on his nomination by the President for a third star.

I have come to the Home of the Quartermaster Corps from duties in Europe as the Commander of the 21st Theater Army Area Command. The focus of our mission in Europe has been *Operation Joint Endeavor*. I want you to know that throughout the Balkans—throughout Hungary, Bosnia, Herzegovina, Croatia and the former Yugoslavia—Quartermaster soldiers are making the difference in supporting the US-led coalition forces of the North Atlantic Treaty Organization that have brought peace to that region. Although the combat forces have been busy bringing stability to these nations, the workhorses of the effort have been combat service support forces, in general, and Quartermasters, in particular.

Think about the high-profile missions and functions—such as battlefield distribution and velocity management to name a couple—and it is Quartermaster soldiers and leaders at the helm. We are purifying water and providing rations, repair parts, showers, clothing repair and, unfortunately, as the need arises, we are there to perform our mortuary affairs mission as well. In all of these functional operations, Quartermas-

ters are creating innovative solutions to tough logistics problems and setting an azimuth for new ways to do business in the 21st Century. Indeed, we are making a difference in that mission and many more throughout the world. This contribution to the defense of freedom should make you all very proud to be Quartermasters.

Thirty-one years ago in July, I was graduated from the Quartermaster Officer Candidate School, the first since World War II, and was commissioned a second lieutenant. I have returned to my roots.

I am extremely pleased to be The Quartermaster General, humble to count myself in your ranks, and looking forward to visiting our great Quartermaster soldiers in the field.

*Major General James M. Wright, 45th US Army Quartermaster General, has held numerous command and staff positions. His previous assignments include Commander, 21st Theater Army Area Command, Germany; Deputy Chief of Staff, Logistics, United States Army, Europe, and Seventh Army and also Director of Logistics, Controller Staff, Exercise Atlantic Resolve '94; Director of Plans and Operations for the Deputy Chief of Staff, Logistics, United States Army; Commander, 1st Corps Support Command (COSCOM), XVIII Airborne Corps; Commander and Assistant Division Commander, Division Support Command, 7th Infantry Division (Light); Chief of Staff and later Deputy Commander, 1st COSCOM; Commander, 426th Supply and Service Battalion, 101st Airborne Division (Air Assault); Commander, Special Troops Battalion, 1st COSCOM; Commander, Logistical Support Unit, Multinational Force and Observers, Sinai; S1 (Logistics) Advisor, Advisory Team 25, United States Military Assistance Command, Vietnam; Commander, 25th General Supply Company, 95th Supply and Service Battalion, 3d Support Brigade, United States Army, Europe, and Seventh Army.*

# Quartermaster

PROFESSIONAL BULLETIN



**The Quartermaster General**  
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## Supporting Victory

**2 New Leadership, Continuing Initiatives**  
Command Sergeant Major Larry W. Gammon

**SPECIAL SECTION: One of every five Quartermasters is a cook.**

- 3 Professional Dialogue**  
**Food for Thought From the Army Food Advisor — Subject Matter Experts Make the Right Things Happen**  
CW5 Samuel P. Galloway
- 4 Training Food Service Specialists in Field Operations**  
CW4 Dennis C. McNece
- 7 Philip A. Connelly Awards for Excellence in Army Food Service**
- 8 Culinary Olympics Season Army Cooks**
- 12 USACAT — Go for the Gold!**
- 16 Army Culinary Career**
- 18 Future Plans for USACAT — Culinary World Cup 1998 and Culinary Olympics 2000**
- 19 Food Service Logician — LTG John D. McLaughlin**
- 20 US Army Culinary Program — Questions and Answers**
- 22 Battalion/Task Force Logistics**  
CPT Daniel Kratz
- 28 NBC Operations — Communications Is the Key**  
CPT Robert E. Burks
- 30 'HAKUNA MATATA' — Supporting Special Operations in Kenya**  
CPT Todd H. Guggisberg
- 33 'Mercenary' Logistics and Today's Military Operations**  
CPT Derell M. Bibbs                      CPT Lawrence D. Bryan IV  
CAPT Richard De Guzman            CPT Timothy M. Gilhool  
LT Jeffrey W. Johnson
- 36 Planning and Distributing Battlefield Class IV**  
MAJ Edgar R. Segura                  CPT Fatina F. Little  
CPT Troy T. Schulz                    CPT Steven J. Sparling  
LT Charles Andrew Dunford Jr.    LT Dennis E. Wedding

**FRONT COVER:** MSG Richard L. Mutz, Quartermaster assigned to the Army Center of Excellence, Subsistence, US Army Quartermaster Center and School, Fort Lee, VA, designed the cover for this edition. He also served as the subject matter expert for the special section on training Food Service Specialists.

- 39 Safety**
- 41 Professional Readings**
- 42 Civilian Supply and Services Personnel**
- 45 Total Force**
- 47 Career News**
- 60 Quartermaster Update**
- 63 Directory**

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## *New Leadership, Continuing Initiatives*

*Command Sergeant Major Larry W. Gammon*

I would like to farewell and welcome some great Quartermasters. First, I bid farewell to Major General Henry T. Glisson, who has been nominated for promotion to lieutenant general and has moved to the Defense Logistics Agency, Fort Belvoir, VA, to assume leadership of that very large organization. Major General Glisson did an outstanding job the year he was at the US Army Quartermaster Center and School, Fort Lee, VA, as the 44th Quartermaster General. He has been a very strong supporter of the Quartermaster NCO Corps.

I have said many times that I am one of the luckiest command sergeants major in the Army because I have never worked with a commander who was not totally supportive of the NCO Corps. I welcome Major General James M. Wright into our ranks as the 45th Quartermaster General of the Army. Major General Wright comes to us from the 21st Theater Army Area Command (TAACOM) in Kaiserslautern, Germany, where his unit supported *Operation Joint Endeavor* throughout the Balkans. He comes to us with on-the-ground experience in **Supporting Victory**.

The following are a few brief notes about initiatives within our great Quartermaster Corps:

- We now have a Patron Saint for the Quartermaster Corps—St. Martin of Tours. The Order of St. Martin is similar to the Order of St. Barbara for the Field Artillery. I will send out the procedures and rules for submitting nominations for this award. I think this is long overdue for the Quartermaster Corps. It is great to have this honor available to recognize our soldiers. However, as with all programs, it will only be as good as we make it. I ask each of you to submit some of our finest for this latest award in the honors program of the Quartermaster Regiment.

- The senior Quartermaster NCO leadership at Fort Lee will almost completely turn over within the next few months. Change is *the* one thing in the Army that we can count on happening every day. Change is both good and bad: bad that we have to say goodbye to some old friends and good that more soldiers get the opportunity to work in these positions. To those who have departed: good luck in all that you do. To those coming on board: we welcome you.
- We are studying the 92A (Automated Logistical Specialist) military occupational specialty (MOS). Recent changes include adding one week to advanced individual training (AIT) for this MOS. This will be effective 1 Oct 97. Some other considerations are revising the grade structure for the consolidated prescribed load list (PLL) to have staff sergeants in these slots and not sergeants, removing some areas from the MOS, logistics automation training, leveraging distance learning to help 92As in the field, and exportable instructional material. I will be contacting Quartermaster sergeants major/command sergeants major (SGMs/CSMs) for their input once we have identified some approaches we can take.
- The Quartermaster SGM/CSM Conference at Fort Lee will be 23-27 Sep 97. This is a great time to discuss all the issues and get up-to-date on all the latest happenings for those in the field. I am really looking forward to meeting everyone and getting down to work.
- To get the word out, the Quartermaster Home Page (<http://lee-dns1.army.mil/quartermaster>) has expanded to include more NCO news. We are attempting to put the information that you

*(Continued on page 64)*

# Professional Dialogue

## ***Food for Thought From the Army Food Advisor — Subject Matter Experts Make the Right Things Happen***

***CW5 Samuel P. Galloway***

The overall objective of the Army Food Service Program is to provide soldiers with the best food support possible in garrison and in the field. To do so, the Army Food Service Program must be able to support worldwide feeding missions during wartime, during operations other than war and during peacetime. Meeting the challenge involves making sure that our Army Food Service Program keeps pace with the needs of our changing Army. Therefore, it is my belief that we, the subject matter experts—food advisors, supervisors and food operations sergeants—have a responsibility to continuously evaluate our food service operations, food service standards and capabilities with a vision of meeting future feeding requirements. We must provide timely advice and assistance to commanders during the development, implementation and execution of the Army Food Service Program. This timely advice includes the following:

- ✓ Sharing lessons learned from unique feeding missions
- ✓ Making sure that we have an adequately trained food service staff
- ✓ Making sure that we have adequate food service equipment, facilities and maintenance programs to support the food service staff
- ✓ Making sure that we have adequate rations and ration distribution to support our feeding policy in garrison and in the field
- ✓ Looking ahead and being prepared to meet projected demands of our changing Army

As the Army Food Advisor, I have had both the privilege and professional challenge of working and serving with many dedicated soldiers and civilians who are trying very hard to make all the right things happen for the Army Food Service Program. This includes implementation of programs such as Subsistence Prime Vendor and the Army Field Feeding System-Future. Subsistence Prime Vendor opens the door for a wider selection of name brand products. The Army Field Feeding System-Future, of course, focuses on improving our field feeding support through the following actions:

- ✓ Placing a food service technician back into each separate brigade, regiment and divisional brigade-size unit
- ✓ Adding three cooks to current maneuver battalions' and selected field artillery battalions' tables of organization and equipment in Armor and Infantry divisions, separate brigades and regiments
- ✓ Upgrading food service equipment by assigning a Kitchen, Company Level Field Feeding—Enhanced (KCLFF-E) to improve company-level feeding
- ✓ Adding a high mobility multi-purpose wheeled vehicle (HMMWV) with a high mobility trailer (HMT) as the prime mover for the KCLFF-E
- ✓ Replacing the mess kit laundry lines with sanitation centers
- ✓ Packaging rations into modules called Unitized Group Rations (UGR)
- ✓ Fixing the Class I (rations) distribution system by adding an automation program and subsistence handlers

Both Subsistence Prime Vendor and Army Field Feeding System-Future are designed for Armywide application to meet the Army's projected needs. Our challenge today is to stay personally involved in these and all other food service programs and issues right where we serve as they impact our areas of responsibility. It takes teamwork to assure that what is being changed and how it is being changed pass the common sense test: "It's the best that we can afford or do at this time." Bottom line: working together we can make all the right things happen by providing timely advice and assistance to commanders, programs and project managers during the development and implementation of new ideas and execution of the Army Food Service Program.

***CW5 Samuel P. Galloway is the Army Food Advisor, US Army Center of Excellence, Subsistence, US Army Quartermaster Center and School, Fort Lee, Virginia.***

# Training Food Service Specialists In Field Operations

*CW4 Dennis C. McNece*

The US Army Quartermaster Center and School, Army Center of Excellence, Subsistence (ACES) Field Operations Training Branch at Fort Lee, VA, receives advanced individual training (AIT) soldiers in their last three weeks of training. Many Quartermaster students consider the ACES field portion the most challenging aspect of their training thus far. Today's Army food service has very little in common with the food service of yesteryear. Gone are the days of the "spoon," a common nickname for a cook in the past. The ACES Field Branch of the present is training the Food Service Specialist of the future: a hard-charging, fit-to-fight soldier who not only knows the cook's job in garrison, but also can provide a mission-essential service both in war and peace.

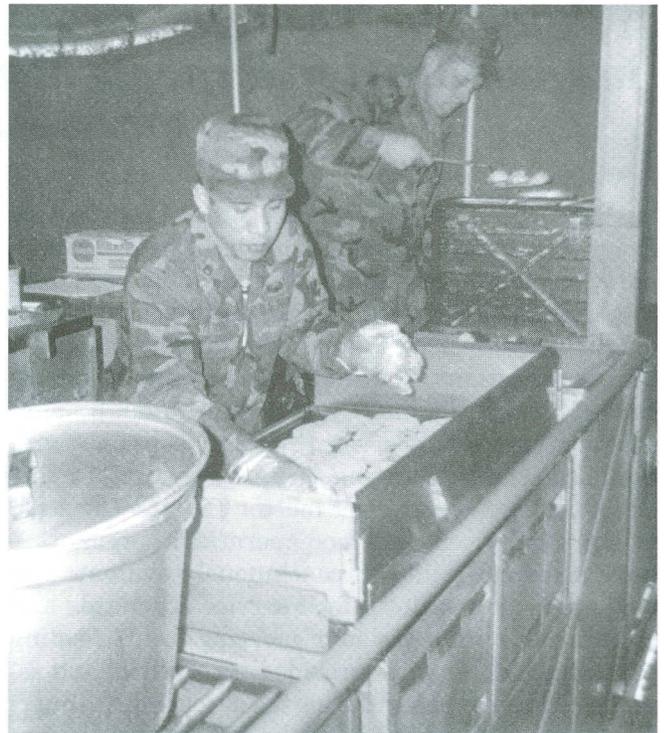
## **Transformation**

Army food service is going through a transformation. Its goal is to provide commanders with first-class service, coupled with the flexibility to sustain the fighting force with the right meal, at the right place, at the right time well into the 21st Century. Implementation of the Army's streamlined approach to food service starts at Fort Lee, where the AIT soldier first comes in contact with the Army Field Feeding System.

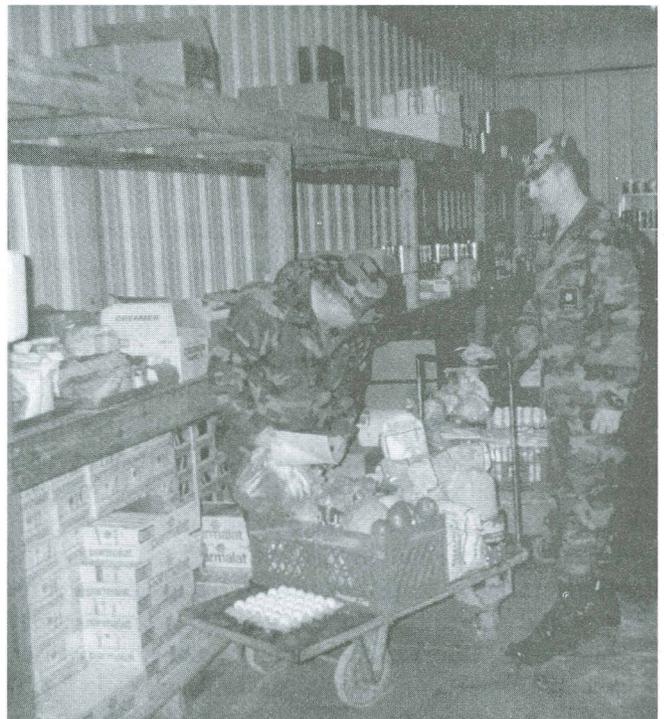
The AIT students arrive at the Field Operations Training Branch at the start of their sixth week of training. The first two days are spent in the classroom to familiarize students with the equipment that they will be working with, not only at the schoolhouse but also throughout their Army service. Soldiers then proceed to Training Area 42 for hands-on training with the equipment. They receive instruction on operator maintenance before, during and after equipment use, as well as learn how to actually operate the equipment safely.

Once they pass the test covering the information learned during their sixth week, they move into the seventh week of training to apply what they have learned. They operate the equipment and prepare meals on the mobile kitchen trailer and the Kitchen, Company Level Field Feeding-Enhanced (KCLFF-E). Students also receive hands-on training on the sanitation center.

In the eighth and final week, students apply everything they have learned by performing an actual feeding mission: the Logistics Warrior exercise or a field training exercise (FTX). During Logistics



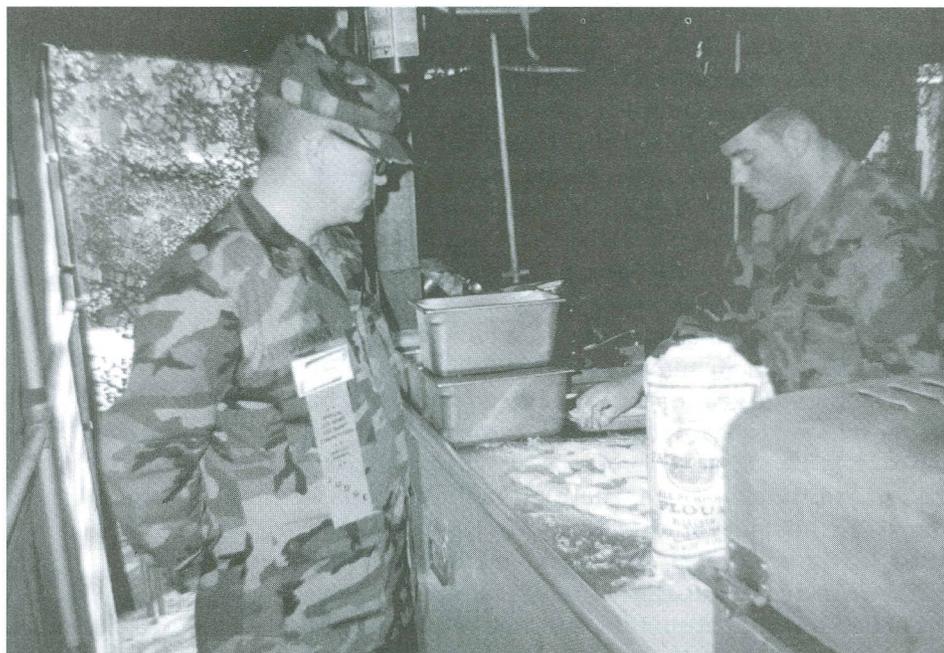
**Preparing lunch in mobile kitchen trailer**



**Drawing rations from warehouse**

Warrior, all Quartermaster AIT students go to the field and perform the military occupational specialty (MOS) learned during the previous weeks. For the 92G (Food Service Specialist), this means getting up early to start preparing breakfast under the supervision of the instructors. The 92G students may prepare and serve from 250 to 800 meals. While the 92G students may receive some "KP" (kitchen police) support from the units at the exercise, they are ultimately responsible for sanitizing all equipment. They serve the Meals, Ready to Eat (MRE) lunch, then move right into the preparation of the dinner meal. This exercise usually lasts four days. At the FTX conclusion, the students prepare the equipment for the next class and then go on to graduate from AIT.

The Food Service Specialists now have the basic skills and knowledge to perform as successful Army cooks. Upon arrival at their new dining facilities, the Food Service Specialists are quickly integrated into a team. That team will prepare meals in garrison as well as in the field, all the while building on those basic skills learned in AIT.



**Evaluating soldier's performance in field**

When the day arrives for a unit to go to the field, the cooks—under the glare of headlights—finish packing the truck and hooking up the mobile kitchen trailer before proceeding to the dining facility to draw their initial rations. After all, the food operations sergeant told the team to be there at 0430 to be sure they had everything they need. For the remainder of the unit's exercise, the unit will draw rations from a Class I (rations) point.

The sun has not even started to come up when the unit starts down the tank trail enroute to the field site. The site is not that far, so as soon as the unit moves into place, the cooks proceed to set up the mobile kitchen trailer, sanitation center, and other equipment. Fortunately, the lunch meal is a heat and serve Unitized Group Ration (UGR). The Food Service Specialists will only be feeding about 250 soldiers. (For lunch that is, the surprise comes later.) The team coordinates its efforts. While some are putting the



**All photographs  
by  
CW4 Dennis C. McNece**

finishing touches on the site, the others start preparing the lunch meal.

The pots, pans, utensils and related equipment have hardly had a chance to air-dry when the food service team has to start preparing the B-Ration UGR. It is about this time that the first sergeant notifies the team chief that there are now three remote sites to feed with a total strength of 150 soldiers. Is that thunder in the background? Sure enough, rain starts pouring. The rain does not show any signs of letting up any time soon either. Dinner finally gets cooked and put in insulated food containers.

The first sergeant and a cook head out with the insulated food containers to feed soldiers at the remote sites. The first two move along pretty well. On the way to the third site, the high mobility, multi-purpose wheeled vehicle (HMMWV) gets bogged down in the mud. The first sergeant becomes the HMMWV driver while the actual driver and the cook get out to push. Fortunately, another vehicle comes by and helps get them out, but not soon enough to keep the cook from getting covered from head to toe in mud.

Well, the first sergeant and the cook finally make it back to the mobile kitchen trailer around 2100 hours. They drop off the insulated food containers and utensils at the sanitation center for cleaning, and the cook goes to the trailer to help get things ready for the A-Ration breakfast in the morning. They finally finish their preparations around 2230 hours and decide they better retire for the evening—after all the Food Service Specialists do have to get up at 0230 to start breakfast.

**The life of an Army Food Service Specialist is not always easy, especially when it comes to field training. Food service is a very challenging but rewarding career. When that cold, wet, hungry soldier comes through the serving line of the mobile kitchen trailer and lets the cook know how much the hot meal is appreciated, it makes the hard work very satisfying. The Food Service Specialists know that they just had a successful mission: keeping the soldier of today's Army fit to fight.**

*CW4 Dennis C. McNece is Chief, Field Operations Training Branch, Army Center of Excellence, Subsistence, US Army Quartermaster Center and School, Fort Lee, Virginia. He is a graduate of Mount Joy Vocational Technical School and has a bachelor's degree in business administration. He has completed the Warrant Officer Basic, Advanced, and Staff Courses, Director of Logistics Course, Contracting Officer's Representative Course, and Food and Beverage Management Course. His previous assignments include Brigade Food Advisor, 194th Armored Brigade (Separate), Fort Knox, Kentucky; Food Advisor, United States Disciplinary Barracks, Fort Leavenworth, Kansas; Division Food Advisor, 1st Infantry Division (Forward), Goepingen, Germany; Installation Food Advisor, 1st Infantry Division and Fort Riley, Fort Riley, Kansas; and Food Service/Program Manager, Space and Strategic Defense Command, US Army Kwajalein Atoll.*

### **Food Service Courses**

Advanced Individual Training for  
Food Service Specialists

Courses:

Basic Noncommissioned Officer  
Advanced Noncommissioned Officer  
Warrant Officer Basic  
Warrant Officer Advanced  
Food Service Management  
Advanced Culinary Skills Training

### **Food Service Program Incentives**

Department of the Army Connelly Program  
Culinary Arts Competitions

### **Opportunities for Cooks**

Unit Cook  
Instructor  
Cook - Secretary of the Army Dining Facility (DF)  
Cook - Secretary of Defense DF  
Cook - Chief, Joint Chiefs of Staff DF  
Cook - Flight Steward  
Cook - Commanders-in-Chief (CINCs) DFs (US Army Europe-Eighth US Army, Korea)

# Philip A. Connelly Awards For Excellence in Army Food Service

In addition to the international Culinary Olympics held every four years, the annual Philip A. Connelly Awards program is the primary means for Quartermasters to vie with their peers in food service competition. Professional competitions allow soldiers to share their knowledge and to learn at the same time. Such awards for excellence are rewards for going that extra mile.

The annual Philip A. Connelly Awards, cosponsored by the Department of the Army and the International Food Service Executives Association (IFSEA), are strictly for the soldiers in the field. Evaluators from IFSEA and the US Army Quartermaster Center and School travel around the world to judge Food Service Specialists at work during dining facility and field kitchen operations, unlike the culinary arts competitions where military personnel themselves form teams to travel to competitive events such as the Culinary Olympics and the Culinary World Cup. Army units receive the Philip A. Connelly Awards rather than teams or individuals.

Named after a former IFSEA president, the Philip A. Connelly Awards began in 1968 to recognize outstanding Army food service on the job. The late Philip A. Connelly worked throughout his life to promote professionalism in food service, both in the civilian industry and the military services. He served on evaluation committees for the Army, Air Force and Navy and was named Father of Armed Forces Food Service Awards. He is credited with more closely aligning military and civilian food service programs and with unifying goals in personnel education, training, career development and job opportunity.

Army winners received the 29th annual Philip A. Connelly Awards last spring in Albuquerque, NM, at the IFSEA conference. The competition's five categories were Active Army Small Dining Facilities (serving 200 or fewer per meal), Active Army Large Dining Facilities (serving 201 or more), Active Army Field Kitchens in Field Operations, US Army Reserve (USAR) Units in Field Kitchen Operations, and Army

National Guard (ARNG) Units in Field Kitchen Operations.

The multilevel competition begins at the lowest military echelon. Because of the large number of dining facilities and field kitchens in the Active Army, USAR and ARNG, major commands hold competitions to select finalists to represent their commands. These finalists then continue to do their everyday food service work in the final phase of the Connelly judging that is held from August through December. Evaluation committees visit each finalist. The evaluation committees consist of one IFSEA civilian and two military representatives (one senior warrant officer and one sergeant major) from the US Army Quartermaster Center and School at Fort Lee, VA.

The IFSEA provides the winner and runner-up trophies in each category, training at Johnson and Wales University in Charleston, SC, for selected soldiers in the Active Army categories, and other honors through the IFSEA organization. The Philip A. Connelly Awards program's goal is to stimulate excellence in preparing and serving food to soldiers and to provide added incentive for improved food service operations through unit recognition.



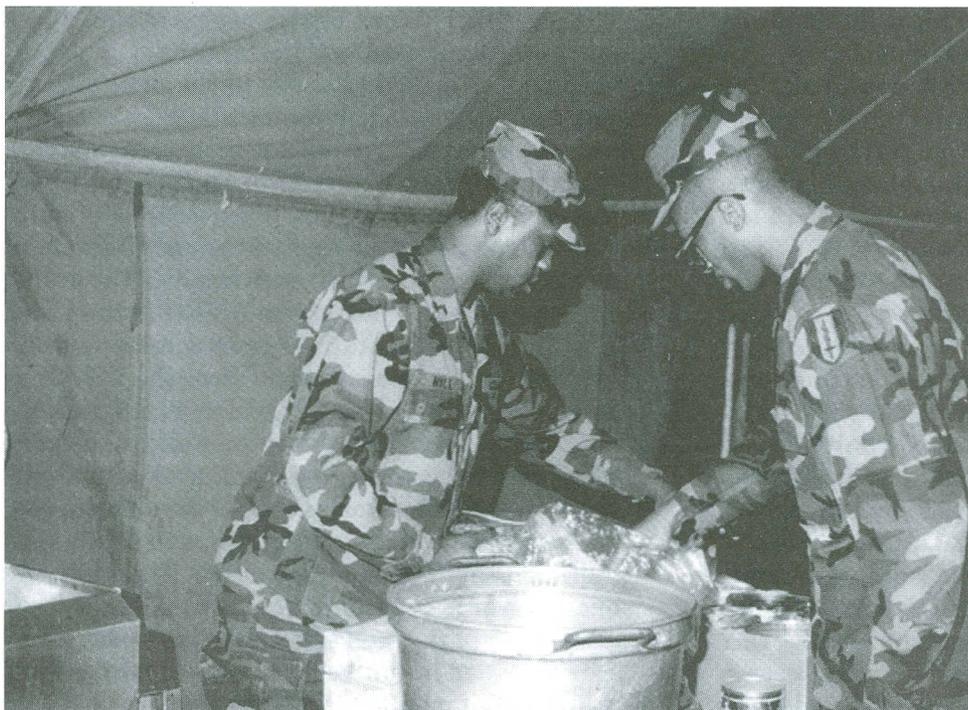
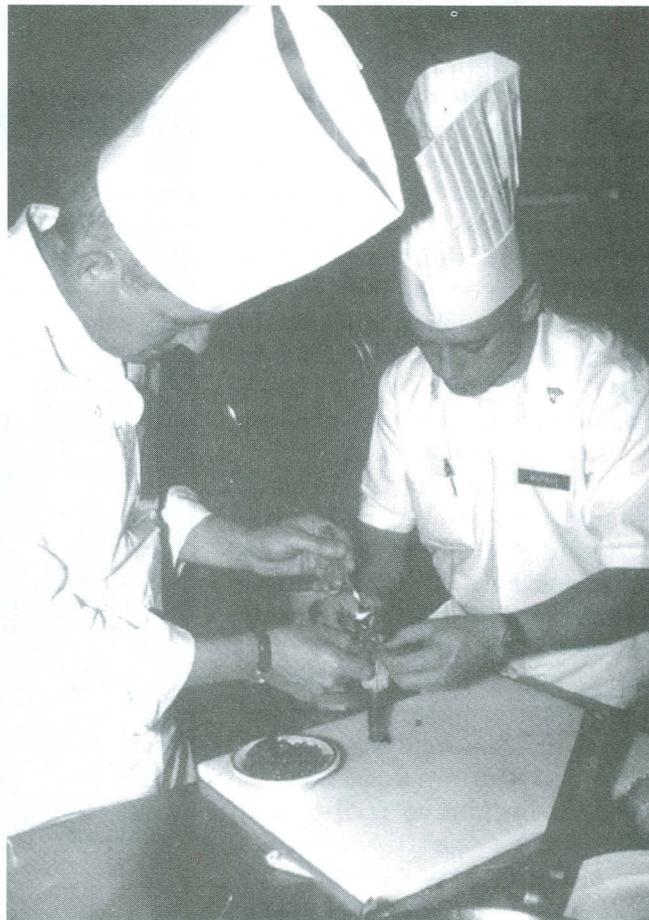
*Practicing for field kitchen competition*

# **Culinary Olympics Season Army Cooks**

Every four years, the best Army chefs compete in the Culinary Olympics—the oldest and most prestigious international cooking competition in the world. These members of the US Army Culinary Arts Team (USACAT) bring home scores of gold, silver and bronze medals. More important than individual Quartermaster accomplishment, however, is the Army team's ultimate mission: to improve the food in the soldiers' dining facility.

International competition sharpens individual culinary skills, demonstrates the Army's food program to the public, lets Army cooks see how they compare with civilian counterparts and acts as a valuable marketing tool to recruit prospective soldiers into Army food service and to keep them. Working together on the US Army Culinary Arts Team instills a sense of professionalism that many medal winners who teach at the Army Center of Excellence, Subsistence (ACES) at Fort Lee, VA, apply to their training of would-be military chefs.

Every year, about 5,000 new cooks graduate from the US Army Quartermaster Center and School af-



***Filling a zucchini for competition (top photograph) and cutting up fresh vegetables for a salad in the field (left photograph)***

ter completing the initial eight-week, two-day Basic Food Service Specialist Course. They leave Fort Lee on assignment to their respective services' dining facilities. More than 75 percent of the graduates in the recently consolidated basic course are soldiers, and the remainder are Marines. The US Marine Corps moved its food service school and all food service training operations to Fort Lee in October 1995.

In addition, the Quartermaster school trains warrant officers and noncommissioned officers in advanced food preparation and management. Since June 1993, the US Army Quartermaster Center and School has been the Army's only food service training establishment.

For the beginners, their advanced individual training (AIT) begins with basic food service terminology, standardized recipes, fundamentals of cooking and baking, functions of ingredients, sanitation, and weights and measures. Soldiers and Marines learn how to prepare meals in garrison dining facilities and in the field. Students progress from preparing, for example, tossed vegetable salad, meat loaf, macaroni and cheese, broccoli and apple pie for 10 soldiers to hundreds of soldiers in the field.

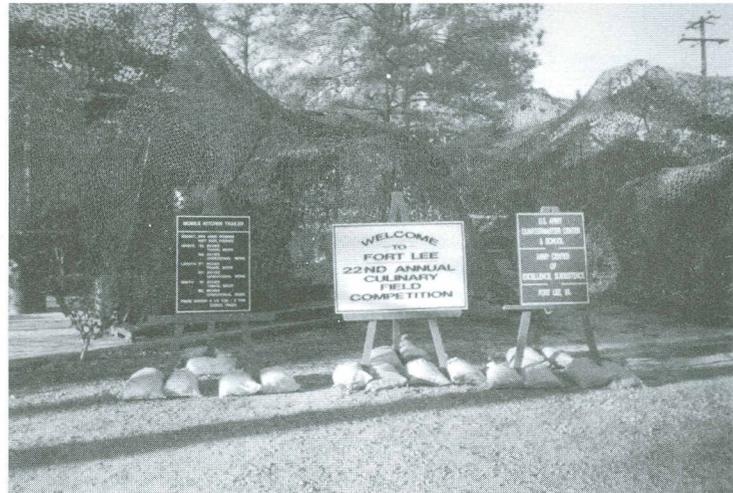
## ***Building to the Culinary Olympics***

In the final phase, instruction moves from the ACES kitchens for a four-day field training exercise for students to sleep outside, cook on mobile equipment, and work with field rations. Packing up and moving out the equipment during night maneuvers are a part of the field environment, as for other military personnel. The students must set up mobile kitchen trailers, use M-2 burners—the major cooking source in the field that is also used in field sanitation—and prepare T-Rations and A-rations.

Field training reinforces the advances of the US Army Food Service Program in recent years. Students learn about Army progress in food-related areas such as nutrition awareness, energy management and environmental considerations. Also, balanced meals must taste good so the soldiers will eat the food. The Army cook is important, whether in garrison or in the combat zone, for preserving the well-being and morale of soldiers. The ACES instructors point out



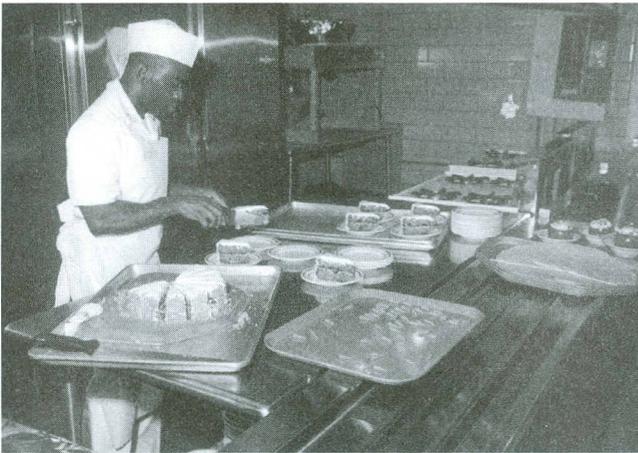
***Accepting medals at the Culinary Olympics***



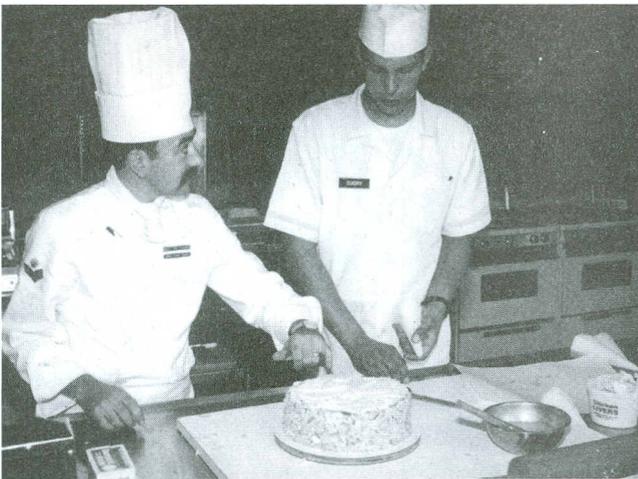
***Beginning Army Culinary Field Competition***



***Previewing entries at the schoolhouse***



**Cutting carrot cake in a dining facility**



**British NCO instructing Quartermaster soldier**



**Piping plates for the Connelly Awards**

that the Army's introduction of the Army Field Feeding System, which includes prepared modular rations that only require reheating, has not changed the need for a competent Army cook. Recent experience from *Operation Desert Shield/Storm* in Southwest Asia in the early 1990s proved again to Army leadership that having hot, nutritious, good-tasting food for every combat soldier at the right place and the right time is critical.

Food service specialists return to the ACES at Fort Lee at various times throughout their careers for advanced training in food preparation and subsistence management. Also, top cooks stationed around the world may return to compete in the Army's Annual Culinary Arts Competition at Fort Lee. This competition's goal is to improve the overall quality of Army food service and to recognize excellence in culinary skills. In March 1997, 238 entrants from 26 installations worldwide submitted 472 entries for judging in the 22d Annual Culinary Arts Competition. The 1997 installation of the year is Fort Bragg, NC, and Fort Bragg also won the 1997 Field Cooking Competition.

Members of the US Army Culinary Arts Team are chosen from the Culinary Arts Competition each year at Fort Lee. The US Army Culinary Arts Team then goes on to the annual National Restaurant Association Show in Chicago, IL. Additionally, every four years, the US Army Culinary Arts Team competes in the international Culinary Olympics held in Germany, where the "Olympics" for chefs was founded. Officially known as the Internationale Kochkunst Ausstellung for the past 100 years, the event is unofficially known as the culinary "Olympics" because competition tests chefs in much the same way the Olympic Games test athletes.

The competition began in earnest as a local cooking contest in 1900 at the Frankfurt fairgrounds, the site of all future competitions except for 1996 when teams competed in Berlin. The international Culinary Olympics now includes more than 30 nations, hundreds of individual competitors and independent teams, including the armed forces of many nations. The US began competing officially in 1956 as the US National Culinary Arts Team (Team USA). By 1992, Team USA had decided to focus on American rather than European cuisine.

The US Army Culinary Arts Team gained international prominence at the international Culinary Olympics in 1984 and 1988 by capturing the much-sought Grand Prize in gold for both years. In 1992, the US Army Culinary Arts Team competed for the first time under the auspices of Team USA and won the title of "Armed Forces World Champions" against military teams from nine other nations. The Army

team won gold medals in both cold display food and the hot food competition. For the cold food, the US Army Culinary Arts Team displayed seven different three-course meals and won not only gold medals but gold with distinction for a perfect score. For the hot food, the team chefs worked in on-site kitchens to prepare and serve two three-course menus that won gold medals.

The US Army's team captain and also the team manager in 1992 were British, soldiers on a former exchange program to the US Army Quartermaster Center and School. Ironically, the team from England in 1992 that took second place was led by a US soldier on culinary exchange. After winning the 1992 world championship with the US Army's team in 1992, the British team manager described his position as a result of the exchange program initiated by a Quartermaster. The late Lieutenant General John D. McLaughlin started an exchange program in 1973 with the British Army so that one major and two enlisted soldiers exchanged roles. (In August 1995, 22 years later, the exchange ended. Exchange of ideas

however, and catering skills still continue today, through culinary training seminars with the Army School of Catering in the United Kingdom.)

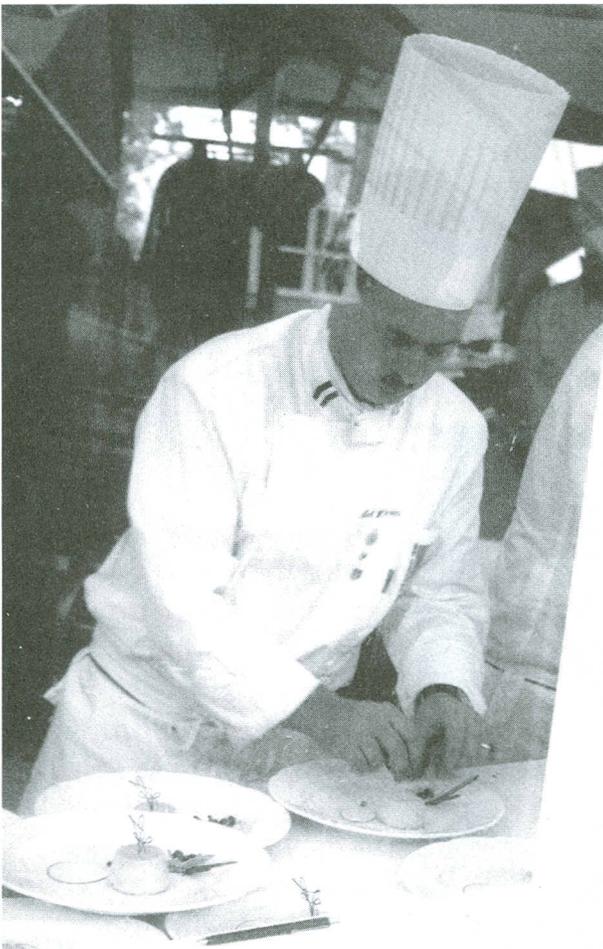
Four years later in 1996, the US Army Culinary Arts Team, although sponsored by the Army, was open to all branches of the US military. The 1996 team included a Marine in competition that September. Also for the first time, the civilian US national team came to Fort Lee the summer before the olympics for culinary practice in Army kitchens. The civilians on Team USA and the 17 soldiers and one Marine on the US Army Culinary Arts Team played judge for each other. The civilian chefs from all over the country train together year after year to represent the US in all international competitions. The three days of practice brought together the Army team to train with the Team USA chefs on dishes such as American buffalo for an entree and vanilla bean cream for a dessert.

The British Army team and the US Army Culinary Arts Team changed places in the 1996 armed forces championships. The British Army took the world championship and first place, the US Army second place, and the Germany Army third place. The Army team competed under two banners, as Team USA's 5th Regional Team and as the United States Military Team.

The US Army Culinary Arts Team chefs went home in 1996 with 16 gold medals, 6 silver medals and 6 bronze medals. Four Quartermasters won the gold with perfect scores. The US Army Culinary Arts Team consisted of a four-member regional team, a six-member primary live team, and a six-member secondary live team. Each team competing in live categories had to prepare a three-course dinner for 200 people, using the German Karcher field kitchen.

The international competition has been changing throughout its history. Nutrition is being emphasized more and more. Competing chefs are judged for skill and how they work as a team. Team members share camaraderie, train together and learn from each other. For the live-cooking competition, the chefs must produce hot meals for hundreds within a designated time limit on a field kitchen. These competitive culinary changes mirror the way food service specialists already train and work in the US Army Food Service Program.

Many past US Army Culinary Arts Team members are instructors at the US Army Quartermaster Center and School, where they pass along their experience and knowledge from the international Culinary Olympics to their students. Award-winning Army cooks show by example how to make the Army a career and how to train to be among the best of chefs worldwide.



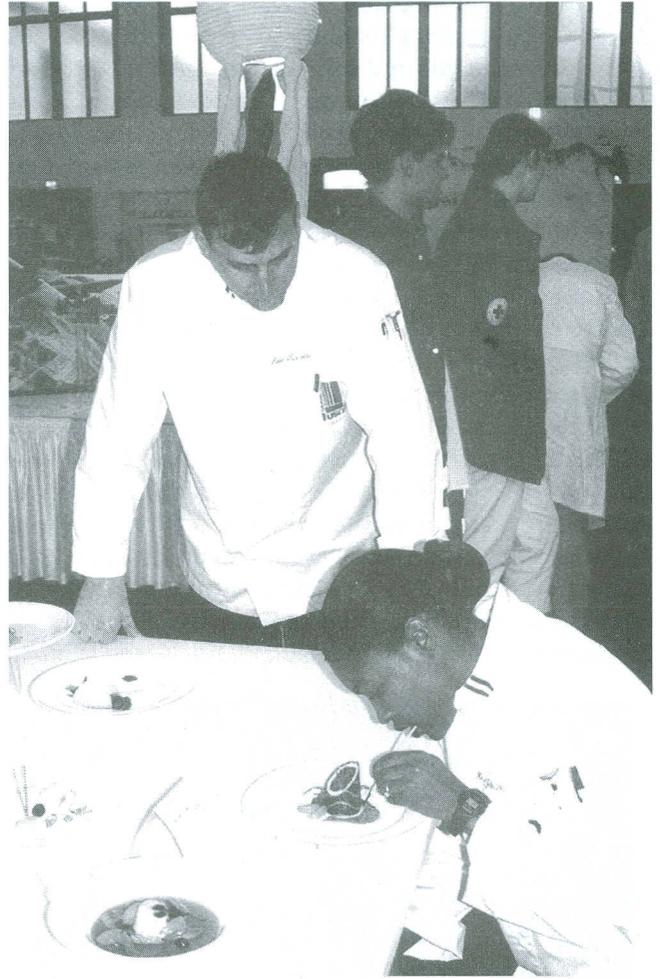
**Garnishing dishes in Culinary Olympics field competition**

# USACAT — Go for the Gold!

The US Army Culinary Arts Team, commonly referred to as "USACAT" (*youse-uh-cat*), represents the highest skill level for the soldier who works in the 92G (Food Service Specialist) military occupational specialty. Consistently winning gold medals in international Culinary Olympic competitions held every four years, the USACAT reflects favorably upon the Army's food service training program. The ultimate purpose of the USACAT is to raise the standards of food service in military dining facilities and on the battlefield.

Army privates go to their assignments from advanced individual training at the Army Center for Excellence, Subsistence, US Army Quartermaster Center and School, Fort Lee, VA, with basic cooking skills. As they advance in their careers, soldiers develop advanced skills through attending the Basic Noncommissioned Officer Course, Advanced Noncommissioned Officer Course and the most prestigious Advanced Culinary Skills Training Course.

Every year, soldiers compete at Fort Lee in the Army's Culinary Arts Competition. For the 22d Annual Culinary Arts Competition in March 1997, the Army Center of Excellence, Subsistence hosted 238 entrants from 26 installations worldwide. Each USACAT member is selected primarily based on performance in this annual culinary competition. The five criteria for USACAT selection are (1) nominated by their installation, (2) demonstrated culinary skills,



**Army Culinary Team members glaze a sauce and complete an entry for the Culinary Olympics (top photograph). Competitors in Germany observe the judges' critiques during competition (left photograph).**

(3) recommended by their installation team captain, (4) competed successfully at the Culinary Arts Competition, and (5) show potential for higher skill advancement.

The USACAT tradition began in 1976 when the first Army team competed in the international Culinary Olympics and won one gold and two silver medals. Although there were only three soldiers on this team, they all earned an Olympic medal. At the next Culinary Olympics four years later, all four USACAT members brought home medals in 1980.

In the 1984 Culinary Olympics, the USACAT set a precedent by being the first military team of chefs in any nation to be invited as a team entry. The US Army led the way for other military teams. In other words, the USACAT no longer was restricted only to individual entries in competition. The 1984 team earned 10 gold, 6 silver, 2 bronze and the grand prize in gold. The USACAT's wins brought glitz and glam-

our to military food service and international recognition in the culinary arts arena to Quartermasters.

In 1988, the USACAT was ready to uphold the Army's reputation internationally with the guidance of past team members. The team had grown from the three individual entries in the 1976 Culinary Olympics to a full force of 16 soldiers. The Quartermasters won the grand prize in gold, 17 gold, 2 silver and 1 bronze medal.

In 1992, a major change in the Culinary Olympics set the stage for the USACAT to compete in a new category that allowed military teams from around the world to vie for international championship. In this banner year for the USACAT, the soldiers returned to the US from Germany as the World Champions of Military Food Service. Also, for the first time, the USACAT was separated into two teams—live and regional—for the 1992 Culinary Olympics.

## ***US Army Culinary Arts Team (USACAT) Competition Facts***

### **International Culinary Olympics**

- 1976 – First time USACAT competes, winning one gold and two silver medals
- 1980 – One silver and three bronze medals
- 1984 – Grand Prize in gold, 10 gold, 6 silver and 2 bronze medals
- 1988 – Grand Prize in gold, 18 gold, 3 silver and 3 bronze medals; Armed Forces Team wins 5 bronze medals
- 1992- USACAT competes as a Regional Team and an Armed Forces Team, winning 11 gold (5 with distinction) and 5 silver medals and winning the Armed Forces World Championship TITLE HELD FOR FOUR YEARS
- 1996 – Total of 28 medals, more than any other USACAT in history  
One USACAT member was a US Marine.  
2d in Military World Championship, 16 gold, 6 silver and 6 bronze medals

### **US Army Competition Highlights**

- 1976 – 1st/50 exhibits
- 1982 – 7th/400 exhibits, 30 major Army commands (MACOMS)
- 1989 – 14th/425 exhibits, 32 MACOMS
- 1995 – 20th/362 exhibits, 16 MACOMS
- 1997 – 22d/423 exhibits, 26 MACOMS

### **Hotel Olympia – London, England, 1996**

- First time competed
- Best in Class, one gold medal, one silver, three bronze medals and Certificate of Merit

### **Civilian Competition Awards Through 1996**

#### **(Including the National Restaurant Association (NRA) Show in Chicago, IL)**

- 9 Grand Prize (Best in Show)
- 6 Best in Show
- 3 Special Presentations (Queen of England)
- 343 Individual Medals (135 Gold)
- 6 Gold Leaves (Perfect Scores)
- 28 Culinary Diplomas

### **NRA Show, Chicago, IL, in 1997**

- 4 Silver and 12 bronze medals, 4 Culinary Diplomas



**Live Team A served macadamia nut mahi-mahi and roast turkey from a mobile kitchen trailer during the 1996 Culinary Olympics in Berlin.**

The live team competes on-the-spot in a military field kitchen and also prepares two, three-course menus for 100 customers. The menus must meet both a certain basic daily food allowance and specific nutritional guidelines. The intent is to keep the menus practical for serving in garrison and the field to military personnel. The team competes in a live cook off. As in daily Army performance of duty, the cooks are judged on the team's cohesion during food preparation, safety and sanitation, taste and presentation, skill of execution, difficulty and practicality of the menu, and prior preparation and proper use of rations.

For the second judged competition for the live team, USACAT members must display seven, three-course menus prepared hot and displayed cold. The 1992 live team won gold in the live competition in the military field kitchen and gold with distinction for a perfect score in their static display.

The USACAT's regional team competes only in static competition. The five members had to display a grand buffet-style table for judging. The 1992 regional team earned a silver medal.

The 1992 Culinary Olympics marked another important change for the USACAT. Civilian chefs from the United States had been competing officially

since 1956 as the US National Culinary Arts Team (Team USA), 20 years before the first USACAT's three soldiers all brought home medals in 1976. In 1992, the US Army Culinary Arts Team competed for the first time under the auspices of Team USA and won the title of "Armed Forces World Champions" against military teams from nine other nations.

By 1996, the USACAT, although sponsored by the Army, was open to all branches of the US military. The 1996 team included a Marine in competition. The US Marine Corps had moved all its food service training to Fort Lee in 1995. The US Army Quartermaster Center and School had been the Army's only food service training establishment since 1993.

With a Marine on the team after the annual Culinary Arts Competition at Fort Lee, the military chefs traveled to Chicago for the National Restaurant Association Food Show and to Tennessee for training with the civilian chefs on Team USA to prepare for the 1996 Culinary Olympics. The final training for both Team USA and the USACAT was held at the US Army Quartermaster Center and School.

The 1996 Culinary Olympics were held at Berlin instead of Frankfurt for the first time. The re-

gional team was first to compete. With six international teams sharing the same dining facility, the regional team had a very small area and only four days to prepare the table display. The regional team won bronze for the table and two individual medals for centerpiece work, after judges examined and probed each item for 45 minutes while team members stood and watched.

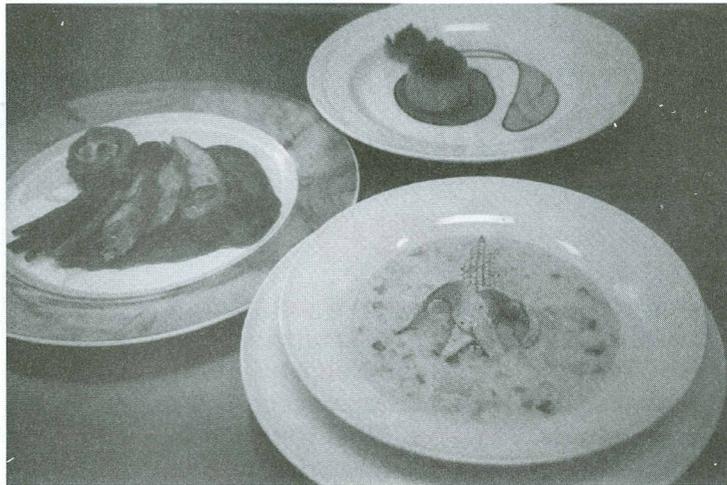
The next competition involved the live team's static display of seven three-course menus prepared hot and served cold. Under strict supervision, the team had 24 hours to produce the meals that had to be practical, nutritionally sound, and carry a theme. After the limited time in the preparation kitchen, the live team had to transport the exhibit 30 minutes away for setup. All seven menus represented different regions of the United States, such as the Georgia Peach Tart for the southern states.

The live team earned the highest marks in the static event among all the Armed Forces teams. On the same day that the live team set up the award-winning static display, several members displayed individual centerpiece entries. Individuals won four gold medals and two bronzes. A tallow centerpiece by the team's Marine won a gold medal, for example, and a petal paste figure won a gold medal for a Quartermaster warrant officer.

In another first—that seems to happen to the USACAT every four years—the Army team split into two live teams: Team A and Team B. When the static events were over, the two live teams focused on live cooking events in an outdoor German military field kitchen trailer. The US cooked on the worst day of the entire week of competition (35 degrees and raining) for an added challenge. In five hours, each team prepared, cooked and served two, three-course menus of 100 servings each. With Team A and Team B cooking side by side, the USACAT prepared 400 meals that day.

The competition continued until the last customer was served. Despite the cold, rainy weather, people continued to pour into the dining tents. They insisted on tasting American cuisine. Team B captured the gold, and Team A the silver to demonstrate that military chefs train to excel no matter what the conditions.

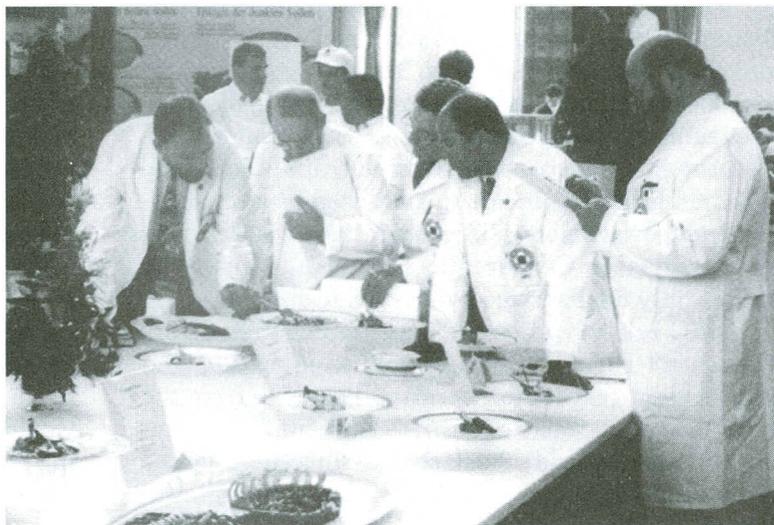
In the overall standings, the USACAT came in second place for the Military World Championship Category. The British came in first, and the Germans third. However, the USACAT earned a total of 28 medals in the 1996 Culinary Olympics—more than any USACAT in history.



**First Stage: Initial practice of three Culinary Olympics dishes**



**Second Stage: Presentation of a plated meal**



**Third Stage: Judging of a Culinary Olympics buffet**

# Army Culinary Career

**Editor's Note:** As a proponent publication with a training mission, the *Quartermaster Professional Bulletin* cannot publish personality profiles about soldiers or publicize accomplishments by individuals. However, MSG Richard L. Mutz was interviewed for the following article to illustrate the career possibilities for a Food Service Specialist in today's Army.

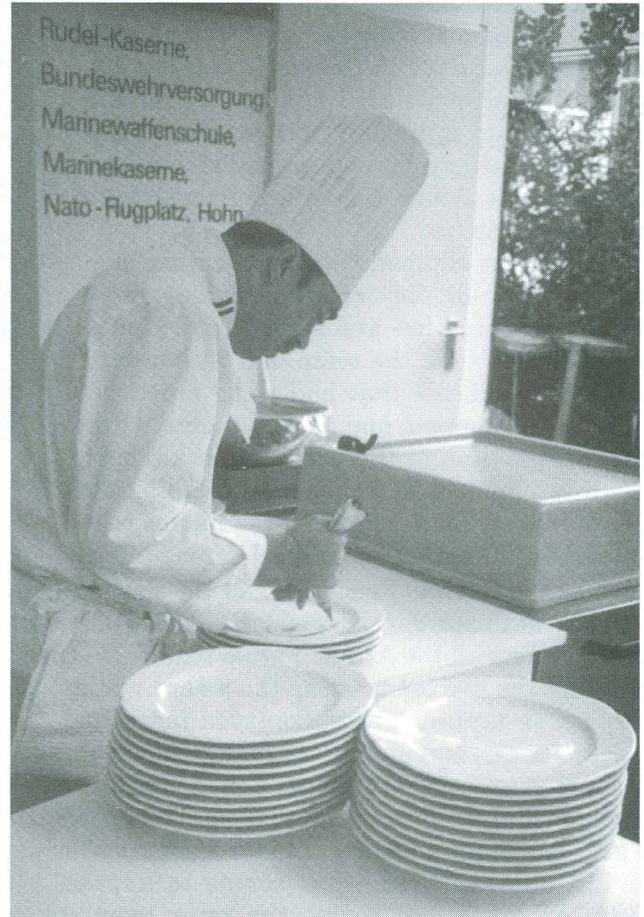
Forget the image amusingly portrayed by "Cookie," the sloppy mess sergeant in the comic strip Beetle Bailey. That stereotype of the Army cook does not stand up beside today's serious, competent Quartermaster who wins medals in international culinary competition and often returns to teach at the Army Center of Excellence, Subsistence (ACES).

Take MSG Richard Mutz as an example. Soon after winning another gold medal with perfect scores in the international Culinary Olympics in Germany last September, the military chef returned to the ACES to pass along his experience to students just opening the Army kitchen doors. MSG Mutz, a gold medalist in the past three consecutive Olympics, began his Quartermaster career just like his students—in the ACES Basic Food Service Specialist Course at Fort Lee, VA.

## **Army's Only Food Training**

The basic eight-week, two-day course trains about 5,000 new cooks every year, more than 75 percent Quartermaster soldiers. The rest are Marines because the US Marine Corps moved all its food service training operations to Fort Lee in October 1995. Also, the ACES instructors train warrant officers and noncommissioned officers in advanced food preparation and management. Since June 1993, the US Army Quartermaster Center and School has been the Army's only food service training establishment.

MSG Mutz typifies the many ACES instructors who teach from experience, as well as education, and gain student respect for working their way from the Army food service basic course to the Culinary Olympics with the world's best chefs. Since joining the Army in 1978, he has cooked for high-ranking military officials and others including King Hussein of Jordan, decorated a towering cake for the Queen of



**Adding the finishing touches during a live cooking competition at the 1996 Culinary Olympics in Berlin, Germany**

England, baked a layered marble cake for baseball legend Frank Robinson, competed year after year at the national and international levels, and won numerous culinary awards—both civilian and military. In 1996 alone, as the pastry chef on the 18-member US Army Culinary Arts Team (USACAT), he was one of four Quartermasters to earn his gold medal with a perfect score. The prestigious USACAT competes every four years at the Culinary Olympics in Germany.

Upon return to Fort Lee, where MSG Mutz currently is the Noncommissioned Officer in Charge of Crafts Skills for the Training Branch of the ACES, he soon was back in an ACES kitchen checking student skills. For example, one training session for food service specialists assigned the students to fashion confectionery cutouts into edible candy boxes that would hold chocolates. By doing, students were learning that culinary arts requires patience, persistence and sound judgment.

MSG Mutz considers no greater challenge to a chef than competing in culinary arts competition.

Judging against other Army cooks may begin with the Culinary Arts Competition each year at Fort Lee, where the ACES goal is to improve the overall quality of Army food service and to recognize excellence in culinary skills. In MSG Mutz's food service specialist career, the next step was selection for the US Army Culinary Arts Team from the Culinary Arts Competition.

The US Army Culinary Arts Team members go from Fort Lee competition to the annual National Restaurant Association Show in Chicago, IL. Also, every four years, the US Army Culinary Arts Team (USACAT) competes with famous chefs in the international Culinary Olympics—the world's oldest and largest cooking competition held in Germany.

MSG Mutz, who displays the acronym "USACAT" on his license plates, communicates his enthusiasm to his students: "At the Culinary Olympics, with all the audience screaming and shouting, you're going up to accept an award for your country, for doing your job in the Army." He shows his students that they can realistically aspire to work with the most professional soldiers in the US military as a USACAT member.

### **Recruiting Food Specialists**

The USACAT members not only come from Quartermasters at the peak of their careers, but also from apprentices who have shown promising technical

skills and initiative. Instructors and apprentices alike continue working in their usual food service assignments between all the training, traveling and competing that the team requires.

MSG Mutz makes the point to Army cooks that competitors need not be talented artists. They start with some basic technical skills and build from there. Also, most important is the improvement of food for soldiers rather than individual accomplishment on the Army's premier culinary team.

As with many personnel in ACES, MSG Mutz actively recruits food service specialists—both to enter the field and to make the Army a career—by his actions. After almost a 20-year military career himself, he also notes that achievements of an Army chef can turn into job opportunities in the civilian sector. The culinary arts competitions both raise the visibility of Army food service and improve the skills of food service specialists.

"Today's Army cooks are among the best in the world," said MSG Mutz, who always wanted to be a cook and taught himself the basic skills of cake decorating after he first enlisted. "Without the Army and the many opportunities open to me, I wouldn't be where I am today. The old image of an Army cook standing over a hot grill flipping pancakes and fried eggs is gone. In America's Army today, you can be all you can be."



### **Chatting With the Queen**

***Her Majesty Queen Elizabeth the Second paused to talk with the Quartermaster who created the towering cake, the centerpiece of her garden party at Buckingham Palace in 1995 for the Not Forgotten Association in London. The association commemorates the sacrifice of people in past wars.***



# Future Plans for USACAT — Culinary World Cup 1998 and Culinary Olympics 2000

So many of the top cookery competitions have the word “culinary” in their titles that it is a challenge to keep up with the events of the US Army Culinary Arts Team (USACAT). Add the Culinary World Cup and the Culinary Military Cup to the list.

The Culinary World Cup and the Culinary Military Cup, held in Luxembourg every four years, take place during the five-day International Trade Fair for Gastronomy. The international culinary event—similar in prestige to the international Culinary Olympics held in Germany every four years—invites more than 900 chefs from about 28 countries of Europe, Africa, America, Asia and Australia to compete as teams for the Culinary World Cup for civilian chefs. At least six military teams will compete for the Culinary Military Cup.

The Culinary World Cup and the Culinary Military Cup are not held the same year as the Culinary Olympics. The next trade fair in Luxembourg will be in 1998, when the USACAT plans to compete for the first time. The USACAT was invited twice before, in 1990 and 1994. The next Culinary Olympics in Germany will be in the year 2000.

Like the athletic Olympics with the official contests and rankings in sports that precede the games every four years, the culinary “cup” competitions gather the elite of cooks from all over the world to meet and compete for the Culinary World Cup and the Culinary Military Cup. The hundreds of chefs cook as national and regional teams, teams from well-known hotels and restaurants, teams of hotel high-schools, and military teams.

Tens of thousands of persons interested in fine food come to the trade show to watch the chefs com-

pete and to see products from about 1,600 international manufacturers. Competition menus are prepared in show kitchens by the national teams and in the mobile field kitchens by military teams, such as the USACAT. The results of competition are served daily in the “Restaurant of the Nations” to thousands of gourmets attending the Culinary World Cup events.

Before the next Culinary World Cup in 1998, the USACAT will travel to the Hotel Olympia in London for competition and to the next National Restaurant Show in Chicago, IL. The Culinary World Cup members will then start training for the Culinary Olympics 2000.

The USACAT will participate in the following future plans for culinary competitions of the 21st Century:

- ✦ **“Magic Box.”** A competition where a cook gets a box of ingredients and must prepare a menu for four persons during the US Army’s Annual Culinary Arts Competition at Fort Lee, VA, home of the Army Center of Excellence, Subsistence (ACES) in the US Army Quartermaster Center and School.
- ✦ **Live Cooking Events at Fort Lee.** Food Service Specialists may compete in live, individual cooking events and live field cooking competition held before audiences within the ACES cooking school.
- ✦ **National Live Cooking Events.** National culinary competitions now are moving away from cold, static food displays and toward individual, live cooking events.
- ✦ **International Culinary Olympics.** This prestigious competition is emphasizing more live, team cooking events such as food preparation in a mobile kitchen trailer.



# Food Service Logistician

To heighten the aspirations of Quartermaster cooks and to raise standards of everyday Army food service, the late LTG John D. McLaughlin created the Culinary Arts Program at the US Army Quartermaster Center and School. His vision led to success in nutrition awareness, management techniques and structured craft training among Food Service Specialists.

Today's leadership believes that the introduction of prepared modular rations has not diminished LTG McLaughlin's vision and the need for highly competent military cooks. The intense involvement of the Army Center of Excellence, Subsistence at Fort Lee, VA, with culinary arts has had a dramatic impact on today's Army Food Service Program. The quality of food and individual skills levels have increased. The soldiers' pride in their work is high. Also, food service professionals in civilian industry recognize the military as a leader in the food service industry. This recognition has resulted in graduates of the Culinary Institute of America enlisting in the US Army.

LTG McLaughlin joined the Army at age 16, as a private, in 1934. A few highlights of his military career include the following:

- \* Commissioned a Quartermaster officer in the first Officer Candidate School class offered at Fort Lee, VA, in 1942
- \* Participated in five campaigns—from Normandy to the Elbe—in World War II
- \* Served in the postwar years as senior logistics advisor in Greece, Thailand and Vietnam
- \* Received numerous medals and awards before his retirement in 1974

LTG McLaughlin was named Commanding General of the US Army Quartermaster Center and Fort Lee and Commandant of the Quartermaster School in October 1969. In 1971, he was given the additional duty of Chief, US Army Troop Support Agency—established at Fort Lee as a result of LTG McLaughlin's recommendation to manage what was then the Army's \$3 billion food program. The Army Commissary Program was a major function of the US Army Troop Support Agency. In 1973, commissary (supermarket) operations represented more than \$1 billion dollars in food sales and troop issue.



**LTG John D. McLaughlin**  
December 24, 1917—January 4, 1992

Above all, he dedicated himself to improving food service in the military. Before retiring as Commanding General, Theater Army Support Command (TASCOM), US Army Europe, LTG McLaughlin had been commanding general of the three major activities at Fort Lee with significant food service roles and also had a fourth major responsibility. He was president of the Department of the Army Subsistence Operations Review Board (SORB). The SORB brought together the best minds from the Army, other services, government, and the civilian food service community to attack specific problems and implement widespread reforms. Of the 153 major recommendations for food service improvements contained in the SORB I report during the Vietnam era, 131 were adopted by December 1972.

Also in 1972, he recommended that the Food Service Executive Association expand its Connolly Awards Program throughout the Army. This program remains one of the key ways the Army promotes increased professionalism and recognizes outstanding dining facilities Armywide. LTG McLaughlin established the former US Army/British Royal Logistic Corps exchange of personnel in 1973. Also, LTG McLaughlin gave much of his personal time and interest to the Fort Lee Culinary Arts Team and is said to have delighted in their ability to "bring home the gold."

# US Army Culinary Program — Questions and Answers

**Question:** How is the cost of participating in culinary arts shows justified?

**Answer:** The US Army Food Service Program is represented by more than 10,000 soldiers, both men and women in the 92G (Food Service Specialist) military occupational specialty. Culinary competitions encourage soldiers to improve their skill levels for their daily mission.

**Question:** How many cooks can take advantage of competitions to improve their skill levels?

**Answer:** In 1996, for example, a total of 238 competitors from 26 Army and Marine installations competed in the 22d Annual US Army Culinary Arts Competition at Fort Lee, VA. Many installations held their own preliminary competitions before the Army show, thus encouraging a wide cross-section of their cooks to participate.

**Question:** What does the Army (or the taxpayer) get for the money?

**Answer:** The mission of the US Army Food Service Program is to feed the soldier to the best possible standards in the most cost-effective manner. Culinary events benefit the Food Service Program as a whole, which results in better food for military personnel.

**Question:** What about the time spent in preparing exhibits ... isn't that a great cost?

**Answer:** Most cooks devote much of their own time to prepare their exhibits, and the competitors disperse to their installations after the shows to resume their normal duties. The period at Fort Lee, immediately before the annual culinary arts competition, for example, is treated as a giant training workshop in which participants can learn, practice and perfect new skills.

**Question:** How do the types of culinary skills demonstrated at culinary competitions, such as fancy

meats and cake decorating, tie in with the food service soldier's everyday job of cooking?

**Answer:** Many skills used in preparing food exhibits are those commonly used in dining facilities. For example, in order to present a plated meal or plated dessert, the item must be prepared and cooked. This food is frequently consumed by the soldier in a dining facility. This principle applies generally to most dishes presented at a culinary competition. This is not surprising because creativity and originality are key factors to win in competition, as well as the skill displayed in the finished product that must be as close to perfection as possible. This is why standards under competitive conditions differ from day-to-day cooking. The point is that once these special skills have been obtained, it is like riding a bicycle—the cook never forgets, and the skills can then be used on an “as required” basis in the dining facility daily.

**Question:** Do military diners benefit from the sort of skills displayed at culinary arts competitions?

**Answer:** An Army cook who is prepared to spend time enhancing skills through competition is likely to be a better cook when performing daily tasks in terms of motivation and pride in performance.

**Question:** What other benefits come from participation in culinary art shows?

**Answer:** There is tangible evidence that US Army recruiting has gained considerable benefit in recent years through the national publicity given the US Army Culinary Arts Team (USACAT) in its outstanding record of achievement at the annual National Restaurant Association (NRA) Culinary Show in Chicago, IL, in May each year. Besides competing in the NRA Culinary Show, the USACAT members or selected instructors from the US Army Quartermaster Center and School, undertake recruiting and promotional activities in high schools, vocational/technical schools and state fairs to support the US Army Recruiting Command throughout the country. These demonstrations generally take the form of a

45- to 60-minute performance of such skills as preparation of hors d'oeuvres, cake decorating, fruit carving and marzipan modeling. The Culinary Arts Promotional Teams are very popular, and many requests are received for their services from recruiting offices.

**Question:** What is the USACAT and how is it funded?

**Answer:** The main mission of the USACAT is to represent the Army in national and international competitions to support the Army recruiting effort. Members are selected annually, based upon individual experience and/or personal achievement at the annual US Army Culinary Arts Competition at Fort Lee. The team is then available to participate in events that enable its members to demonstrate their Army-acquired skills to the public, thereby encouraging recruitment interest in the culinary career field. The expertise gained by individual team members through competition naturally benefits the Food Service Program as a whole, right down to the soldier's plate. The USACAT is funded by the Department of the Army.

**Question:** Some people have criticized Army participation in shows of this sort as being "frivolous." What is the Army's reaction?

**Answer:** Army participation in any culinary competition is not considered frivolous. In fact, the matter is taken very seriously. Competitions between chefs are part of the food business and have taken place over 100 years. In competition, the very highest skills of the professional are on display. In the Army, non-commissioned officers working in food service have a right to consider themselves as professionals. It would be most unusual if military professionals did not wish to compete with their fellow professionals.

**Question:** Soldiers are taught to be proud of their professionalism. Is there a likelihood that males who enter the Army to be offered a chance to develop such culinary skills as cake decorating, for example, would consider it "unmanly," so to speak?

**Answer:** The implication in the question that to be artistic and creative is unmanly is not acceptable to the Army. Cooks are soldiers first and can serve with Airborne, Infantry or any other combat arms units. Culinary arts competitions just prove they have a wide range of talents.

**Question:** The US Army Quartermaster Center and School is a training establishment. What happens to the students during the US Army Culinary Arts Competition at Fort Lee?

**Answer:** Training continues as usual with the exception of the two days of the competition for basic Food Service Specialists who have the opportunity to attend the show at Fort Lee to see for themselves the skills to be achieved in the future. The Army competition is used to its fullest extent for training purposes to reinforce the training already given and to give noncommissioned officers of the future the motivation to aspire to these levels of achievement. As previously mentioned, the culinary competition itself is treated as a giant workshop where new skills can be learned and perfected.

**Question:** What happens to the food?

**Answer:** Items made of perishable foods become unsanitary after being on display for over 48 hours without refrigeration or protection from the several thousand people who view them. Therefore, the food has to be destroyed as unfit for human consumption. The items on display that are not perishable, such as decorated cake dummies, are used later to support the recruiting teams, for static display purposes, and for future training displays for food service students at the Army Center of Excellence, Subsistence at Fort Lee.

**Question:** When did the Culinary Arts Program at Fort Lee begin?

**Answer:** In 1974, upon a foundation built by LTG John D. McLaughlin, a Quartermaster food service logistician who formerly commanded the US Army Quartermaster Center and School.

**Question:** How do culinary arts competitions benefit soldiers who cook for an Army field exercise?

**Answer:** Army cooks have won numerous medals and championships by preparing food on mobile field kitchens in competition and in live cookery judged on the spot. Those skills and menus learned in these competitions may be used in a field environment, such as field training exercises at the National Training Center, Fort Irwin, CA, and REFORGER in Europe.

# Battalion/Task Force Logistics

CPT Daniel Kratz

**“The ‘feeding’ of an army is a matter of the most vital importance, and demands the earliest attention of the general entrusted with a campaign. To be strong, healthy, and capable of the largest measure of physical effort, the soldier needs about three pounds gross of food per day, and the horse or mule about twenty pounds. When a general first estimates the quantity of food and forage needed for any army of fifty to one hundred thousand men, he is apt to be dismayed, and here a good staff is indispensable, though the general cannot throw off on them the responsibility. He must give the subject his personal attention, for the army reposes in him alone, and should never doubt the fact that their existence overrides in importance all other considerations. Once satisfied of this, and that all has been done that can be, the soldiers are always willing to bear the largest measure of privation.”**

**General of the Army William T. Sherman,  
*Memoirs of General W.T. Sherman, 1875***

With this thought in mind, I began to review how we do logistics at the battalion/task force level. Reviewing the field manuals (FMs), training circulars, and any other publications about combat service support (CSS) at the battalion/task force level, I soon discovered no real guidelines for CSS. Chapter 8 of FM 71-1,2,3 (Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion Task Force and Company Team—30 Sep 92) is perhaps the best guidance available for the tactical logistician, but it is only a general guide to setting up the combat trains. The support operations handbook (ALM 69-6932-hb-b) from the US Army Logistics Management College, Fort Lee, VA, has some good ideas on estimates and concept of support. However, the handbook does not address the nuts and bolts of executing CSS at the user level. I hope to provide some help to the tactical execution of CSS based on my experiences as an observer/controller at both the



**Battle tracking at the Combat Maneuver Training Center**

Combat Maneuver Training Center, Hohenfels, Germany, and Battle Command Training Program, Fort Leavenworth, KS.

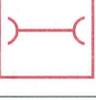
## **Plan**

A plan requires more than just paragraph four (logistics) and supporting annexes for rear operations and, most critical, service support. First, completely familiarize yourself with the unit's equipment and capabilities. Next, determine requirements by using the logistics and personnel estimates. Pages 8-20 of FM 71-1, 2, 3 and Annex M of the support operations handbook show good examples of how to develop estimates. Now, use these examples to easily develop your input to the course of action briefing. After the commander provides guidance, the logistician can finish the estimate process.

## **Execution Matrix**

Using the estimates, the logistician now begins to create the support plan or concept of support and an execution matrix (Figure 1). These provide the basis for paragraph four, a simple logistics execution matrix, and graphics. Now, the logistician must brief the plan. A simple matrix covering the logistics functions (Man, Arm, Fuel, Fix, Move, Sustain) in the timeframes before, during and after the operation (Figure 2) provide the best briefing format. Un-



<b>MAN &amp; SUSTAIN THE SOLDIER</b> 	<b>BEFORE</b> (IMPROVE CBT POWER)	<b>DURING</b> (UNITS IN CBT/CSS FWD)	<b>AFTER</b> (RECONSTITUTE/CSS/FWD)
	PRIORITY: 2-66 IN, TF 1-77, TF 1-2. O/O TF 1-77, 2-66 IN, TF 1-2 MA COLL PT. TO ATP	PRI: TF 1-77, 2-66, TF 1-2 EVAC TO BSA AXPs OPERATIONAL.	PRIORITY: UNCHANGED. FIN, FLD SVC, and REPL OPS RESUME IN BSA.
<b>ARM</b> 	REPL. UBL PRIOR TO DEPART AA. ATP IN BSA CLIV/V FSP AT 1) CT452275 2) CT484261 3) CT459235	RESUPPLY FROM CT & FT ARTY FROM ATP CORPS THROUGHPUT TO FSP.	RECON TF 1-77, 2-66, IN, TF 1-2 ATP IN BSA
<b>FUEL</b> 	REFUEL CBT VEH AT ROM. ALL OTHERS IN AA. FUELERS FULL PRIOR TO LD.	RESUPPLY VIA LOGPAC.	LOGPACS
<b>FIX</b> 	PRIORITY: M1, M2 HOWITZERS, FUELERS, and PLS.	PRIORITY: UNCHANGED. MSTs FWD W/UMCPs	PRIORITY: HOWITZERS, M1, M2/3, FIST-V.
<b>MOVE</b> 	NORTH: V, III SOUTH: MED, REFUGEES, and EPWs. SR CHEVY SR FORD	NORTH: UNIT, CL, III, V IV. SOUTH: MED, MAINT, EPW. MEDIUM LIFT AVAIL.	NORTH: IX, III, V SOUTH: MED, MAINT, EPWs BSA DISPLACES FWD

**Figure 2. Logistics Functions Matrix**

8. Support responsibilities for attached, slice and sub-units

\* **This is critical to the support platoon to determine the load mix and requirements.**

You can add additional items to your matrix, such as a frequency chart or the controlled supply rate, but the best policy is to keep the matrix simple with a good overlay. The critical overlay will be the most-used part of your plan. The following six items are basic requirements for a good overlay:

1. The boundaries of the battalion/task force
2. Phase lines
3. Current locations of units
4. Current locations of all CSS assets and *projected locations*
5. Supply routes (also, lateral routes to prevent blocking)
6. Projected maintenance collection points (MCPs), casualty collection points (CCPs) and decontamination sites

These are the basic items you need to put on your CSS graphics, but you may want to add items of greater importance for different operations. Here are a few key points about distribution of graphics:

- ☞ Prepare copies for the fire support officer (FSO) and Engineer to trade for their overlays.
- ☞ Ensure all ambulances get a copy of the Engineer/FSO graphics to prevent fratricides.
- ☞ Add your matrix to a corner to provide quick information.

### **Preparation**

Preparation is where a good plan can go down the drain, or a bad plan may become executable. A good rehearsal by all CSS players can iron out most confusion and cement support relationships for all elements. There are several ways to conduct CSS rehearsals, but do not fall into the trap of doing a rehearsal at "the LOGPAC meeting 30 minutes prior to linkup." This is only a meeting, NOT a rehearsal. Conduct your CSS rehearsal on the same terrain

board as the maneuver rehearsal, and schedule your rehearsal to begin right after the battalion/task force rehearsal. Here is a good sequence:

1. Locations of all units and CSS assets
2. General tactical situation (plus any changes from maneuver rehearsal!)
3. Support relationships, who supports whom
4. Link-up of assets given to the unit, including time and location
5. Execution of operation by phase, focusing on the following:
  - Who supports whom (mortar platoon will be evacuated using the C Team ambulance)?
  - Where are the CSS assets at the end of each phase of the operation?
  - What is the most likely enemy course of action?
  - What effects does this have on CSS?
  - Where and when do obstacles and minefields go in? (Include any scatterable mines.)
6. Briefing of consolidation and use of mass casualty plan
7. Finally, briefing the communications plan and how/when reports are sent

### Execution

The execution phase is where it all comes together, or comes apart! All CSS players must ensure that they have done everything possible to prepare their unit and are in a position to move in support of the operation. The primary means to ensure support during execution is cross-talk between the CSS leaders. Cross-talk sounds simple and is, but very often

it does not happen. It is a simple matter of taking key indications from the reports on the administrative and logistics radio net and listening to the command and operations/intelligence net to get a clear picture of what is happening on the battlefield. An example: The medical platoon has treated 15 casualties, while the S1 has received no reports of personnel loss, while the S4, standing next to the S1, 30 minutes ago has taken the report on four tanks being destroyed. Or, the battalion maintenance officer (BMO) is recovering two Bradley fighting vehicles, but the S4 has the same company/team at full combat power.

### Interrelationships

All things the CSS players deal with are inter-related. By just passing along a little information, the overall logistics operation may work much better. By listening to the company/team commanders on the task force command net, the combat trains command post (CTCP) can tell who is in contact and what is the status of vehicles. From this, the CTCP can make a general estimate about personnel. Perhaps the most important thing the CSS team can do is to make books for the CTCP, unit maintenance collection point (UMCP), medical platoon, and field trains command post (FTCP), which are identical and contain at least a copy of all report formats, battle tracking lists for combat power, and personnel rosters to track losses. With identical books, any one of these CSS nodes can replace the CTCP, if it must take up the fight as the tactical operations center or if the CTCP is destroyed. A tracking sheet can look as simple as the following:

### Tracking Sheets

A11	A12	A13	A14	A21	A22	A23	A24	A31	A32	A33	A34	A65	A66	HHB67
B11	B12	B13	B14	B21	B22	B23	B24	B31	B32	B33	B34	B65	B66	HHB57
C11	C12	C13	C14	C21	C22	C23	C24	C31	C32	C33	C34	C65	C66	HHB57
D11	D12	D13	D14	D21	D22	D23	D24	D32	D32	D33	D34	D65	D66	HHB37
H21	H22	H23	H24	H25	H26	H27	H28	H29	H30					

\ = maintenance down    X = destroyed    (X) = requested

**You can make small vehicle symbols, but the important thing is to ensure that the task organization is correct. The requested marking is critical to help police the battlefield**

**as you attempt to figure out the final count from each company/team and report to the brigade.**

## Glossary

AA	Assembly area	JAS	Jump aid station (BAS and JAS have the same treatment capabilities.) Also sometimes called the FAS—forward aid station, the other half of the medical treatment teams. Each aid station can provide the <b>same</b> level of care.
ACE	Armored combat earthmover	KIA	Killed in action
ADA	Air Defense Artillery	LD	Line of departure
AMB	Ambulance	LOGPAC	Logistics package
AMMO	Ammunition	LOGSTAT	Logistics status report
ARTY	Artillery	LRP	Logistics release package
ATP	Ammunition transfer point	M1	Abrams tank
AXP	Ambulance exchange point	M2	Bradley Infantry fighting vehicle
BAS	Battalion aid station (also sometimes called the MAS—main aid station), one half of the medical treatment teams that the maneuver battalions have in the medical platoon	M88	Heavy recovery vehicle
BSA	Brigade support area	M9	Engineer armored combat earthmover
CBT	Combat	M113	Armored personnel carrier
CCP	Casualty collection point, normally used by company-sized elements to centralize treatment and to evacuate wounded soldiers to the aid stations	MA	Mortuary Affairs
CL	Class	MA COLL PT	Mortuary Affairs collection point
CO/TM	Company or team	MAINT	Maintenance
CP	Check point	MBA	Main battle area, portion of the battlefield for fighting the decisive battle to defeat the enemy
CT	Combat train	MCP	Maintenance collection point, location for units to move broken vehicles for easy evacuation to the UMCP
CTCP	Combat trains command post, consists of the task force S4 and representatives from the S1. It plans and coordinates sustainment for tactical operations.	MED	Medical
CTR RECON	Counter reconnaissance, measures taken to prevent hostile observation of a force, area or place.	MP PLT	Military Police platoon
EPW	Enemy prisoners of war	MST	Maintenance support team
EVAC	Evacuate	MTR	Mortars
FIN	Finance	OPS	Operations
FISTV	Fire support vehicle	PERSTAT	Personnel status report
FLD SVC	Field services	PLS	Palletized loading system
FSP	Forward supply point	RECON	Reconnaissance
FT	Field trains	REPL	Replacement
FTCP	Field trains command post, the link between the maneuver battalion and support battalion. Manned by the headquarters and headquarters company (HHC) of the battalion. The FTCP coordinates the logistics pushes from the brigade support area (BSA) forward. The HHC commander is the officer in charge (OIC).	ROM	Refuel on the move
FWD	Forward	SMK PLT	Platoon from the chemical company that provides smoke
GAL	Gallon	SR	Supply route
HE	High explosive	TF	Task force
IN	Infantry	UBL	Unit basic load
		UMCP	Unit maintenance collection point, a location or a series of locations operated by a battalion maintenance platoon. The UMCP is the nearest point to the combat unit where equipment can be recovered, where limited parts are available, and where some repairs can be performed.
		VEH	Vehicle
		WP	White phosphor



*Rehearsing logistics*

Personnel tracking can be done easily as the following:

**Personnel Tracking List**

A11	A12	A13	A14
SSG Roy	SGT Bob	SSG Cary	SSG Guest
SGT Hall	SPC Ray	SPC Mark	SGT Carter
SPC Doe	PVT Joe	SPC Monte	PVT Ham
PFC Harry		PVT Jerry	PVT Smith

NAME = ~~WIA~~ NAME = **KIA** NAME = ~~DKA~~

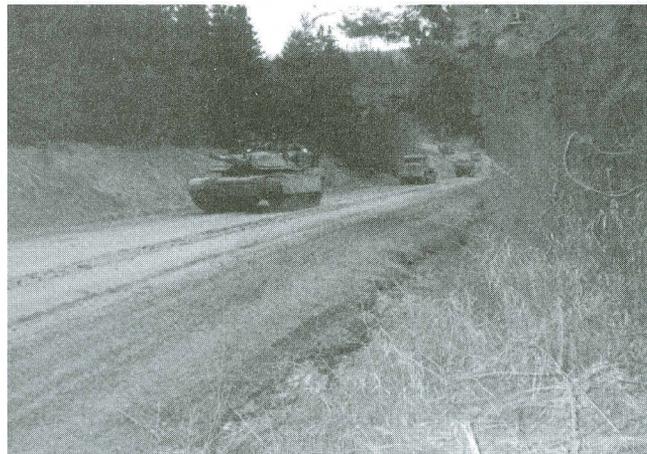
Also, you can use battle roster numbers. Then, the key is to have a listing to translate numbers to names.

**Best Preparation**

The best way for a unit to prepare is to evaluate its standing operating procedures (SOP), both written and practiced. Incorporating slice elements as soon as possible is critical. If face-to-face coordination is not possible, at least send a copy of the current SOP to these elements. Finally, the key players must work as

a team from S4, S1, BMO, medical platoon leader to command sergeant major and first sergeants to slice platoon sergeant, all working to keep logistics invisible—which means that everything is running right. Remember that the commander is focused on the fight, or as a great commander put it:

**What makes the general's task so difficult is the necessity of feeding so many men and animals. If he allows himself to be guided by *the supply officers* he will never move and his expedition will fail.**  
**—Napoleon,**  
*Maxims of War, 1831*



*Transporting the LOGPAC*

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# NBC Operations — Communications Is the Key

CPT Robert E. Burks

As one of the Logistics Trainers at the National Training Center (NTC), I have observed over the last 14 rotations that units display the same problems in how critical information is gathered and disseminated during a nuclear, biological, chemical (NBC) event. The lack of a plan for information flow has resulted in many units spending an average of two hours in mission-oriented protective posture (MOPP IV) gear during a nonpersistent strike and four to six hours during a persistent attack. These times are much too long when considering that most of it is spent just trying to collect the required information. I wrote and created graphics for this article to help units at the National Training Center understand and develop their own flow of critical information during an NBC event. I believe units can better execute their mission through a better understanding of the process.

## 0600 Vic Hill 720 Mojavia

Sergeant Thomas woke to the sounds of muffled explosions in the distance and quickly stumbled out of his cot. He momentarily froze as he heard the warbling sound of the M8 alarm and saw the hand and arm signal for chemical attack from several soldiers. Quickly regaining his composure, Sergeant Thomas began going to mission-oriented protective posture (MOPP) IV as he sought cover from the explosions. By 0800, two hours after the chemical attack had ceased, the forward support battalion (FSB) tactical operation center (TOC) is still calling the company command post (CP), looking for information about the attack. Meanwhile, Sergeant Thomas is still under cover waiting for guidance. He has not submitted any reports to his company CP.

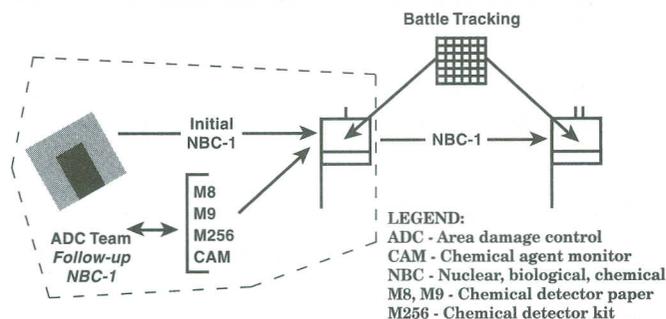
This is an event that is played over again and again at the NTC, Fort Irwin, CA. The failure of the company's area damage control (ADC) team to quickly gather data and the company CP and FSB TOC's inability to effectively gather, track and disseminate information prevents the unit from gaining an accurate picture of what has occurred and results in the FSB spending several hours longer in MOPP IV than necessary.

## CSS Missions Grind to Halt

This time in MOPP IV creates a degradation that results in combat service support (CSS) missions grinding to a halt. The NTC has shown that logistics units when hit by a chemical strike tend to cease all support missions until coming out of MOPP IV. This results in all traffic and resupply operations stopping, maintenance operations shutting down and a significant reduction in medical support. With the United States controlling 58 million pounds of chemi-

cal weapons, US citizens will live under the threat of a chemical strike for some time to come. The military must have a system in place that allows rapidly gathering, tracking and disseminating the necessary information to reduce the impact of a chemical strike.

The flow of information will begin with the ADC team's initial Nuclear Biological Chemical (NBC)-1 report. The rapid submission of this report has become a lost art. If this report is even sent at all, it is submitted after all possible data is collected and only by the company CP. The ADC team or any other individual who sees the strike must send an initial NBC-1 report to start the battle-tracking process. Follow-up NBC-1 reports are authorized and encouraged as more data becomes available. The ADC team has several weapons in its arsenal to detect chemical agents. The use of M8 and M9 paper, M256 kit and the chemical agent monitor is required to effectively determine the location and type of chemical agent. The ADC team must sweep the company's entire area of responsibility, submitting follow-up NBC-1 reports as necessary to the company CP.



The company CP has the responsibility of gathering the various NBC-1 reports from subordinate

elements. The CP will then assess the situation and submit its own NBC-1 report to the FSB TOC.

The company's NBC-1 report must be based on its subordinates' reports. *The NTC has shown that the company CP will generate its NBC-1 report based on little outside knowledge and will seldom submit an NBC-1 follow-up when additional data is collected.* This has the danger of creating a false picture for the FSB TOC. The CP must have a means to track the various reports submitted by subordinates so that an accurate picture is maintained. Figure 1 shows one technique to track these reports.

The last link in the information chain is the FSB TOC. The TOC has the same requirements as the company CP, plus the additional responsibility of controlling when to come out of MOPP IV. The NTC has shown that ineffective tracking at the TOC or a rush to just get out of MOPP IV has resulted in the unit downgrading its MOPP IV posture before a clear picture is developed by the NBC noncommissioned officer. The TOC must fully develop this picture if the commander is to effectively direct counteractions, such as activating "dirty" routes out of the BSA, establishing patient decontamination sites and requesting decontamination.

Nothing is easy about operating in an NBC environment. The unit's amount of time in MOPP IV is critical, because the longer it takes to obtain a true picture, the longer the CSS mission is degraded, making the supported combat force vulnerable. The unit's best hope is to quickly assess the situation,

DTG:

Section	NBC-1	NBC-1 Follow up	Initial M256	2nd M526	Cleared M256	Begin Unmasking	Complete Unmasking	All Clear
			START STATUS	START STATUS				
PERSISTENT (P)		BLOOD (BLD)			BLISTER (BTR)		NERVE	
NONPERSISTENT (NP)		NEGATIVE (NEG)						

**Figure 1. Tracking NBC Reports**

take action to reduce exposure and begin the process to get out of MOPP IV. This requires a well-disciplined flow of information from the ADC team forward to the FSB TOC. The accurate and timely dissemination of this information will reduce the time the unit suffers degradation in MOPP IV.

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## ***Navy Names Ship After Quartermaster Hero***

A US Navy ship has been named after PVT George Watson of the 2d Battalion, 29th Quartermaster Regiment. PVT Watson was awarded a posthumous Medal of Honor in January 1997 for his extraordinary heroism near Porlock Harbor, New Guinea, March 8, 1943. PVT Watson of Birmingham, AL, became the 33d Quartermaster awarded the Medal of Honor since the Civil War.

The USNS Watson Launching Ceremony will take place at the National Steel and Shipbuilding Company, San Diego, CA, July 25. The large, medium speed, roll-on/roll-off ship will have the capacity to deploy US Army equipment to meet an overseas threat.

# 'HAKUNA MATATA' — Supporting Special Operations in Kenya

CPT Todd H. Guggisberg

In the movie *The Lion King*, the warthog and the rodent celebrated their carefree lifestyles by singing "Hakuna Matata" (Swahili for "No Problems"). While this philosophy may sound good, we must remember that they ate grubs for lunch and at least one of them smelled bad. While some would believe that special operations soldiers subsist on a similar diet, in reality they require basically the same types of support as any other unit in the military. However, the method of this support is often unique. Exercise Natural Fire '96 in Kenya illustrated some differences in the logistics support of special operations forces.

**SITUATION.** Compared to conventional units, special operations forces routinely deploy quickly in small units to remote locations with austere or non-existent support bases. In July 1996, 5th Special Forces Group (Airborne), Fort Campbell, KY, deployed and established a Combined/Joint Special Operations Task Force Headquarters (CJSOTF) in Kenya to participate in a Joint Chiefs of Staff Exercise.

The exercise's purpose was to foster the working relationship between the United States and the Kenyan military. Participating US units were elements from three services and two components: a special forces company from 5th Special Forces Group (Airborne), A-Teams from the US Army Reserve, 19th Special Forces Group (Airborne), US Navy SEAL (sea-air-land team) Team 3 and elements of the US Air Force 16th Special Operations Wing. Training alongside the US military were a joint Kenyan staff, their 20th Parachute Infantry Battalion and Navy Clearance Dive Unit.

**PLAN.** The operations concept painted a logistically complicated picture. Although the total number of US personnel in Kenya was not as large as a conventional deployment, 20 soldiers, sailors or airmen in one location require basically the same things as 500. Only the quantities differ.

First, the concept held that units would depart from five different bases in the continental United States (CONUS) and outside CONUS (OCONUS) and arrive at two airfields 250 miles apart. Units would then move to four different locations with long distances between them. Redeployment would generally reverse the deployment movements. Over 350

miles of extremely undeveloped roads separated the special forces company from the CJSOTF headquarters. Also, a Medical Civilian Assistance Program (MEDCAP) team was to rotate among seven remote villages served in some cases only by rutted trails.

Second, the limited available strategic aircraft for deployment severely constrained the supplies the US could bring. The exercise was allocated five C-141 aircraft and two C-5 equivalents to deploy all US Army, Navy and Air Force elements. Therefore, units were unable to self-deploy more than minimal supplies. Most units carried five days of Meals, Ready to Eat (MREs) and water for emergency purposes.

The only other bulk supplies deployed were ammunition for training use and some spare parts for the Air Force MH-53 helicopters. The only vehicles deployed were two US Navy Desert Patrol Vehicles. Finally, no US logistics support was available in Kenya. Other than headquarters operations and airfield support, US forces last had conducted an exercise in Kenya more than five years ago. All these factors combined to create coordination for an intensive logistics situation, and the staff to do this coordination was fairly small.

**LOGISTICS PERSONNEL.** Joint Special Operations Task Force staffs are generally smaller and staffed with more junior personnel than conventional joint/combined headquarters. This corresponds with the working philosophy within special operations of giving a high degree of responsibility and autonomy to relatively junior officers and noncommissioned officers (NCOs).

Within the Combined/Joint Logistics Staff for Exercise Natural Fire '96, the combined J4 (Logistics Personnel) was a Quartermaster captain with a 92-series (automated logistics) staff sergeant as his assistant. Assisting this staff were two key attachments from the Special Operations Support Command (SOSCOM) based at Fort Bragg, NC. The Special Operations Theater Support Element (SOTSE) provided a career management field 18-series master sergeant with logistics coordination experience.

The greatest benefit of this master sergeant was his experience in dealing with foreign personnel. He had spent enough time on temporary duty in the Middle East and Africa coordinating exercises to have earned short tour credit. The SOTSE's ability to gain rapport quickly and to negotiate strongly with

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the indigenous civilians was a significant logistics multiplier.

The second key individual was the contracting officer. As a special forces major with a functional area in contracting, his understanding of special operations made coordination and explanation of requirements much simpler.

**MEANS OF SUPPORT.** In the logistics planning phase of this operation, it was soon evident that logistics support had to either come from the Kenyan military or from civilian contractors. Although a British Army training camp is in Kenya, the British soldiers were in a training cycle where their stocks were low, awaiting resupply. During the pre-deployment site survey (PDSS) conducted in March 1996, the US military had an opportunity to coordinate directly with the Kenyan military. This conference allowed the US military personnel to perform reconnaissance of the training sites and determine the level of host nation support available.

**HOST NATION.** While conventional units must integrate themselves well with the host nation during combined operations, this integration is even more critical with special operations forces. Most of the special operations forces' primary missions (particularly Army Special Forces) require an intimate partnership with the indigenous military and population.

With this in mind, a logistician in the special operations forces must play a variety of roles when coordinating with a host nation. The soldier must be part diplomat, part hard-line capitalist and part beggar.

One issue left unresolved at the PDSS and subsequent Final Planning Conference (FPC) was the financial reimbursement of the host nation for support. Logistically supporting US forces can tax the financial and equipment assets of the host nation, and reimbursement threatened to be the only disagreement of the exercise. Through a close negotiation between the Combined/Joint Logistics Staff and the two commanders, this problem was solved during the exercise.

The Kenyan military was highly professional and willing to assist. The Kenyan Army combined J4 was a graduate of the US Army Quartermaster Center and School's Officer Advanced Course and was the current commander of a support company. The staff integration was seamless with the combined staff planning and coordinating support for both nations' forces. The two officers alternated briefing the logistics situation of both Kenyan and US forces to the

CJSOTF commanders, embassy personnel and senior commanders. While the logistics staff integration was smooth, the host nation could offer only limited logistics support. Kenya supported the US military with transportation from arrival airfields to base sites and return. Also, Kenya provided buildings, fuel storage and limited tentage. Due to limited support available from the Kenyan military, the US military began to look at civilian contracts as the primary means of support.

**CIVILIAN CONTRACTS.** In certain cases, civilian contracts may be the preferred support for special operations forces. If units can accept or reduce the force protection and operational security risks, the benefits can be substantial.

First, units often receive better supplies and services. Contractors are business people and, as such, respond quickly when there is money to be made. The soldiers highly preferred the rations the US logistics staff contracted for in and around Mombasa over MREs and T-Rations.

Second, the interaction of US logistics personnel on a professional basis with local merchants can contribute to a favorable impression of US forces. The additional commerce by US forces can contribute to the local economy. Therefore, local civilians may see special operations forces as open partners in their country instead of as isolated and ambiguous foreign soldiers. In some circumstances, this interface can result in additional understanding of attitudes and impressions within the host nation.

While contracting has a number of benefits, civilian contracting in a foreign nation also has its problems. As business people, contractors usually try to find a way to maximize their profit margins. Therefore, vendors require close monitoring and hard-line negotiating when needed. In the case of contracted rations, US medical personnel routinely inspected the preparation, transport and serving of rations. If the contractor compromised food quality or safety, the US forces would threaten to take their business to a competitor.

Language was not a big problem in Kenya because Swahili and English are both official languages. In other countries, logistics personnel must have a qualified interpreter with them when coordinating support. This helps prevent contractors from using language as an excuse for not fulfilling their terms to standard.

**MAINTENANCE.** Special operations forces are unique in that much of their equipment is nonstand-

ard. This is especially true with communications equipment. Because large distances routinely separate special operations forces units, satellite communications become the primary means of talking. Other unique equipment included the Navy SEALs' vehicles, dive equipment and various electronic items. The maintenance and repair of this equipment is more difficult than what conventional forces face. Unique equipment requires unique test equipment and parts. In most cases, logistics personnel had to rely on repair items shipped directly from the manufacturers in the United States by contracted carriers.

**EMBASSY SUPPORT.** The US Embassy in the host nation is a key element of support for special operations forces on exercise deployments. The embassy is normally staffed with personnel who can assist the special operations forces logistician with sources of supply, administration of finances and coordination with host nation military and government agencies. When shipping repair parts to Kenya, embassy personnel were instrumental in clearing the items through a painful customs process. Logistics personnel attached an NCO to the embassy during the exercise with the mission of providing liaison between the CJSOTF staff and state department personnel. This paid big dividends when encountering politically sensitive problems.

**RESULTS.** On both the political and military levels, Exercise Natural Fire '96 was a complete success. Both nations' units came away with a better understanding of each other. Units trained hard together and found military methods quite similar. This success may pay off in the future because Kenya—as a valuable partner in Africa—has agreed to continue its relationship with the US in the years ahead.

Special operations forces **are** special. They have specialized training, equipment and missions. However, they are not so special that they are exempt from the logistics rules of survival. They cannot eat bugs or drink pond water and be effective for very long. If special operators have a "Hakuna Matata" peace of mind, it is because a logistician has figured out how to give them what they need to do the job.

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## *Joint Water Resource Meeting*

The annual Joint Water Resource Management Action Group (JWRMAG) steering committee's meeting was 23-25 Apr 97, at Fort Lee, VA. Chaired by the Army Deputy Chief of Staff (Logistics), the JWRMAG is chartered to coordinate with other military services to develop and implement policy concerning joint plans, procedures and requirements for water resources in support of land-based forces. This includes doctrinal development, equipment research and development and war operation implementation. Cohosted by the Petroleum and Water Department and a government contract firm, this year's JWRMAG steering committee's meeting brought together leaders from all US military services and industry representatives to provide updated information from the last JWRMAG and to plan the agenda for the next JWRMAG in late October or early November 1997 at Camp Lejeune, NC.

For more information on the JWRMAG, contact Linda Williams, Instructor/Writer, Advanced Petroleum and Water Division at DSN 687-1329 or (804) 734-1329 or E-mail to [williams1@lee-dns1.army.mil](mailto:williams1@lee-dns1.army.mil).

# 'Mercenary' Logistics and Today's Military Operations

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At the dawn of the 21st Century in an area of expanding missions and shrinking budgets, the logistician's mission of supporting victory has become much more difficult and complex. The military, especially the US Army, has been forced to augment logistics capability with civilian contractors. These contractors, although sometimes clad in battle dress uniforms, are not members of the armed forces. They are not volunteers, but work because they get paid. In effect, today's contractors are "mercenaries" and their role will continue to be critical to military success.

## Logistics Businesses

"Mercenary logistics," also known as contract logistics, is the process of managing and providing materials and services to a supported customer. Unlike the military, most civilian firms do not have large internal support assets for actions such as fixing trucks or moving supplies. They rely on other private firms, such as Federal Express (transportation) or AT&T (communications), for logistics support. These logistics businesses focus on specialized services to their customers. While this type of customer relationship has long existed in the civilian market, it is a relatively new concept for the military.

Before the fall of the Berlin Wall in Germany in 1989, the US Army focused on forward presence. Whether in Germany, Korea or the continental United States, the military operated in a logistically stable environment with well-established routes, procedures and supply sources.

Today, the Army focuses on deployment and force projection. In the past 24 months, the Army has deployed to Saudi Arabia, Somalia and Bosnia for operations. In all these deployments, contract logistics played a major role in sustaining the forces and making the missions successful. In fact, logistics support and mission success would have been impossible without contractor support.

The most rapid mobilization of US armed forces took place during *Operation Desert Shield/Storm* in 1990-1991. The contributions of the civilian contractors proved vital for the logistics support of the largest deployment since World War II. During this Persian Gulf war, the Defense Logistics Agency (DLA) granted most federal contracts to commercial industry. DLA negotiated more than 550,000 contracts worth nearly \$760 billion. Although most money paid

for the Department of Defense's (DOD) bulk fuel purchases, unique items such as desert combat boots, anti-nerve gas injectors and the new Meal, Operational, Ready-to-Eat (MORE) were also contracted, manufactured and purchased on a massive scale.

Contractors also played a major role in the transportation of the troops, equipment and supplies from their home stations to Southwest Asia. From as far away as California, commercial railroads such as Union Pacific and Conrail were contracted to haul more than 22,000 rail car loads of materiel from various bases to sea ports of embarkations (SPOEs).

## Commercial Trucking

The commercial trucking industry brought the equivalent of a Midwest city's worth of supplies (roughly one billion pounds) to the eastern ports of Charleston, SC, Jacksonville, FL, and Houston, TX. Commercial airlines such as Evergreen and Southern Air Transport were contracted by the US Air Force to fly passenger and cargo missions. By the end of April 1991, these airlines had flown more than 1,500 missions to Saudi Arabia, transporting more than 310,000 troops and 150,000 tons of cargo. More than 65 percent of the troops deployed via commercial air carriers.

After *Operation Desert Storm*, the US armed forces became involved in humanitarian and peacekeeping operations in the African nation of Somalia. Civilians working for the DOD were also involved with the operations later known as *Operation Restore Hope*. In Somalia, computer experts worked directly with US Marine logisticians at the naval port in Mogadishu for fielding a new computer system that tracked equipment and supplies during a maritime prepositioning ship off-load. This system—Landing Force Asset and Distribution System—tracked supply Classes III (petroleum, oils and lubricants), V (ammunition), VII (major end items) and essential Class IX (repair parts) as the materiel was brought off the ship. Living side-by-side with their military counterparts, these technical advisors provided the necessary training for the Marines and constantly fixed a system limited by a lack of electricity and a suitable computer work area. When US forces withdrew in March 1994, civilian contractors continued to provide most logistics support to the 25,000 remaining United Nations troops until their final withdrawal a year later in March 1995.

## **Supplies by Air**

Beginning in December 1995, US forces began deploying to Bosnia in support of the Dayton Peace Accords. *Operation Joint Endeavor* involved more than 20,000 soldiers from units spread between northern Italy and southern Germany. To get to the war-torn region, US forces had to cross several international borders and two mountain ranges. Because of these terrain restrictions, there were only two ways in: over land or by air. Air deployment was conducted strictly in the military realm. US Army Europe (USAREUR) soldiers, supplies and equipment embarked from either Rhein Main Air Base or Ramstein Air Base in Germany or from Aviano Air Base in northern Italy. Though over 1,000 aircraft sorties flew in support of the initial deployment, this only contributed to less than one percent of the overall deployed equipment and supplies.

## **Supplies by Rail**

Rail systems played the most vital role in moving the military's equipment and supplies during *Operation Joint Endeavor*. Extensive coordination was made by USAREUR with the German Bundesbahn to cross the four international borders between Germany and Bosnia. During the deployment phase, over 480 commercial trains were used at a cost of about \$125,000 each in order to move over 700 military vehicles and 250,000 short tons of other essential supplies and equipment. These trains carried almost 85 percent of the total assets brought to Bosnia.

In contrast, the US Army during the World War II brought its own railroad operation units, and along with the liberated French rail workers, supported the Allied drive across France. Currently, the US Army has only one Army Reserve unit that conducts rail operations. In this area, the military is totally dependent on the existing civilian and host nation rail systems to support military operations. During *Operation Joint Endeavor* in 1995-96, the massive effort by commercial rail assets made the rapid buildup of US forces in Bosnia possible.

Although USAREUR and corps-level transportation battalions existed, commercial truck and bus assets were also extensively used in the Bosnia deployment. More than 1,000 civilian-contracted buses transported almost 20,000 American soldiers from their bases and from *kasernes* in southern Germany to staging areas in Bosnia. Commercial trucks outnumbered military trucks more than two to one, with 1,700 commercial trucks and 800 military vehicles involved in the operation. Altogether these assets

transported more than 27,000 short tons of equipment and supplies into the theater. Even now, commercial assets play a large part in the continued sustainment of US and North Atlantic Treaty Organization forces involved in Bosnia.

## **LOGCAP Services**

The official name for the US Army's program to maximize the services and resources of these civilian contracted firms is LOGCAP, the Logistics Civilian Augmentation Program. In the future, soldiers can expect to see even more LOGCAP services working directly with the military to include food services, building and construction, transportation, communications, and maintenance support. One of the best-known examples is the Houston-based firm of Brown and Root, Inc. In Bosnia alone, Brown and Root, Inc. has almost 1,000 US employees and 5,500 local nationals under contract to the military. In the past 10 months, this firm has built 35 base camps and continues to provide cooking, laundry, sanitation and mail delivery services. Brown and Root, Inc. also participated in the US operations in Southwest Asia and in Somalia and Rwanda, Africa.

## **Contractor Support**

The contractor support to the US military throughout the world has made all contingency operations much faster and much more efficient. This was illustrated during the recent deployment to Bosnia. The speed of commercial logistics enabled the US and its allies to fulfill treaty obligations under the Dayton Peace Accords. During a recent unclassified briefing at Fort Lee, VA, a Quartermaster officer serving with Armed Forces South in Italy, stated bluntly: "We couldn't have done the Bosnia deployment without contracting because we lacked the force structure." This lieutenant colonel also gave examples of where contractors filled in the holes of Army force structure, such as printing, storage, labor services, bottled water, barrier materiel and bulk petroleum. As long as DOD funding exists, civilian contracting will continue to augment the military logistics force.

The presence of contractors on today's battlefield is a reality. The US Army's experiences during the past five years in Southwest Asia, Africa, and now in Bosnia, have shown that military forces are dependent on the civilian sector to respond to any conflict or operation other than war. In every recent deployment, contract logistics played an essential role in moving, sustaining and supporting US military forces. Logisticians must recognize the services that

civilian contractors provide as a force multiplier and a tool at military disposal. Successful logisticians learn to use all the tools available to accomplish the

assigned mission. In today's rapidly changing environment, "mercenary logistics" stands as one of the most important tools.

*The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 96-11/12 at Fort Lee, Virginia.*

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# Planning and Distributing Battlefield Class IV

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Class IV (construction and barrier materiel) packages are a necessity to the maneuver soldier. The entire Army Master Data File (AMDF) of Class IV supply contains nearly 4,000 items ranging from construction materials, nails and lumber to fortification and barrier materials, blackout curtains and barbed wire. The warfighter in the brigade support area (BSA) is only concerned with a limited number of Class IV items—frequently needed and requested in large quantities. These Class IV supplies are mainly used for fighting positions, command posts, perimeter defenses and obstacles.

## Performance Requirements

Any effective military distribution system must meet certain minimum performance requirements. The distribution system must be able to receive materiel from a wide variety of sources. It must be capable of storing materiel in sufficient quantities and able to provide materiel configured to meet the customer's needs. Also, an effective distribution system must be able to support the forces deployed in response to the customer's priorities.

This is the problem with Class IV distribution. The end user is not properly considered in this distribution process. The materiel is not configured to meet customer needs. There is no doctrinal solution to this problem. However, units have planned and organized their own solutions to the problem. An accurate, quick estimate of the Class IV supply requirements for a particular contingency is crucial to military planning. Prepackaged combat Class IV is a major concern in today's Army.

Several factors influence supply of construction and barrier materiel. These factors fall into two basic categories. The first category determines requirements — How much infrastructure is needed to support operations? How much damage is anticipated? How much maintenance is necessary? How much fortification is required?

The second category contains offsets to the requirements—How much time and resources are available to perform the work? How many facilities are already available? What type of infrastructure already exists? What local or nonmilitary resources can be used to fill requirements? Variables that influence Class IV requirements are the number of units deployed, threat capabilities, climate, terrain, battle intensity, Engineer capability, theater infra-

structure, host nation support and resources, and contractor support.

Battlefield distribution of combat Class IV supply has been modified into standardized packages with specific items preconfigured into combat loads. It is important to remember that these packages are unit-standardized and not Army-standardized. These packages consist of supplies such as concertina wire, blocking and bracing material, mines and stakes. Historically, each unit comes up with a slightly different load configuration.

During deployment or readiness exercises, all company commanders generally compile a list of projected Class IV items to be consumed by their units. Normally generated from a unit's historical documentation, this information goes to the battalion S4, S3 or support operations officer, who in turn generates a battalion roll-up of the projected Class IV requirements. A re-scrub of this roll-up is then conducted with the battalion executive officer, company commanders and staff to elevate the request for excess items. This consolidated listing is then briefed to the battalion commander during a battalion coordination meeting. The general supply officer (GS) of the division material management center briefs the same information during the brigade coordination meeting. Then, the Alpha companies in the main support battalion (MSB) and the forward support battalion (FSB) are tasked.

## Example at National Training Center

For example, during a National Training Center (NTC) exercise at Fort Irwin, CA, the MSB is tasked with configuring and shipping the requested loads to the FSB break site. The MSB, in turn, conducts a Class IV push of the combat configured loads (CCLs) to the FSB break site. This can be done as a single push or simultaneously with the logistics package (LOGPAC). This Class IV CCL push has proven an expedient method of delivery to both Armor and Infantry units. Since the combat units do not have materiel handling equipment (MHE) capability (forklift), they can show up at the FSB break site to draw their Class IV as a package while drawing all their other packaged products. This allows combat units the ability to move out quickly into maneuver operations. Although this has become standard practice in both light and heavy units, no doctrine currently requires the supply support activities (SSAs) in the MSBs to produce Class IV CCLs.

## JRTC Experience

**Standard barrier packages should be easy to construct and fit on a standard pallet. They must contain the high priority Class IV materials and be configured for wheel or air transport, MG J.H. Binford Peay III, Former Commander, 101st Airborne Division**

The 3-327th Infantry from Fort Campbell, KY, validated MG Peay's concept during Joint Readiness Training Center (JRTC) rotation 94-07 at Fort Polk, LA. Class IV packages became user friendly to the squad level with standard wooden pallets configured for wheel transport. The packages were then easily transported to critical points by high-mobility multipurpose wheeled vehicles (HMMWVs).

The JRTC operation consisted of five phases. Phase I began upon receiving the brigade warning order. Coordination with the supporting SSA began, and the warning order was issued to the individual units.

Phase II began when a Class IV supply point was established. The supply point was secured and the area quartered. Then, the maneuver battalion prepared to receive the Class IV and the battalion's vehicles for transport of the Class IV.

Phase III began when the maneuver battalion received the Class IV from the SSA. The Class IV was then configured for the units and loaded onto HMMWVs with MHE support from the FSB. The HMMWVs were then staged for convoy movement. Phase IV began when the convoys moved out and began delivering to the individual units. The Class

IV supplies were dropped at points established by the unit down to the squad level. Phase V was the wrap-up phase.

Phase V was completed when all HMMWVs returned to their parent units and the S3 was notified of mission completion.

The 3-327th Infantry used four basic types of Class IV packages. The packages were squad survivability, platoon survivability, wire road block, and command post (Figure 1).

## Effective System

This system was effective for several reasons. First, this system reduced estimating Class IV requirements by involving the maneuver units in determining basic packages. Second, by using standard wooden pallets, HMMWVs could transport the Class IV all the way to the fighting position. Lastly, the maneuver units knew exactly what came in the packages they would receive. This aided in determining priorities of work because the commanders could plan on receiving all of their Class IV at the same time.

An effective defense depends on the creative use of Class IV and mines at the squad and platoon levels. Delivering Class IV in predetermined, user friendly packages minimizes delivery requirements, maximizes construction time and gives the maneuver commander greater flexibility on the battlefield.

At the NTC, the 11th Armored Cavalry Regiment (ACR) opposing forces (OPFOR) realized the need for preconfigured loads of Class IV/barrier materiel years ago. The OPFOR force structure does not authorize light Infantry. Thus, a light Infantry battalion augments the 11th ACR each rotation. The augmenta-

Squad Survivability		Platoon Survivability		Wire Road Block		Command Post	
concertina wire	20 rolls	concertina wire	30 rolls	concertina wire	11 rolls	plywood (8x4)	3
barbed wire	2 rolls	barbed wire	3 rolls	barbed wire	2 rolls	lumber (4x4)	8
long pickets	50	long pickets	70	long pickets	30	sandbags	500
short pickets	20	short pickets	30	short pickets	20		
plywood (4x4)	4	plywood (4x4)	4				
sandbags	600	sandbags	1,000				
1 per rifle squad		2 per rifle platoon		3 per company		1 per company	
27 per battalion		1 per company headquarters		9 per battalion		3 per battalion	
		21 per battalion					

**Figure 1. Basic Class IV Packages**

tion unit comes from all components of the Army and the Marine Corps. The actual composition, capabilities and needs of the augmentation unit are quite different.

As a result of lessons learned, the OPFOR developed a system of preconfigured loads of Class IV barrier materiel. The incoming augmentation unit orders and receives the bulk of its Class IV in quantities of the preconfigured loads. The simplicity in coordination is instrumental to the success of the light Infantry augmentation unit and the OPFOR.

When problems associated with coordinating, ordering and delivering by individual item were identified, the OPFOR leadership sought a simplified solution. Representatives from the two maneuver squadrons, the support squadron and the combat Engineer company collectively determined what would make up the basic preconfigured load for the light Infantry augmentation units. Though a representative was not present from a light Infantry unit, the representatives did use the after action reports from many rotations in their decision-making process. The outcome of the coordination and staffing led to the development of a company-sized preconfigured load of Class IV currently used by the OPFOR. The makeup of this load follows:

2,000 sandbags	240 lumber (8x4)
120 pickets, long	30 rolls concertina wire
40 plywood (4x4)	20 plywood (8x4)
180 training mines	

Establishing a preconfigured load of Class IV supplies greatly aids and improves the execution of the battlefield distribution of combat Class IV to the light Infantry augmentation unit. The current standing operating procedure provides efficient and timely Class IV support, while also providing the flexibility needed to support the varying needs of a different light Infantry unit each rotation.

When the augmentation unit arrives at the NTC, the company executive officer or battalion S4 makes contact with the Class IV officer in charge/noncommissioned officer in charge (OIC/NCOIC) from the supply and transportation (S&T) troop within the support squadron.

The augmentation units request their Class IV in units of issue, based on the preconfigured load. Depending upon the type of rotation or the number of battle positions, the light Infantry augmentation

unit may want more preconfigured loads than a like unit with different mission requirements. Once the quantity of issue is clarified, the two representatives will decide whether the supplies are pushed by palletized load system to the battle position or picked up at the Class IV yard by the receiving unit. The 11th ACR's S&T troop can use either delivery, because the loads are preconfigured and stored in the Class IV yard on flatracks (bed, cargo demountable).

If a unit chooses to pick up the Class IV, both representatives agree to a pickup time. However, when a push is required, a grid and drop OIC/NCOIC for each mission is identified. After coordination, the supply platoon from the S&T troop will deliver the flatrack to the specified grid on the date and time group established. When the mission is complete, the unit must recover the Class IV. The supported unit recovers the materiel, and the supply platoon from the S&T troop relocates the package to the follow-on battle position or returns the materiel to the Class IV yard.

The simplicity of preconfigured, packaged Class IV ensures both flexibility and clear communication. When a unit orders Class IV by the preconfigured load (one, two or three packages), communication is simplified to the greatest extent possible. Also, the ability of the supported or supporting unit to deliver the materiel accommodates any combination of units. Though by design a light Infantry unit is similar to all other light Infantry units, the preconfigured load accommodates any combination of variations.

Although the preconfigured load is the base unit of issue, the S&T troop will issue more quantities when the mission dictates. However, previous NTC rotations have shown that most of the units embrace the preconfigured concept and adhere to the principle of ordering by package.

The preconfiguration of Class IV supply emphasizes SSA and unit coordination. The flexibility of the SSA is essential to meet the supported unit's needs. Preconfigured loads should be based on company- and platoon-sized elements needing Class IV for fighting positions, obstacles, command posts and perimeter defense. The SSA will continue to stock other national stock numbers to support special needs. Class IV packages simplify the customer request and coordination process while providing flexibility and timely support to the maneuver soldier.

*The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 97-1/2 at Fort Lee, Virginia.*

# Hazard Analysis and Critical Control Points System — Food Safety

CW3 Robert F. Salo

For most Americans, little or no thought is given to the safety of our food supply. After all, we have federal food safety agencies funded by our tax dollars to protect us. So is our food supply safe and are we doing everything we can to prevent food borne illness?

The US Department of Agriculture's Food Safety and Inspection Service (FSIS) that has responsibility for meat, poultry and egg products and the US Department of Health and Human Services' Food and Drug Administration (FDA) that has responsibility for all other foods have fewer than 8,700 inspectors and analysts to regulate the entire food industry. These two agencies have the responsibility of visiting about 60,000 plants to ensure that food processors provide safe, wholesome and properly labeled products. While plants that process the higher-risk foods have in-house inspectors, many food processing plants are lucky to be inspected once in every 10 years.

Given this situation and the fact that our current inspection system was largely created in the early 1900s, it should come as no surprise that the Council for Agricultural Science and Technology, a private nonprofit organization, estimates that each year as many as 9,000 deaths and 6.5 to 33 million illnesses in the US are food-related. For these reasons, the federal government is pursuing initiatives to improve the safety of the food supply. One key initiative is the system called Hazard Analysis and Critical Control Points (HACCP) [pronounced "hassip"].

## What is HACCP?

HACCP is a prevention-based food safety program that applies science-based control to identify and eliminate potential hazards that may affect food safety. The system is designed to monitor the flow of food from raw materials to the finished product, a so-called "farm to table" concept. The idea is to monitor each step of the process so the end product will be safe. HACCP was developed nearly 30 years ago for the National Aeronautics and Space Administration (NASA) as a reliable quality control program to prevent astronauts from getting foodborne illnesses in space. Many food companies currently use HACCP.

## Proactive Approach to Food Safety

The use of HACCP incorporates a paradigm shift from the traditional food safety programs that tend to be reactive with emphasis on the inspection of the finished product. The traditional program focuses on "snapshot" observations to determine conditions within the facility. The HACCP approach is a preventive system that builds quality and safety up front. The record-keeping requirements of HACCP allow for complete evaluation of the food production process to reveal past, present and future conditions within a facility. A HACCP system is devised, practiced and monitored by the food operator and verified by regulatory agencies. The system appropriately places the responsibility for a safe food program where it belongs - not with the regulators - but with the food establishment (management).

## Simple and Effective Concept

The heart of the HACCP system consists of seven basic principles designed to identify potential hazards, establish control points and monitor requirements to prevent hazard occurrence, apply corrective measures to deviations of established procedures, and record and verify system application. The HACCP focuses on the safe handling of food, not on the cleanliness of the floors and walls. A HACCP program begins with educating and training employees about the risks associated with food products at all stages. Knowing how to prevent and control foodborne illness is a critical factor in the employee's understanding and committed application of the HACCP principles. The HACCP requires the use of risk assessment techniques to identify and assess hazards. It requires accurate record-keeping to document the program. Most importantly, HACCP requires management's full commitment to implement the program. Without management involvement, HACCP will be nothing more than eyewash.

## The HACCP System's Seven Principles

- 1) Conduct a hazard analysis.
- 2) Identify critical control points in the process.
- 3) Establish control procedures.
- 4) Establish monitoring procedures.
- 5) Establish corrective action.

- 6) Establish effective record-keeping procedures.
- 7) Establish procedures for verification.

### **Federal Government Mandates HACCP**

One goal of both the FDA and the FSIS is reducing the incidence of foodborne illness to the greatest extent possible. While no single program will ensure the safety of all foods, these agencies are convinced that HACCP will provide consumers with the safest possible food supply. Therefore, the FDA and FSIS have incorporated HACCP into legal requirements that apply to the meat, poultry and seafood industries. Also, applying HACCP to the entire food industry is under study.

### **Barriers to Application**

As with any new program, and HACCP is no different, barriers often must be overcome. One barrier is paradigm analysis. People become so deeply rooted in the way things are that they just cannot accept new solutions. Another barrier can be the HACCP's extensive record-keeping requirements. Critics cite the employee inclination to "pencil-whip" or "dry lab" entries that will render the system ineffective. However, effective education and full management in-

volvement can eliminate this barrier. Also, computer-assisted programs are being developed to lessen the documentation burden.

Another barrier to HACCP can be the initial effort required to characterize the risks associated with an establishment's process. Assessing the risks in any science-based system requires both time and money that some organizations just are not willing to spend. Of course, if the federal government has its way, food companies in the future will not have a choice. Rest assured, HACCP is not just another fad. Look for HACCP to join the military soon.

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## ***Food Safety by the Year 2010***

**Equipment will be adapted to prepare meals in the Force XXI environment. . . . Improved sanitation and food preparation techniques will reduce the water and effort associated with sanitation. This will reduce the requirement for that commodity on the battlefield and assist in increasing the well being of the soldier in the forward areas on operations. Food preparation equipment will be safer and easier to operate. This will reduce the overall level of training required to safely and efficiently operate food preparation equipment in a field environment.**

**— Extract From *Vision 2010 for Food Service*, 15 May 1997.**



# 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.**

## **The Killing Zone, My Life in the Vietnam War**

*Frederick Downs, W.W. Norton & Company, Inc: New York, NY, 1978.*

LT Frederick Downs had graduated from the Army's Officer Candidate School at Fort Benning, GA, only six months before he found himself as a 23-year-old platoon leader in Vietnam. A year after arriving "in country," LT Downs had a Silver Star, the Bronze Star with V Device for Valor, and the Vietnam Gold Cross for Gallantry. He was wounded four times and received the Purple Heart three times the day before he was to go home. None of these injuries removed him from Vietnam. On 11 Jan 68, his last day in Vietnam, a "Bouncing Betty" mine blew off his left arm and sent him to rehabilitation for one year.

The author believed he was immortal while in Vietnam and managed to convince his men of the same concept. His book leads us through many missions of his 1st Platoon, Delta Company. The author faced death daily, but was not afraid of dying because he felt he had been properly trained. Perhaps he was naive, but his aggressive nature did earn the respect of his soldiers. He felt that his killing of Viet Cong was justified and possessed a strong hatred for the enemy.

The author held a blind devotion to the Army and the government that is not found today. Did LT Downs do what he believed was the right thing? Yes, he did. He was sent on impossible missions against impossible odds. LT Downs served his country the best way he knew how and therefore deserves all our respect.

— *LT John O'Brien*

## **Courage Under Fire**

*Patrick Sheane Duncan, Boulevard Books: New York, NY, 1996.*

The author wrote and coproduced the award-winning documentary *Vietnam: War Stories* and also wrote and directed *84 Charlies MoPic*. From 1968 to 1969 he served in the 173d Airborne Brigade in Vietnam. *Courage Under Fire* is his first novel, and it was recently made into a movie with the same title. The author believes in a thin line between coward and hero during war. He also believes that fear dictates how soldiers will conduct themselves from one crisis to another.

In his novel, a LTC Nat Serling is ordered to investigate the actions of a CPT Karen Emma Walden, a MEDIVAC pilot in *Operation Desert Storm*, to determine if she deserves the Medal of Honor. During the Persian Gulf war in the early 1990s, LTC Serling had given the order to fire on his own men after enemy tanks infiltrated friendly lines. Although the Army cleared LTC Serling of all guilt for ordering the act of fratricide to defeat the enemy, his order to his men as commander of an Armored Cavalry unit eats at his soul. He has become an alcoholic and his career has stalled. LTC Serling's commander has placed him on the Medal of Honor inquiry to restore his confidence and revive his dying career.

In the end, CPT Walden's daughter is presented the Medal of Honor at the White House. LTC Serling comes to terms with the pain he has felt after the incident of fratricide in the Persian Gulf. In terms of ethics and values, this book shows that strong moral character is critical to an Army officer. The novel also illustrates that war is not all glory: for every medal awarded, there is a story with many facets. In retrospect, the search for truth and justice to honor bravery comes with consequences often more horrific than war itself.

— *LT Water J. Sowden*



## *New Office for Civilian Logisticians*

The Functional Chief Representatives for Career Program-13 (Supply) and Career Program-17 (Maintenance) sponsor many annual opportunities for careerists, as outlined in the *Catalog of Civilian Training, Education and Professional Development Opportunities*. The Office of the Deputy Chief of Staff for Logistics (DCSLOG) has established a new office with the goal of better managing civilian logisticians. This office at Fort Lee, VA, called the Logistics Management Proponency Office (LogPro), will ensure the availability of well-trained and experienced employees equipped with the right skills to support the Force XXI Army. Write to LOGPRO, SUITE 216, 700 QUARTERS ROAD, FORT LEE VA 23801-1703 or telephone LogPro at DSN 539-0616 or (804) 765-0616, and E-mail to Logpro@lee.dns1.army.mil.

## *Logistics Management Professional Development*

*Linnea Kerins*

This is a guide for Supply and Maintenance Management Career Programs personnel and their supervisors, activity career program managers, and major command career program managers. Through the Army Civilian Training, Education and Development System (ACTEDS) - an orderly, progressive and sequential approach to technical, professional, managerial and leadership - training is planned at appropriate points in civilian employee careers. Under the umbrella of logistics, the following training opportunities are offered to develop individuals with a competitive edge for high-level logistics positions. The Activity Career Program Manager (ACPM) at each installation can provide professional career guidance on the various programs. For more detailed information, call Mr. Greene (Supply) at (804) 765-4139 or Mr. Smith (Maintenance) at (804) 765-4778. The DSN prefix is 539-XXXX, and the FAX number is (804) 765-4175 at the LogPro Office, Fort Lee, VA.

### **Developmental Assignments**

Professional Development assignments for civilians include long-term training of 180 days or more and short-term training of 120 days or less. Examples include assignments at Headquarters, Department of the Army (HQDA), Office of the Deputy Chief of

Staff for Logistics, Pentagon, Washington, DC, and other logistics offices throughout the world, and the US Army Communications Electronics Command. These developmental assignments are open to all Department of Army (DA) supply and maintenance employees at the GS-12 level and above, and exceptional GS-11s with career status, in a permanent, competitive appointment. Applicants who do not meet these criteria may request a formal waiver through nominating channels. Careerists in other logistics career programs such as transportation, quality assurance, and ammunition management may also apply for Developmental Assignments to expand their logistics expertise. For more information, call Mr. Greene (Supply) at (804) 765-4139 and Mr. Smith (Maintenance) at (804) 765-4778. The DSN prefix is 539-XXXX, and the FAX number is (804) 765-4175.

### **Training With Industry (TWI)**

TWI may fall within either long-term training or short-term training, depending on the career program. TWI assignments are offered through a variety of companies. Each career program targets needs to specific companies. A supply TWI assignment may be with GTE Government Systems, for example, and a maintenance TWI job may be with Dyna Electron-

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ics. Each career program will support and tailor each TWI assignment. For more information, call Mr. Greene (Supply) at (804) 765-4139 or Mr. Smith (Maintenance) at (804) 765-4778. The DSN prefix is 539-XXXX, and the FAX number is (804) 765-4175.

### **Logistics Education Assistance Fund (LEAF) and Graduate Level LEAF (GLLEAF) Programs**

Included in university study are the LEAF and GLLEAF programs. The LEAF program is an undergraduate program open to all DA employees at the GS-11 and above levels. GLLEAF offers opportunity for careerists GS-12 and above (and exceptional GS-11s) wishing to continue with graduate studies. The objectives are to provide a valuable learning experience for a competitive edge toward future advancement and to stimulate innovation.

**THIS IS NOT A DEGREE PROGRAM!** If, however, a degree is obtained through the study course, there is a value-added incentive. These programs are designed to provide up to one full year of full-time study during duty hours at an accredited university, with curriculums applicable to each career program. Both programs support either full-time or part-time attendance. Full-time is duty hour attendance (minimum of 12 hours per term for 12 months). Part-time is up to 9 credit hours per term for 24 months. Part-time attendance may be during duty hours, non-duty hours, or a combination of both and is approved by the careerist's supervisory chain. Any portion of time during normal duty hours not required for school attendance is considered time that the employee must be at work or on authorized leave status. For more information, call Mr. Greene (Supply) at (804) 765-4139 or Mr. Smith (Maintenance), (804) 765-4778. The DSN prefix is 539-XXXX, and the FAX number is (804) 765-4175.

### **Logistics Executive Development Course (LEDC)**

LEDC is for civilians in grade GS-12 or above with career status. In addition, applicants must have five years of cumulative experience in military logistics. They must have demonstrated high potential for development as evidenced by their performance appraisals and specific awards and recognition directly related to logistics accomplishments. The LEDC curriculum balances the continuum of logistical sustainment tasks in a seamless flow that begins in the factory and ends in the foxhole. It invites participants to share logistical experiences as they learn and practice new theories in the development of

multifunctional skills required to sustain tactical operations on the battlefield. No other logistics program brings civilians, international officers, and US Army Reserve, Army National Guard, and Active Army officers together for such a sustained learning period. Course length is 19 weeks, 4 days. For more information, call Mr. Green (Supply) at (804) 765-4139 or Mr. Smith (Maintenance) at (804) 765-4778. The DSN prefix is 539-XXXX, and the FAX number is (804) 765-4175.

### **Senior Service Colleges (SSC): Army War College (AWC), National War College (NWC) and Industrial College of the Armed Forces (ICAF)**

SSC participants are subject to the SSC Operational Assignments Program that became effective with the SSC class of 1996. Eligibility: DA civilian employees who have career status and serve in permanent competitive appointments; Schedule A, excepted appointments without time limitation; or service under an Excepted Service appointment in the Civilian Intelligence Personnel Management System (Title 10 USC 1590) and have a minimum of three years of consecutive service under one or more permanent appointments. SSC applicants must be able to obtain a TOP SECRET clearance with a special background investigation (SBI) that will not expire during the academic year. The system calls for determining, in advance, each student's assignment after training. Program procedures require a signed mobility agreement obligating students to accept reassignment to a management-identified position. Mobility may be functional, geographical or organizational. New assignments may be either CONUS or OCONUS.

For the AWC, DA civilians are at the GS-14/15 level or high potential GS-13s. The AWC studies the role of land power, as a part of a joint or combined force, in support of the US national military strategy. The curriculum emphasizes theory, concepts, systems, and the national security decision-making process. The student seminar group is the fundamental learning vehicle at the school. For more information, call Mr. Greene (Supply) at (804) 765-4139 or Mr. Smith (Maintenance) at (804) 765-4778. The DSN prefix is 539-XXXX, and the FAX number is (804) 765-4175.

For the NWC, DA civilians at the GS-14/15 level may apply. The academic program is specifically designed for a student body of individuals already highly experienced and successful in military and civilian professions devoted to the design and appli-

cation of different facets of national security. For more information call Mr. Green (Supply) at (804) 765-4139 or Mr. Smith (Maintenance) at (804) 765-4778. The DSN prefix is 539-XXXX, and the FAX number is (804) 765-4175.

For the ICAF, DA civilians at the GS-14/15 level should possess a graduate degree and be identified by their organizations as on track for executive-level service. Applicants must sign a mobility agreement allowing for operational assignment to a position that makes fullest use of the competencies acquired, and applicants must complete a geographic preference statement. ICAF prepares selected military officers and civilians for senior leadership and staff positions by conducting a postgraduate, executive-level course of study and associated research dealing with the resource component of national power, with special emphasis on materiel acquisition and joint logistics and their integration into national security strategy for peace and war. For more information, call Mr. Green (Supply) at (804) 765-4139 or Mr. Smith (Maintenance) at (804) 765-4778. The DSN prefix is 539-XXXX, and the FAX number is (804) 765-4175.

### **Professional Enhancement Program (PEP)**

The following PEP programs provide mid-level DA management personnel with top-level management perspective: Energy Management Professional Enhancement Program (EMPEP); Transportation Management Professional Enhancement Program (TMPEP); Maintenance Management Professional Enhancement Program (MMPEP); and Materiel and Distribution Management Professional Enhancement Program (MDMPEP). These programs provide oppor-

tunities for developing and enhancing the careerists' skills outside their areas of expertise and involve a six-month assignment in a sponsoring directorate. The remaining six months is divided into three, two-month rotational assignments in related government and nongovernmental agencies. For more information, call Mr. Greene (Supply) at (804) 765-4139 or Mr. Smith (Maintenance) at (804) 765-4778. The DSN prefix is 539-XXXX, and the FAX number is (804) 765-4175.

### **Secretary of the Army Research and Study Fellowships (SARF)**

The SARF program is an Armywide competition where selections are made through a HQDA selection board. These fellowships are granted with the intent to support study and research on selected projects relevant to Army's mission, to develop and increase the use of the best talents among Army career civilians, and to support basic creativity of selected individuals. Proposed projects must indicate a high potential value to the Army and benefit to the applicant as well. The applicant must be able to complete the project within the time proposed. Fellowships are not substitutes for projects that should be completed on a normal duty assignment and financed through mission funds. For more information, call Mr. Greene (Supply) at (804) 765-4139 or Mr. Smith at (Maintenance) at (804) 765-4778. The DSN prefix is 539-XXXX and the FAX number is (804) 765-4175.

*Ms. Linnea Kerins is a Logistics Personnel Proponency Specialist (Transportation) at the Logistics Proponency Office (LogPro), Fort Lee, Virginia.*

## **CASCOM Supply Software Available Now**

The 1997 version of Operations Logistics Planner (OPLOGPLN '97), a computer-based program that assists logisticians in determining the supply needs of units in the field, is available immediately from the US Army Combined Arms Support Command (CASCOM), Fort Lee, VA. The OPLOGPLN '97 succeeds the Supply Usage Requirements Estimator (SURE) for calculating supply estimates by classes of supply. Unlike SURE, however, OPLOGPLN '97 is designed specifically to support operations typically associated with multiphase operation plans and operation orders.

Currently, the OPLOGPLN '97 can calculate the following classes of supply: I (rations), II (general supplies such as clothing and tents), III (petroleum, oils and lubricants), IV (construction and barrier materials), V (ammunition), VI (personal demand items), VIII (medical), water, and mail for selected units.

The OPLOGPLN '97 is an MS-DOS based program that requires an IBM-compatible personal computer with an Intel 80386 processor or higher, 4 MB or more of RAM, and at least 20 MB of free hard drive space. For more information, call 765-0640 at CASCOM, Fort Lee, VA.



# TOTAL FORCE

## **US Army Reserve IMA Becomes Deputy Commanding General**

COL Celia L.F. Adolphi, among many officers recently named by Secretary of the Army Togo D. West Jr. for assignment to US Army Reserve General Officer positions, became Deputy Commanding General for Mobilization and Training, Individual Mobilization Augmentee (IMA), at the US Army Quartermaster Center and School. She previously served as Commander, 55th Support Center (Material Management Center), Fort Belvoir, VA, both in Reserve status and during a six-month deployment to Hungary as a part of *Operation Joint Endeavor*.

COL Adolphi has served in a variety of Quartermaster assignments within the 310th Theater Army Area Command, with headquarters at Fort Belvoir. Her civilian career is also Quartermaster-related. As a Department of the Army civilian employee, she serves as a Logistics Management Specialist in the Directorate of Transportation, Energy and Troop Support, Office of the Deputy Chief of Staff for Logistics in Washington, DC. She works primarily with the Army subsistence program in policy development and operations management standards and procedures.

At Fort Lee, the Deputy Commanding General for Mobilization and Training is authorized up to 65 days of active duty per year and will be responsible for Reserve Component issues within the Quartermaster Corps, strengthening the bond between the Active and Reserve Components and providing a link between the Quartermaster General and the Reserve Component leadership.

## **Special Petroleum Supply Training for New Iowa ARNG Battalion**

*CPT Allen Meyer*

The staff of a new Iowa Army National Guard battalion, with soldiers transferred from various branches, received special training condensed from the Petroleum Officer Course by the Petroleum and Water Department of the US Army Quartermaster Center and School, Fort Lee, VA. The staff spent their first Annual Training, 5-19 Apr 97, at Fort Lee.

As a new battalion with headquarters in Newton, IA, the 554th had officers and senior noncommissioned officer (NCOs) transfer from various branches including Ordnance, Armor, Infantry, Engineer, Military Police and Transportation. Their train-

ing was specially tailored to create a basic foundation of knowledge on petroleum and water operations.

The 554th Battalion Commander, a Quartermaster, came up with the Annual Training approach while at Fort Lee for his Pre-Command Course. The battalion's executive officer approached the Petroleum and Water Department's director about the feasibility. The director thought the battalion commander's idea could be supported and recommended that the 554th coordinate directly with the Advanced Petroleum and Water Division (APWD) at Fort Lee.

The acting chief of APWD and the battalion's executive officer met in February 1997 to discuss the structure of the 554th so that APWD could make recommendations on training topics. The resulting training schedule included an overview of petroleum operations; petroleum and water organizations and missions; petroleum and water in a theater of operations; petroleum accountability; petroleum, oils and lubricants (POL) requirement computations; and familiarization with POL and water-related equipment. The training built up to an operations order (OPORD) exercise based on the Annual Training instruction.

Several APWD staff members conducted the training. The personnel of the 554th found the instructors extremely professional in their presentations. They were also impressed by the willingness and eagerness of every member of the APWD staff to offer assistance, not only during the time the 554th was at Fort Lee, but also telephone assistance once the 554th had returned to home station as well. Members of the 554th were overwhelmed by the courtesy, knowledge and cooperation of all the APWD instructors.

Members of the 554th also participated in other events while in VA. At Fort Lee, they received a 49th Petroleum Group operational brief. Most of the 49th Petroleum Group was deployed to New Mexico for Exercise Roving Sands '97, and the 554th used the OPORD for that exercise to train on the deliberate decision-making process.

As an educational yet relaxing method of spending a Sunday morning, the 554th conducted a staff ride of the Petersburg National Battlefield. This required study of the doctrine and weapons in use at the time and research on the leaders involved. The discussion's focus was the period of June 15-19, 1864, which preceded the lengthy siege of Petersburg. This

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was a novel experience for the Iowa Army National Guard group that provided added knowledge and appreciation of US heritage.

Overall, the Annual Training was a success. It enabled the staff of the 554th to take major strides in their development, while establishing a rapport with the functional experts at both the APWD and the 49th Petroleum Group.—*CPT Allen Meyer, Executive Officer, 554th Quartermaster Battalion (Petroleum Supply)*

### **Reservists Provide Flood Relief**

Nearly 150 US Army Reservists from Montana, Utah and Colorado participated in relief efforts in flood-ravaged Grand Forks, ND, last April. These reservists provided purified water for residents as well as facilities for other relief agencies.

The 370th Quartermaster Battalion (Water Supply) of Great Falls, MT was the command and control headquarters for a water exercise moved by the Army Reserve from California to Grand Forks. This exercise was moved to provide purified water for the flood victims within the Grand Forks area. The 370th, together with the 889th Quartermaster Company (Supply) of Great Falls and Missoula, MT, and the 347th Quartermaster Detachment (Water Purification) of Missoula, MT, were joined in Grand Forks by soldiers from four other USAR units of the 96th Regional Support Command based in Salt Lake City, UT. These units include the 348th Quartermaster Detachment (Water Purification) of Bismarck, ND, 423d Transportation Company of Fort Carson, CO, 651st Quartermaster Company (Water Supply) of Ogden UT, and 854th Quartermaster Company (Supply) of Logan, UT.

The Ringsak USAR Center in Grand Forks was made available to local relief officials on 23 Apr 97 and was used as a communications center by the Grand Forks Police Department, the Grand Forks County Sheriff's Office, the North Dakota Highway Patrol, the Fish and Game Department, the US Border Patrol and Federal Emergency Relief Assistance personnel.

The Quartermaster units purified and distributed potable water for flood victims. The transportation unit moved the 651st's equipment from Utah to North Dakota.

These Quartermasters operated the Army Reserve's Reverse Osmosis Water Purification Units (ROWPUs), which filter and purify water for drink-

ing. A ROWPU can purify 2,500 to 3,000 gallons of water per hour. Each Quartermaster unit can process water 24 hours a day and brings a 30-day supply of chemicals and filters. The Utah and Montana units took eight ROWPUs to augment the three ROWPUs on site.

These units were scheduled for a May training exercise in California. However, the USAR offered to move the exercise to North Dakota to provide additional drinking water to the flood victims. The offer was accepted by federal and North Dakota emergency relief officials.

Normally, reservists serve one weekend a month and two weeks Annual Training per year. In light of the emergency, these citizen-soldiers expected to be on duty for as long as 29 days. The USAR and the 96th Regional Support Command thanked the employers of the soldiers for working with the short-notice date change of this exercise.

The 96th Regional Support Command has 6,000 citizen-soldiers in six states: Utah, Colorado, Wyoming, Montana, North Dakota and South Dakota. For more information, call MAJ Donald Hines at (404) 629-8660.

### **6th Materiel Management Center Openings**

The 6th Materiel Management Center (MMC) in Arden Hills, MN, currently has openings for reserve officers, warrant officers, noncommissioned officers and enlisted soldiers of all ranks. The unit is a data processing control center for other US Army Reserve (USAR) units scattered throughout the state. It provides integrated supply and maintenance management for the 19th Theater Army Area Command for all classes of supplies (minus maps, medical material and communication security (COMSEC) equipment).

The 6th MMC is organized into a unit headquarters, a service-support division, a logistics automation system support office (LASSO) and seven divisions (each responsible for a specific class of supplies). The seven divisions are the petroleum division, aviation division, electronics division, armament-combat vehicle division, missile-munitions division, automotive division and the troop support material division. For more information about joining the USAR and this unit, call the Unit Administrator, at (612) 631-2845 extension 230/228 or the local USAR recruiter and ask about the 6th MMC.



# CAREER NEWS

## 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. For more detailed information about officer issues, access the Quartermaster Home Page by typing <http://lee-dns1.army.mil/quartermaster> and then look up the Quartermaster Branch Newsletter from PERSCOM. Enlisted Quartermasters have a variety of new ways to communicate with PERSCOM, as outlined in this section in the article *Engaging Enlisted Soldiers in Their Own Career Management*.

## Give the Army a Chance

LTC James Lewis Kennon, Quartermaster Branch Chief  
[kennonj@hoffman-emh1.army.mil](mailto:kennonj@hoffman-emh1.army.mil)

In my final article, I will talk about several changes in the branch that will soon take place. I would also like to give you my insight into the future of Quartermaster officer personnel management.

## Branch Career Management Changes

Perhaps the most dramatic change is the return of colonel files to the Quartermaster Branch for career management. This change results from dissolving the Colonels Division within the Officer Personnel Management Directorate by mid-summer. This move also coincides with reduction of personnel strength within the Military District of Washington and the return of personnel slots to the field Army.

The career branch will receive about 135 colonel files, requiring a change in mission. The branch chief will assign battalion commanders, former battalion commanders and colonels. The current majors assignment officer will assume the field grade assignment officer duties of managing lieutenant colonels and majors who are not former battalion commanders.

In addition, the career branch will lose the lieutenant colonels assignment officer position. We accept these changes and look forward to serving you under the new system. You can expect the same quality of service in managing your careers as you have in the past.

## The Future

Within the past 12 months, I have sensed a level of anxiety in the field about changes that have future impacts on the Army Officer Corps. Quartermaster officers are doing well and will continue to excel into the 21st century. Two key changes are the new Officer Evaluation Report (OER) system that reduces OER inflation and reestablishes center of mass performance as a road to success and the Force XXI that changes the way the Army fights and is organized. All initiatives can influence an officer when making professional development decisions for the short- and long-term. I just ask you to *give the Army a chance*. Continue to perform as well as you have in the past. Remember, a successful Army career equates to lieutenant colonel: everything else is icing on the cake! As the senior officers in the Quartermaster Corps will tell you: *change* is a constant in the Army. Do not fear change, understand it and work yourself into the new system.

## Needs of the Army

MAJ Robbie Woods, Lieutenant Colonels Assignment Officer  
[woodsrr@hoffman-emh1.army.mil](mailto:woodsrr@hoffman-emh1.army.mil)

If you do not remember anything else from my time as your assignment officer, I want you to remember that **needs of the Army** come first, above all else. The Officer Distribution Plan (ODP) determines the numbers and types of officers assigned to each organization. These authorizations may be far below MTOE/TDA authorizations. With limited ODP support for logisticians in organizations, Quartermasters cannot afford to leave any position unfilled. I have tried to combine needs of the Army with your personal desires, but unfortunately that is not always possible. Together we have worked some compromises (unaccompanied tour with priority assignment to a location of choice or an assignment in a geographic region which supports commuting, for examples) and Quartermaster lieutenant colonels will meet 100 percent ODP throughout the Army for FY97.

Under PERSCOM reorganization, Quartermaster Branch no longer will have a separate lieutenant colonels assignment officer. Instead, the majors assignment officer will take responsibility for majors, promotable majors and lieutenant colonels until selection for battalion command. The branch chief will assign battalion commanders, former battalion commanders, and colonels.

## Career Management Changes

MAJ Lamont Woody, Field Grade Assignments Officer  
woodyl@hoffman-emh1.army.mil

With the integration of colonel career management issues into Quartermaster Branch, your field grade technician and myself will assume responsibility for the following officer populations: captains (promotables), majors and lieutenant colonels not yet selected for battalion command.

**Army Requirements.** The smaller Army has reduced the number of CONUS assignments locations. OCONUS assignments have remained constant the past three years. Therefore, many officers will rotate CONUS-OCONUS-CONUS, while other officers perform consecutive overseas tours (COT). We will be fair and equitable in making OCONUS assignments. We will make OCONUS assignment decisions based on the following criteria: date returned from overseas (DROS); date of last short tour; date of last long tour; and time on station, current tour. Please contact us if you are unsure of your OCONUS vulnerability status.

**Professional Development.** The key to lieutenant colonel promotion is completing Command and General Staff College and successfully serving in a branch-qualified position. Most officers serve in their functional area during their major/lieutenant colonel years. Additional assignments to AC/RC, joint duty, Army staff, TRADOC, and MACOM-level staff positions provide more professional development opportunities. Current separation policies allow 20-year retirements and the opportunity for selective continuation (SELCON) for officers who are two times nonselect for lieutenant colonel.

**Personal Desires.** Some officers focus on location, spouse's occupation, children in their senior year of high school, sick parents, new home, type of job, or serving with troops. Others take into account exceptional family member and joint domicile issues. We view *all* personal desires as important, and knowing them aids us tremendously in working an assignment. The two most common areas of consideration include the Exceptional Family Member Program and the Married Army Couples Program. You must understand, however, that both programs serve only as guidelines in the assignment process and may not always be accommodated.

We want you to work with us on your next assignment. There may be times when only one assignment fits a certain officer. Fortunately, such instances rarely occur within Quartermaster Branch. Most officers will receive two to three assignments to choose from. The following diagrams show when to contact PERSCOM for your next assignment, as well as give a snapshot of where most Quartermaster majors and lieutenant colonels are assigned.

When To Call for Next Assignment		
PCS WINDOW	CALL PERSCOM/UPDATE PREFERENCE STATEMENT	REQUISITIONS ON THE SYSTEM FOR RFO
OCT-DEC	APR	JUN
JAN-MAR	JUL	SEP
APR-JUN	OCT	DEC
JUL-SEP	JAN	MAR

Locations Where Quartermaster Majors Can Expect To Serve					
COMMAND	MAJ	LTC	COMMAND	MAJ	LTC
FORSCOM	25%	21%	USMA	2%	0%
USAREUR	12%	7%	ARSTAFF/MDW	2%	11%
SCHOOLS	12%	4%	AMC	2%	6%
ACRC	11%	3%	INSCOM/ISC	1%	0.5%
TRADOC	10%	13%	USARSO	1%	1%
JOINT	9%	23%	ROTC	1%	3%
EIGHTH ARMY-KOREA	5%	3.5%	USAREC	1%	0.5%
USARPAC/CILHI	3%	2%	OPTEC	1%	1%
USASOC	2%	0.5%			

## Career Management Issues

**Board Scrub.** PERSCOM uses this term to describe career manager actions before each board convenes. Assignment officers, assisted by their branch technicians, review every officer's board file within the zone of consideration. We follow the following steps similar to the actual board process:

- The photo is matched against the Officer Record Brief (ORB) and the microfiche. This includes verification of name, rank, social security number, awards, badges and decorations.
- Each Academic Efficiency Report (AER) and Officer Efficiency Report (OER) is read to match schools and duty titles to the ORB.

The assignments officer spends up to 10 minutes per board file, reviewing for completeness as well as deficiencies. We contact officers directly for immediate corrections. Also, we double check document clarity and chronological sequence of the microfiche. If a microfiche requires a reshoot, we can ensure its correctness before the board convenes.

Assist in your preboard scrub by requesting a copy of your microfiche not later than 90 days before each board. I recommend that you take a digitized photograph and ensure all awards and badge orders are on your microfiche. Remember, assignment officers conduct board scrubs as a courtesy to the officer, but this does not relieve you of responsibility to ensure your records are accurate. Conduct a preboard scrub of your microfiche, photograph, and ORB. Then call your technician to update.

### Board Scrub Key Numbers

PERSCOM Microfiche Request	(703) 325-5204 (FAX) DSN 221-5204 (FAX)
Quartermaster Technician (Monique Virgil)	(703) 325-8119 DSN 221-8119 E-mail: virgilm@hoffman-emh1.army.mil
Quartermaster Branch	(703) 325-8025 (FAX) DSN 221-8025 (FAX)

### KEY BOARD DATES

BOARD	DATE
LTC COMMAND BOARD	15-22 NOV 97
PMS BOARD (ROTC)	14-17 OCT 97
USAREC BN COMMAND BOARD	7-17 JUL 97
CSC BOARD	19 AUG-12 SEP 97
SSC BOARD	7 APR-1 MAY 98
MAJ BOARD	17 MAR-10 APR 98
LTC BOARD	14 MAR-10 APR 98

## Answering Questions About CLOAC

*CPT Sam Russell, Non-branch Qualified Company Grade Assignment Officer*  
*russells@hoffman-emh1.army.mil*

DSN 221-8123/8119, (703) 325-8123/8119 and FAX 221-8025

**CLOAC FY 98:** The Quartermaster Branch is now filling seats for the Combined Logistics Officer Advanced Course (CLOAC) for FY98. About 20 officers in year groups 1993 and earlier will attend CLOAC in FY98. The remaining seats will be filled by year group 1994 officers selected for promotion to captain during the FY97 captain's board. (Results should be announced no later than 31 Aug 97). As a reminder, all officers now attend the Combined Arms Staff and Services School (CAS3) after CLOAC. The following is a list of CLOAC and CAS3 dates for FY98:

CLOAC CLASS	START	END	CAS3 CLASS	START	END
98-1	28 Oct 97	07 Apr 98	98-4	13 Apr 98	27 May 98
98-2	04 Jan 98	28 May 98	98-5	01 Jun 98	15 Jul 98
98-3	22 Feb 98	17 Jul 98	98-6	02 Aug 98	15 Sep 98
98-4	12 Apr 98	03 Sep 98	98-7	17 Sep 98	02 Nov 98
98-5	31 May 98	22 Oct 98	99-1	Dates Not	Available
98-6	19 Jul 98	16 Dec 98	99-2	Dates Not	Available
98-7	07 Sep 98	18 Feb 99	99-3	Dates Not	Available

The following are guidelines for when a promotable lieutenant or captain will attend CLOAC:

- OCONUS Officers: First CLOAC class immediately after their date eligible to return from overseas.
- CONUS Officers: After 36 months time on station. Officers who are serving in a CONUS sequential assignment following an OCONUS short tour may attend CLOAC after 24 months time on station.

Upon release of the FY97 captain promotion list, year group 1994 officers should contact me to reserve a seat in a CLOAC class. Because CLOAC is considered a PCS move, there are several exceptions where officers may not be able to attend CLOAC in the FY in which they are promotable.

## Career Opportunities

CPT Rick Harney, Future Readiness Officer  
 harneyr@hoffman-emh1.army.mil

## Quartermaster Officers To Receive Scholarship And Fellowship

Two Quartermaster officers are recipients of two separate awards: the FY97 Olmsted Scholarship and the Rand Arroyo Fellowship.

**Olmsted Foundation Scholarship:** The Olmsted Foundation Board of Directors selected CPT K. Gray Cockerham II as one of three Army officers to receive a FY97 Olmsted Scholarship. CPT Cockerham's selection marks the first time in the foundation's history that a Quartermaster officer has received this recognition. The Olmsted Scholarship Program is the Army's most prestigious fellowship of which officers from all branches compete. The program provides two years of graduate study at a foreign university, as well as the opportunity to complete a master's degree at an American university following foreign studies. Officers also receive language training at the Defense Language Institute before attending the foreign university of choice.

CPT Cockerham is currently assigned as the Commander of Headquarters and A Company, 782d Main Support Battalion, 82d Airborne Division, Fort Bragg, NC. He previously served in various combat arms and logistics positions with the 1st Cavalry Division, Fort Hood, TX. Upon completion of language training, CPT Cockerham and his family will travel to Portugal, where he will study International Relations at the Technical University of Lisbon.

Quartermaster Branch is beginning the process of selecting a highly qualified officer to represent the Corps in the FY98 Olmsted Scholarship competition. Interested officers should contact their assignment officer or CPT Dianne Del Rosso, Future Readiness Officer, at DSN 221-5645 for more details.

**Rand Arroyo Fellowship:** MAJ Michael K. Baisden received the FY97 Rand Arroyo Fellowship. He is currently assigned as a combat operations analyst at Fort Lee, VA. He previously served in various logistics positions at Fort Eustis and Fort Story, VA, and in Europe.

The Rand Arroyo Fellowship provides officers who have logistics and operational research backgrounds the opportunity to serve on civilian projects of future benefit to the US Army. MAJ Baisden will complete a one-year fellowship at the Rand Arroyo Center, Santa Monica, CA, followed by a utilization assignment on the Army staff.

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## **Degree Completion Program (DCP)**

Quartermaster Branch gives selected officers the opportunity to complete baccalaureate degree requirements at an accredited civilian college or university. Officers may also pursue graduate studies under DCP, provided the academic discipline supports a designated specialty and is required for a Army Educational Requirements System (AERS) assignment.

Officers **must** have written approval from Quartermaster Branch before starting DCP. Officers wishing to apply must meet the following criteria:

- Have a high scholastic aptitude and demonstrated performance potential.
- Be on Regular Army (RA) or voluntary indefinite status.
- Have a minimum of 3 years and a maximum of 17 years continuous Active Federal Service (AFS) at the time of request submission.
- Be able to fulfill an active duty service obligation equal to three times the length of degree completion.
- Be able to meet AERS utilization requirements (if pursuing graduate studies as prescribed above).

Selected officers normally attend DCP between their fourth and eighth year of Active Federal Commissioned Service. Also, the officer must complete degree requirements within 12 months of DCP start date. Officers selected for DCP must pay all expenses, including tuition and books. Tuition assistance is not authorized while in the program. However, GI Bill or VEAP benefits may be used if applicable. Selectees must also take a full course load while in the program.

Officers interested in DCP must submit applications through their chain of command to Quartermaster Branch, PERSCOM for approval not later than five months before the DCP start date. PERSCOM notifies each requesting officer in writing of DCP request approval or disapproval. Please contact your appropriate assignment officer for any questions.

## **Year Group 1992 Functional Area Designation**

In June 1997, the Functional Area Management and Development Division of PERSCOM began notifying all Year Group (YG) 1992 officers of the requirement to select a functional area. Each officer will receive a memorandum explaining the designation process, as well as a Functional Area Officer Preference Form to complete and return to PERSCOM by 31 Aug 97.

The following is a list of Functional Areas available to YG 1992 Quartermaster officers:

- FA 39 - Psychological Operations (PSYOP) and Civil Affairs (CA)
- FA 41 - Personal Programs Management
- FA 45 - Comptroller
- FA 46 - Public Affairs
- FA 48 - Foreign Area Officer
- FA 49 - Operations Research/Systems Analysis (ORSA)
- FA 53 - Systems Automation Officer
- FA 54 - Operations, Plans, and Training
- FA 90 - Logistician

Functional Area designations are based on Army and Quartermaster Branch requirements, officer preference, educational discipline, and unique qualifications such as language proficiency. To receive favorable consideration of your preferences, you **must** ensure PERSCOM has the following information on hand: current address and phone number, Functional Area Officer Preference Form, college transcripts, Defense Language Aptitude Test results, and documents citing unique qualifications.

Last year PERSCOM received preferences from all YG91 captains, and 84 percent of them received either their first or second choice. YG92 officers must complete and mail in their Functional Area Officer Preference form to the Functional Area Management and Development Division, ATTN: TAPC-OPB-A (FAD 92), PERSCOM, 200 Stovall Street, Alexandria, VA 22332-0411, not later than 31 Aug 97. A board will convene in

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Feb 98 to assign functional areas. Contact CPT Dianne Del Rosso, Quartermaster Branch Future Readiness Officer, at DSN 221-5645 or (703) 325-5645, if you have not received your functional area notification by July 1997.

### **Advanced Civil Schooling**

In August 1997, PERSCOM will begin the process of selecting qualified officers for Advanced Civil Schooling (ACS) for Academic Year 1998 in petroleum engineering, textile management and food service management. The selection process is highly competitive because of the limited number of allocations. Selected officers will receive a fully funded master's degree (includes tuition, books and fees) in one of the related fields.

AR 621-1 outlines ACS application procedures. Officers should complete DA Form 1618-R (Application for Detail as Student Officer in a Civilian Institution or Training With Industry) from the back of AR 621-1, and address the form to Command, US Total Army Personnel Command, ATTN: TAPC-OPG-Q, 200 Stovall Street, Alexandria, VA 22332-0416. Requesting officers must ensure their requests include official copies of all college transcripts, current GMAT and/or GRE scores, and chain of command recommendations. Applications should reach PERSCOM not later than 31 Jul 97.

### **Logistics Executive Development Course/Florida Institute Of Technology (LEDC/FIT)**

Quartermaster Branch is now accepting applications for the January 1998 LEDC/FIT course. Selected Quartermaster officers will obtain a master's degree in logistics management through LEDC/FIT, a cooperative degree program. LEDC/FIT is a two-part program beginning with advanced logistics studies for four months at the Army Logistics Management College (ALMC), Fort Lee, VA, followed by six months of advanced degree studies at the 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 PCS move and officers are assigned to the student detachment at Fort Jackson, SC. FY97 Military Training Open Allotment changes permit officers to attend the LEDC portion only (either TDY and return or enroute to their next duty station) provided the gaining or losing unit funds the training.

ALMC offers LEDC/FIT twice a year in January and August. The Quartermaster Branch is authorized about 12 slots for each class and competition for each slot is keen.

To apply for LEDC/FIT, officers should complete DA Form 4187, in accordance with AR 621-1, 5-12, and submit the form to Commander, US Total Army Personnel Command, ATTN: TAPC-OPG-Q, 200 Stovall Street, Alexandria, VA 22332-0416. Also, officers must submit two letters of recommendation, one from an O6 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 who want to attend the January 1998 class should submit all documents not later than 31 Jul 97.

### **Wanted: Logistics Officers As CAS3 Instructors**

The US Army Command and General Staff College is seeking logistics lieutenant colonels and branch-qualified majors to serve as Combined Arms and Services Staff School (CAS3) small group leaders. Former CAS3 instructors indicate that the experiences gained from the assignment better prepared them for battalion command and in the mentorship of subordinate officers. Interested lieutenant colonels and branch-qualified majors should contact their appropriate career manager. Officers may also contact a CAS3 representative at DSN 552-2602/2113, or (913) 684-2602 for more information.

### **FY 98 White House And Congressional Fellowship Programs**

Quartermaster Branch is taking requests from officers interested in competing for the FY98 White House and Congressional Fellowship Programs. The selection process begins in February 1998 to determine finalists for each fellowship. Interested officers should contact their assignment officer before 31 Aug 97. Officers selected for either fellowship will complete their utilization tours in Autumn 2002. Officers should consider this as part of their professional development timeline.

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## **Warrant Officer Accession Board Proceedings**

*CW5 John A. O'Mara*

Let me share a few thoughts with you on the last Warrant Officer Accession Board. A soldier who sat on the March 1997 board shared his thoughts with me, and I would like to pass them along.

For the most part, the Quartermaster packets that appeared in front of the board were in pretty good shape. As is the normal rule, the packets were not perfect but in one board member's words: "They were better than most." This speaks highly of the noncommissioned officers (NCOs) who are putting these packets together. You are taking the time to ensure that all relevant correspondence is up to date before you submit the packet to Fort Knox.

The following are somethings noted by the board member for future consideration when submitting your packet:

- Photos
  - Ribbons did not match DA 2-1
  - Fresh haircuts
  - Uniform not fitting properly
- Letters
  - Too many letters in most packets: you need a letter from company commander, first field grade officer in chain of command, and letter from warrant officer you work for. That is all. The board does not have time to read all the certificates and citations. Leave them out!
- Noncommissioned Officer Evaluation Reports (NCOERs)
  - Major points were lost here, in the board member's estimation, because the duty description on the NCOER did not match the written bullets on the NCOER. Make sure that when your NCOER is written, it corresponds with your duty description. You must be able to see the experience level of the applicant in the written word. If not, it becomes a guessing game for the board member. You certainly do not want to be the one they guess wrong on. In today's automated Army, it is almost a must to have system skills for the warrant officer MOS for which you are applying. If you have them, make sure they are on that NCOER. You do not write the NCOER, but you certainly should have input.
- Outdated Microfiche
  - Way too many microfiche seen by the board were outdated. It is the soldier's responsibility to ensure all your data is current. You probably start on your packet early, so make sure the first thing you do is request a current microfiche. If you find errors, you have time to get them corrected before you officially submit the packet.
- Resume
  - This is the document where applicants lost the most points. Some NCOs "embellished" and "doctored-up" their resumes. They were scripted to match the requirements of the MOS in order to show they were fully qualified. In lots of cases, the resume did not match the work and assignments on the records. You just need to be truthful and let your record speak for itself.

In summary, if you will pay attention to the examples mentioned, your ability to get the packet through the proponent and on to the board will be greatly enhanced.

*CW5 John A. O'Mara is currently serving as the Chief Warrant Officer of the Quartermaster Corps at the US Army Quartermaster Center and School, Fort Lee, Virginia.*

## **Warrant Officer Professional Development**

*CW4 Stephen L. Lengel*

Warrant Officer Professional Development plays an important role in every warrant officer's career. DA Pamphlet 600-11 (Warrant Officer Professional Development) has been updated with a date of 30 Dec 96. It provides advice and career tracking to the individual warrant officer and to the chain of command. Some

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areas include education, leader development, promotions, the evaluation system, the Total Warrant Officer Study, the history of the Warrant Officer Corps, as well as one chapter dedicated to each branch.

Chapter 22 addresses the Quartermaster warrant officer specialties. It explains the Combat Service Technician areas of Property Book Accounting (920A), Supply Support Technician (920B), Airdrop Supply Technician (921A), and the Food Service Technician (922A). One part outlines requirements and functions and one part provides guidance on career progression for each military occupational specialty (MOS).

One of the most important topics within DA Pamphlet 600-11 is the history of the Warrant Officer Corps in Chapter 1, Paragraph 6. It describes the Warrant Officer Corps from inception through the present day. The value and importance of this chapter to all warrant officers, from the candidate to the most senior warrant officer, cannot be overstated. I wholeheartedly suggest that all fellow warrant officers read, learn and voice the history of our proud Corps.

Requisition DA Pamphlet 600-11 through normal publications channels. Contact your unit publications manager (probably located in the S1) for assistance.

### **Frequently Asked Questions by Quartermaster Noncommissioned Officers**

This section will answer questions asked of PERSCOM on a daily basis by Quartermaster NCOs. If you have a specific question about your career or you need more information, please contact your Professional Development NCO or Assignment Manager.

#### **Am I on assignment?**

A: Soldiers spend a great deal of time trying to contact their Professional Development NCO or Assignment Manager just to have this questioned answered. We suggest soldiers call the PERSCOM Interactive Voice Response System (IVRS) for information about career information 24 hours a day. Soldiers can activate the IVRS system by dialing 1-800-FYI-EPMD or DSN 221-EPMD.

#### **I am a SSG stationed in Korea. Before I departed my last duty installation, I was given an advanced assignment to Fort Bragg, NC, under the Homebase/Advanced Assignment Program (HAAP). I have just received notification that my HAAP assignment must be changed. Why?**

A: HAAP assignments are based primarily on the needs of the Army and professional development considerations. If a situation requires a change in a soldier's HAAP assignment such as loss of authorizations, the soldier is notified and offered at least three available locations for reassignment. For more information about HAAP assignments, refer to AR 614-200 (Selection of Enlisted Soldiers for Training and Assignment), Chapter 2, Section VIII.

#### **I just got married to another service member five months ago. How will our future assignments be made?**

A: Regular Army soldiers married to each other will be required to enroll in the Married Army Couples Program (MACP) to receive joint domicile (JD) consideration at the time either is nominated/mandatory selected for an assignment. To the maximum extent possible and consistent with valid Army vacancies, married Army couples will be assigned to a location where they can establish a JD. The needs of the Army will be the determining factor in assigning all soldiers enrolled in the MACP. Regulatory guidance about the MACP is found in AR 614-30, Chapter 7, Paragraph 7-18, and also includes Table 7-3 in Interim Change 1, dated 28 Feb 95; AR 614-200, Chapter 3, Paragraph 3-21 through 3-26; AR 600-8-11; and MILPER Memorandum 95-1, dated 1 Jun 95.

#### **I have a family member enrolled in the Exceptional Family Member Program (EFMP). How will this affect my future assignments?**

A: Soldiers who are enrolled in the EFMP will receive recognition of their exceptional family member's special needs as a factor to be CONSIDERED during the assignment selection process and during reenlistment for a specific location. This program is applicable to all soldiers on active duty.

Some key points to remember concerning EFMP:

- Enrollment is mandatory.

- Enrollment in EFMP does not guarantee that a soldier will receive a command-sponsored OCONUS tour. Based on Army readiness, a soldier may be required to serve an unaccompanied (all others) tour.
- Soldiers have the responsibility to enroll in the EFMP before receiving assignment instructions.
- Soldiers must have family members reevaluated and EFMP records updated every three years or when significant changes occur in the family member's medical and/or educational condition.

Regulatory guidance concerning the EFMP is found in AR 608-75, AR 614-30 (to include Interim Change 1, dated 28 Feb 95); AR 614-200; AR 600-8-11; and MILPER Memorandum 95-1, dated 1 Jun 95.

### **I was just promoted to SGT. Am I eligible to attend the Basic Noncommissioned Officer Course (BNCOC)?**

A: Effective 1 Oct 96 only SGT(P)s and SSGs who have not attended BNCOC will be allowed to attend Active Component skill level 30 BNCOC. SGTs reporting to skill level 30 BNCOC will be returned to home station and recoupment action may be initiated against the command. Only three MOSs, to include 54B, are granted an exception to this new policy change. Since CMF 54 BNCOC is a skill level 20/30 course, SGTs, SGT(P)s and SSGs are allowed to attend.

### **I am an NCO with outstanding Noncommissioned Officer Evaluation Reports, but I wasn't selected for promotion during the last DA promotion board. Why not?**

A: Qualified NCOs are selected for promotion by their MOS. This is necessary to ensure that the Army inventory, by MOS, matches its authorizations. The number of soldiers selected for promotion in a particular MOS is based on an analysis of projected losses and projected requirements in that MOS.

When a promotion board is convened, the number of soldiers it may recommend for promotion is limited by the Army's current projection of its requirements to maintain its authorized by-grade strength. Since this does not permit all qualified soldiers to be selected for promotion, the board members identify those who, in their collective judgment, are the best qualified using the "whole soldier" concept.

The exact reasons for nonselection for promotion are not available. The deliberations of a promotion board and the specific reasons upon which their decisions are based are known only to the board members. Nonselection for promotion does not imply that a soldier has not performed in a satisfactory manner and does not imply that the Army does not value the soldier's service. As with any structured organization, the Army simply does not have enough positions in the higher grades to allow promotion of every qualified soldier.

It is recommended that soldiers request a copy of their microfiche by calling DSN 221-EREC. Upon receipt, they should have their unit 1SG or battalion CSM review the microfiche in detail for any reasons which may have kept them from promotion.

## **Declination of Continued Service Statement**

Career enlisted soldiers (soldiers on their second or subsequent enlistment) who have Headquarters, Department of the Army (HQDA) Assignment Instructions (AI) and insufficient service remaining to meet the tour or service requirement must reenlist or extend or sign a Declination of Continued Service Statement (DCSS) within 30 days of assignment notification counseling.

Soldiers serving on their initial term of service are not required to take action to meet the tour or service requirement and are not required to sign a DCSS. Career soldiers who decline to reenlist or extend to meet the tour of service requirements will be counseled on the following effects of signing a DCSS:

- ☒ Places soldier in a nonpromotable status.
- ☒ Prohibits reenlistment or extension of enlistment.
- ☒ Prohibits soldier from reentering the service for a period of 93 days if separated at expiration of term of service (ETS), or at least two years if voluntarily separated before ETS under Army Regulation 635-200 (Personnel Separations), Paragraph 16-5.
- ☒ Requires rank determination by Department of the Army before reentry.
- ☒ Prohibits soldier from applying for a commissioned or warrant officer appointment program while on the current period of active duty.

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- ☞ Precludes consideration by Headquarters, Department of the Army centralized selection boards for promotion and/or schooling.

For more information, contact the Retention Management Division, Reenlistment Management Branch, MSG Taylor at DSN 221-5400 or E-mail to tapceprp@hoffman-emhl.army.mil (STMP).

## **Enlisted Reassignment 'No Shows'**

Reassignment "no shows" have become a significant drain on the personnel readiness of the Army. The following are the primary reasons the soldiers are reassignment "no shows":

- ☞ Soldiers failing to depart their losing command (non-shippers).
- ☞ Soldiers arriving at gaining commands after their report month (late arrivals).
- ☞ Soldiers becoming last-minute deletions and deferments.

These "no shows" are evident across the Army. Every command suffers from this problem and every command is contributing to it. A recent analysis of soldiers on assignment to Korea during a 13-month period showed almost 6,000 soldiers (total Army number) failed to arrive on time or did not report at all. The Enlisted Personnel Management Directorate (EPMD) team has brought this issue to the attention of the Army's leadership and has developed an action plan to focus efforts both at PERSCOM and in the field to improve this critical readiness issue.

## **Deletions and Deferments**

Field commanders are being urged to review their deletion/deferment processing and ensure these actions are submitted within 60 days of the Enlisted Distribution and Assignment System (EDAS) cycle transmittal date.

In addition to readiness implications, late deletions and deferments create short notice assignment instructions. These cause problems for the gaining and losing commands as well as the soldiers and their families. A major cause of deletions and deferments is inaccurate soldier information. Data accuracy is critical to the assignment process and, as such, timely updates of information such as grade, MOS, and assignment eligibility and availability (AEA) codes must be continually stressed at all levels in order to reduce deletions and deferments.

Any recommendations for change will be staffed with the major Army commanders and the staff, HQDA. A new edition of the promotion point worksheet is expected in 1998.

## **Assignments—Permissive Joint Domiciles**

AR 614-200 (Selection of Enlisted Soldiers for Training and Assignments), Paragraph 3-23.1, states that soldiers based in CONUS, who have served more than 12 months but less than 24 months time on station, may request permissive reassignment at no cost to the government to establish a joint domicile. These requests will be approved only when compatible with the needs of the Army and when the soldier would not have normally been reassigned to the gaining installation. A *valid requirement* must exist for the soldier at the gaining installation. For more information, contact Mrs. Jackson, TAPC-EPC-O, DSN 221-6099, E-mail to tapcepc@hoffman-emhl.army.mil (STMP).

## **Enlisted Compassionate Actions—Changes to AR 614-200**

A compassionate action can be a request for reassignment, deletion, deferment or permissive attachment based on the soldier's circumstances. Soldiers may be considered for a compassionate action when they have extreme family problems. Compassionate actions are discussed in AR 614-200 (Selection of Enlisted Soldiers for Training and Assignment). AR 614-200 will shortly be republished with a number of significant changes to compassionate policy. Here is a short overview of major changes to compassionate processing:

**Assignments Under Emergency Conditions.** Attachment authority for the purpose of processing a compassionate action is now centralized at PERSCOM. This change occurred in November 1996. Local com-

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manders are required to request compassionate attachment using a compassionate attachment function on the Enlisted Distribution and Assignment System (EDAS). PERSCOM will respond back via the compassionate attachment EDAS function authorizing or denying attachment or requesting clarification or further information. Initial attachment to allow a soldier to gather documentation for a compassionate request will be limited to 15 days. All subsequent periods of further attachment must be requested of and approved by PERSCOM. This EDAS function will allow a soldier's parent unit to check on the soldier's status to verify that attachment is authorized and confirm a soldier's release from the attachment date. Specific details of this function has been provided to the field in the EDAS training package.

**Response to Compassionate Action Requests.** PERSCOM has fielded a compassionate function on EDAS that allows PERSCOM to respond to compassionate requests via EDAS voice message, as is the current practice.

**Compassionate Review.** Compassionate actions that involve medical or legal problems formerly required evaluation and recommendation by the local surgeon or staff judge advocate. This evaluation is no longer required. Necessary coordination and review will now be conducted at PERSCOM.

**General Court Martial Authority (GCMA) Deletion/Deferment.** GCMA may temporarily defer a soldier for up to 60 days when the soldier's request for family travel was submitted late due to Exceptional Family Member Program (EFMP) evaluation and testing. GCMA may delete a soldier from assignment instructions when - within nine months of soldier's report date - the soldier's spouse or minor child is deceased or there has been a documented rape of the soldier's spouse or minor child, and the soldier's presence is essential to resolve related problems. All other compassionate requests for which the GCMA has recommended approval must be forwarded to PERSCOM.

**Reconsideration.** Soldiers are not authorized to submit more than one request for reconsideration for the same or similar extreme family problems.

**Married Army Couples Program (MACP).** When a soldier enrolled in the MACP requests a compassionate action, the spouse will receive automatic compassionate consideration unless otherwise indicated in the remarks section of DA Form 3739 (Application for Assignment/Deletion/Deferment for Extreme Family Problems). This will not, however, guarantee favorable consideration.

For more information, contact SGM Smith at TAPC-EPC-S, Operations Management Division, Special Actions Branch, (703) 325-4810, DSN 221-4810 or E-mail to tapcepcs@hoffman-emh1.army.mil (STMP).

## **Engaging Enlisted Soldiers in Their Own Career Management**

PERSCOM continues *Operation Engage*, a series of initiatives designed to increase soldiers' participation in managing their own careers. To help soldiers communicate better with their career managers, the Enlisted Personnel Management Directorate (EPMD) uses five tools: an interactive voice response telephone system (IVRS), expanded E-mail capabilities, high-speed FAX machines, mail-grams and a pocket reference information card.

The cornerstone initiative is the IVRS. This automated voice response telephone system provides soldiers with career information 24 hours a day. To use the IVRS, soldiers must enter their social security number. They are then presented with menu options that will inform them if they are on assignment, scheduled to attend an Army school, or provide topical information on retention, recruiting, drill sergeant, Special Forces, Ranger, compassionate reassignments, Married Army Couples Program, Exceptional Family Member Program and separations. Soldiers can activate the IVRS system by dialing 1-800-FYI-EPMD or DSN 221-3763.

As another way to communicate with soldiers, the EPMD is encouraging the use of E-mail with their career managers. Inquiries about the status of personnel actions, future schooling or assignment are examples of typical information exchanges that can be conducted 24 hours a day. For more information, contact the Enlisted Quartermaster Branch at DSN 221-5883 or (703) 325-5883, FAX DSN 221-4521 or (703) 325-4521 or E-mail epqmc@hoffman-emh1.army.mil.

Soldiers also can correspond with their career managers by using FAX machines. Soldiers and personnel service centers can save time by sending communications directly by FAX to the desired career branch within EPMD for processing.

Another new development to communicate with the individual soldier is the HQDA PERSGRAM. This mailgram is designed to supplement the chain of command in keeping soldiers informed of career or assignment information.

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To help soldiers keep track of these new communication tools, the EPMD distributed a wallet-sized information card that lists a soldier's career manager's phone number, E-mail address, FAX number, and IVRS instructions and phone number. Soldiers can get their pocket cards at their servicing personnel center.

### **Personnel Qualification Record Discrepancies**

The Personnel Qualification Record (PQR) consists of DA Forms 2A and 2-1. With the DA Form 2-1, promotion board members can see at a glance the soldier's history of assignments, military schooling, promotion, and other critical data. The DA Form 2A is the computer printout showing the NCO's latest personal information, such as current assignment, education levels and test scores.

There are many blocks of corresponding information on these two forms, so check them carefully. For example, a selection board member may question why a DA Form 2-1, Section II, Item 4 says a soldier has no physical limitations but Section II of that same soldier's DA Form 2A shows a permanent profile. After reviewing your PQR, certify that it is correct by signing it. The following are some of the common discrepancies found by the DA Senior NCO Selection Boards in eligible soldiers' PQR (DA Form 2A, and DA Form 2-1):

- ✘ Missing or illegible copy of the PQR (DA Form 2A and 2-1).
- ✘ Incorrect PMOS/SMOS/BASD/DOR.
- ✘ NCOER Principal Duty Title inconsistencies (Compared with DA Form 2166-7 Part III, Item a and b, and with DA Form 2-1, Section III, Item 35).
- ✘ Inconsistent profiles. (Compare DA Form 2-1, Section II, Item 4 with DA Form 2A, Section II, Item 9.)
- ✘ Blank or incorrect military/civilian education entries.
- ✘ Missing awards and decorations (when comparing the DA 2-1, Section II, Item 9, with the official photograph on file).
- ✘ Wearing unauthorized badges, tabs, awards, and/or decorations (when comparing the DA 2-1, Section II, Item 9 with the official photograph on file).

### **Common Official Military Personnel File Discrepancies**

The following are some of the common discrepancies found by the DA Senior NCO Selection Boards in the Official Military Performance File (OMPF) of eligible soldiers:

- ✘ Missing/outdated photographs.
- ✘ Incorrect PMOS/SMOS/BASD/DOR.
- ✘ Missing skills certifications.
- ✘ Missing NCOER.
- ✘ Height, weight variances/differences.
- ✘ P3 profiles with no Military Medical Review Board results.

### **Updating NCO Personnel Files in Person**

Did you know you can make an appointment to visit the US Army Enlisted Record and Evaluation Center (EREC) at Fort Benjamin Harrison, IN, to review and update your Official Military Personnel File (OMPF) in person? To schedule an appointment, call the EREC appointment desk at DSN 699-3361.

### **Request Your Microfiche**

Have you ever used the Interactive Voice Response System (IVRS) number at DSN 221-EREC (221-3732) to the EREC and never received a copy of your OMPF? Your OMPF is returned to the unit address that is in the Personnel Data Base. You can request your microfiche by writing to EREC at the following address:

Commander  
US Army Enlisted Records and Evaluation Center  
ATTN: PCRE-FF  
8899 East 56th Street  
Fort Benjamin Harrison, IN 46249-5301

## Persian Gulf War Declassification Team's After Action Review

The following information summarizes critical parts of the after action review of the Persian Gulf War Declassification Project (GWDP) visits to Fort Bragg, Fort Campbell and Fort Hood. The following observations were made during this search for Persian Gulf war operational records.

**Finding:** In general, most Persian Gulf war records have been destroyed for one of the following reasons:

- ☞ Units were not informed on what to do with these records after the war.
- ☞ Most units (battalions and separate companies) destroyed their records before redeployment to home station.

**Recommendation:** Time now appears to be the enemy on finding Persian Gulf war records. In hindsight, operational records should have been requested on a periodic basis during the operations in the theater, before any unit's redeployment, or after redeployment. A GWDP recommendation is to practice wartime record-keeping during peacetime operations, missions or field exercises. Two other recommendations are to incorporate record-keeping into operational orders and into the Noncommissioned Officer Education System.

**Finding:** Several Persian Gulf war veterans did not know about the Persian Gulf War Registry. The majority were not informed about the registry's 1-800 number.

**Persian Gulf Veterans Registry.** The Persian Gulf War Registry is available to all military veterans who were in the theater at any time from the beginning of *Operation Desert Shield* through *Desert Storm*, and not just for those who served during the hostilities.

Veterans should call the Veterans Administration (VA) health registry at 1-800-749-8387.

The VA also operates a computer bulletin board for Persian Gulf information. Computer users may access "VA Online" by calling 1-800-US1-Vets (1-800-871-8387)

Active duty soldiers should call the Department of Defense registry at 1-800-706-9699

The Defense Manpower Data Center also has a DSN number, and they will forward calls to the appropriate hot line number at DSN: 878-3261/2659/3335.

**Recommendation:** A possible solution is for the post surgeon general and post chemical officer to get proactive in ensuring these soldiers are identified through inprocessing to the post and establishing a post policy to have soldiers registered and VA physicals taken.

The GWDP is actively seeking *any* official military records (such as pictures, duty logs, memorandums, maps and overlays) that soldiers or commands may have to support *chemical* or *biological* incidents during the Gulf War. If you have *any* records or information that may be useful, you are requested to contact the Chemical Corps representative (SFC Aulton) serving on the GWDP as the Chemical Data Analyst/Declassifier at DSN 761-4239. His FAX number is DSN 761-4211 (U) or DSN 761-4251 (S). The commercial prefix is (703) 681-XXXX.

Information is available through the Internet on unclassified Gulf war data that has been released to date at <http://www.dtic.mil/gulflink/indexpages/>.

### Major General Promotion Board

BG Carl H. Freeman and BG Larry J. Lust, the two eligible Quartermasters, are among the 28 active duty brigadier generals nominated for promotion to major general by the President. BG Freeman commands 1st Corps Support Command, XVIII Airborne Corps, Fort Bragg, NC. BG Lust is Deputy Chief of Staff for Logistics, United States Army Europe and Seventh Army.

In addition to the two Quartermaster promotions, selections by branch were Acquisition-2, Adjutant General-2, Air Defense-1, Armor-4, Aviation-2, Engineer-3, Field Artillery-3, Infantry-6, Military Intelligence-2 and Special Forces-1.

### Brigade Command Selection

The FY98 Brigade Command Selection List included 13 Quartermaster COLs/LTC(P)s from a population of 37 considered. The selection rate for the Quartermaster Corps was 35.1 percent, 32.4 percent (11 of 40) for the Ordnance Corps and 34.4 percent (11 of 32) for the Transportation Corps. The Army average was 15.9 percent. Quartermasters claimed 7 of 11 general support troop commands and 2 of 5 division support commands.

## **Petroleum Supply Units Receive New Field Manual**

FM 10-426 (Petroleum Supply Units), published in June 1997, supersedes FM 10-427 (Petroleum Supply Company) 11 Aug 86. This new field manual provides general data and operational information for commanders and key personnel of the headquarters and headquarters detachment, petroleum supply battalion and the petroleum supply company. It discusses their organization, employment, field operations, training and coordination with other units. For more information, call DSN 687-5927.

## **Petroleum Advisory Group Conference**

From 8-11 July 1997, petroleum leaders from throughout the world will meet in San Antonio, TX for the annual Petroleum Advisory Group (PAG) Conference.

Normally co-hosted by the 49th Quartermaster Group and the Petroleum and Water Department, US Army Quartermaster Center and School, Fort Lee, VA, this year's PAG will be held with the Air Force's annual petroleum meeting and trade show. This will allow petroleum staff officers from all services to come together and discuss petroleum issues affecting the US military today and in the future. The work completed by the PAG members will then ensure the US Army petroleum community continues to provide first-class petroleum support to the Army and military services during the next millennium.

Plans are underway to showcase some of the Army's newest petroleum equipment, both fielded and in development. This includes the Petroleum Quality Analysis System (PQAS), Advanced Aviation Forward Area Refueling System (AAFARS), the Inland Petroleum Distribution System (IPDS) and the Load Handling System (LHS) fuel module. For more information on the PAG meeting, contact the chief, Advanced Petroleum and Water Division at DSN 687-1318, or (804) 734-1318 or E-mail to [mckernat@lee-dns1.army.mil](mailto:mckernat@lee-dns1.army.mil).

## **Sling Load Field Manuals**

*Sling Load Proponency:* On 5 Apr 96 the proponency for developing sling load field manuals (FMs) transferred to the Aerial Delivery and Field Services Department (ADFSD), US Army Quartermaster Center and School, Fort Lee, VA.

*Status of FMs:* There are three FMs that provide approved procedures, equipment, and loads certified for sling load. The status of the FMs is as follows:

- ☞ FM 10-450-3 (Multiservice Helicopter Sling Load: Basic Operations and Equipment) was revised and published 10 Apr 97.
- ☞ FM 55-450-4 (Multiservice Helicopter External Air Transport: Single-Point Load Rigging Procedures) is being revised with a projected release date in the first quarter of FY 98.
- ☞ FM 55-450-5 (Multiservice Helicopter External Air Transport: Dual-Point Load Rigging Procedures) will begin the revision process in First Quarter, FY98.

*Certified Loads:* The loads that have been certified for sling load, but are not currently listed in FM 55-450-4 or FM 55-450-5 may be found on the ADFSD web site at <http://lee-dns1.army.mil/quartermaster/adfsd.html>. Rigging instructions for any of these loads may be obtained by calling DSN 687-3428 or DSN 687-4185.

## **Combat Service Support Automation Management Office (CSSAMO) Course**

The USAQMC&S administered the second pilot CSSAMO Course, 12-31 May 97, after coordination with John Tyler Community College. The requirements and priorities for the course follow:

- Priority One—Active Army enlisted personnel in the grades of sergeant to sergeant first class who are currently assigned to a CSSAMO position in the 92A, 92Y, 63H, 76J or 74B MOSs
- Priority Two—Enlisted military personnel or DA civilians currently assigned to a CSSAMO position

Personnel meeting the requirements requested a slot in the course by submitting name, rank, SSN, MOS and unit of assignment via E-mail to the USAQMC&S.

The class, which began at 0730 each day and ran for 6 days a week, 7 1/2 hours a day for 18 days, consisted of three college courses taught by John Tyler Community College and trained the following subjects:

- Ⓜ Disk operations system essentials
- Ⓜ Fundamentals of Windows 3.1
- Ⓜ Database theory, data models, data definitions and manipulation, application administration/generation
- Ⓜ Working with Access tables: creation and maintenance queries, forms, reports
- Ⓜ Introduction to hardware, basic components, functions, and troubleshooting
- Ⓜ Networking fundamentals
- Ⓜ Fundamentals of Windows NT 3.5
- Ⓜ Fundamentals of Windows NT 4.0
- Ⓜ Fundamentals of UNIX

Temporary duty expenses are the responsibility of the attendee's unit. Books and tuition are paid by the US Army Combined Arms Support Command. Students receive nine college credits for this training. Points of contact for the CSSAMO course are SFC Lisa Brown at DSN 687-4067 or (804) 734-4067 or E-mail to brownl1@lee-dns1.army.mil and Ann Womack at DSN 687-3195 or (804) 734-3195 or E-mail to womacka@lee-dns1.army.mil.

### **SARSS- Mobile Training Team Update**

The USAQMC&S has contracted to conduct Standard Army Retail Supply System—Objective (SARSS-O) management training for all of FY97. This training became necessary because of accelerated fielding of SARSS-O and the many differences between SARSS-O and Standard Army Intermediate Level Supply System (SAILS)/Desktop Direct Support Standard System (DS4).

In FY96, based on meeting the needs of the field for SARSS-O training, the Deputy Chief of Staff, Logistics (DCSLOG) funded the initial mobile training team (MTT) developed and conducted by contractor. The training consisted of 40 hours of SARSS-O management training and was presented at 13 Forces Command (FORSCOM) installations during the 4th quarter FY96. The training contains the following topics:

- Ⓜ Current and future architecture
- Ⓜ Communication capabilities
- Ⓜ Parameters management
- Ⓜ Retrograde/depot level reparable (DLR)/reparables management
- Ⓜ Financial interface
- Ⓜ Retention management
- Ⓜ Demand analysis
- Ⓜ Referrals (intro/intra)
- Ⓜ SARSS objective supply capability gateway

- Ⓜ Reports and listings (interpreting and managing)
- Ⓜ Troubleshooting

One hundred percent of the course critiques stated that the training was excellent and students wanted more. The commands were also asking for management training at the Supply Support Activity (SSA) SARSS level 1. FORSCOM provided additional funds in FY96 to develop and validate 33 more hours of SARSS-level 1 management training. The eight subject areas are as follows:

- Ⓜ SARSS level 1 configuration and interface
- Ⓜ SARSS level 1 system parameters
- Ⓜ Transaction-in, transaction-out
- Ⓜ Generate and interpret SARSS level 1 reports
- Ⓜ Inventory processes
- Ⓜ Materiel Release Order Control System (MROCS)
- Ⓜ SARSS level 1 document history reconciliation
- Ⓜ SARSS level 1 input transaction impact

A contract has been established with the Federal Systems Integration and Management Center (FEDSIM) for FY97 and outyears to provide training of the original modules as well as all of the newly developed materials to selected FORSCOM installations (53 iterations), US Army Europe (USAREUR) (22 iterations) and possibly Korea starting in January 1997 through September 1997.

By May 97, the SARSS MTT had trained 11 iterations in USAREUR in Kitzingen, Wiesbaden, Hanau, Bad Kreuznach, Kaiserslautern, and Vicenza. There are 11 more iterations planned the latter part of the FY in the same locations. FORSCOM has received 19 iterations of both SARSS level 1 and SARSS-2A in nine different locations. There are 34 more iterations of training in 16 different locations for FORSCOM during the rest of the FY. Points of contact for the SARSS-O MTT are Ann Womack at DSN 687-3195 or (804) 734-3195 or E-mail to womacka@lee-dns1.army.mil; CW4 Lowes at DSN 687-4587 or (804) 734-4587 or E-mail to lowesj@lee-dns1.army.mil; and CW3 Rogers at DSN 687-3726 or (804) 734-3726 or E-mail to rogersc1@lee-dns1.army.mil.

### **Army's Mortuary Affairs Mission New Quartermaster Museum Exhibit**

A new exhibit titled *Duty to the Fallen: The Army's Mortuary Affairs Mission* has opened at the US Army Quartermaster Museum at Fort Lee, VA, as the first in a series that will feature all the Quar-

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termaster functional areas. In the future, other planned temporary exhibits will showcase the Quartermaster role in supply logistics, petroleum and water supply, food services, and airborne and field services.

Done in cooperation with the US Army Mortuary Affairs Center at Fort Lee, *Duty to the Fallen* will run for one year. This display includes artifacts from the World War II bomber "Lady Be Good," items from the Korean and Vietnam wars, and articles used during the funeral of President John F. Kennedy.

Since the Civil War, the Quartermaster Corps has been responsible for the care of the dead. This mission, which used to be known as "Graves Registration," has evolved to include not only the search and recovery of remains on the battlefield, but to respond to any mass fatality situation. Army Mortuary Affairs Specialists have assisted at Oklahoma City, Bosnia, Somalia, and with Hurricane Andrew. Identification of remains is an important responsibility, a process that has been perfected to the point that even remains discovered many years later can often be identified.

Burial of the dead, at one time a Quartermaster Corps responsibility, is conducted with honors befitting a fallen soldier. National cemeteries were first established in 1862 and now number over 100. Military cemeteries located overseas are maintained by the American Battle Monuments Commission and contain the American dead from World Wars I and II. Today, the Army's Mortuary Affairs Specialists are trained at the US Army Quartermaster Center and School at Fort Lee. The 54th Quartermaster Company, the Army's only active Mortuary Affairs unit, deploys from Fort Lee when called.

The exhibit examines each aspect of the recovery, identification and burial of the dead, from the first experiences of the Civil War to recent experiences including the recovery of soldiers' remains from earlier wars. Featured in the exhibit are artifacts belonging to the crew of the "Lady Be Good," a B-24 bomber that crashed in the desert while returning from a mission in World War II. The discovery of the crew's remains 17 years later caused a sensation and the story of their unsuccessful attempt to walk out was the source of books and television productions. Items recovered from a less well known bomber, the "Beautiful Betsy," are also displayed. The "Beautiful

Betsy" crashed in 1945, but not until 1994 was the site discovered and the remains of the crew and passengers retrieved.

Featured also is the plaster model of the Tomb of the Unknown Soldier, rendered by the Heraldry Branch of the Quartermaster Corps in 1925 as a model for the Tomb's construction. A drum used by a band member of the 3d Infantry Regiment, the "Old Guard," during President Kennedy's funeral, and the catafalque constructed to carry the casket of President Dwight D. Eisenhower back home to Abilene, KN, are also featured.

The exhibit pays homage to those whose duty it is to care for the Army's dead. This duty to the fallen is owed on behalf of the Army and the Nation to the soldier, their comrades, and their families. It is a duty performed sadly but willingly.

### **Army Museum Training**

Since 1972, Army Museum professionals have met annually in order to receive museum training and to interact with Headquarters, Department of the Army personnel. Such meetings, formerly called conferences, recently have evolved into formal training courses whereby individuals receive credit for receiving instructor training. The training courses are conducted each year at a different location in order for the Army's curators to obtain a wide perspective on the varied roles and mission's of the Army and its museums. The Quartermaster museum was asked to host the 1997 Training Course.

The 2d Annual Army Training Course was concluded at the closing banquet on 24 April. The closing banquet ended five days of training for 123 museum professionals representing 34 Army museums, 18 Army National Guard museums, 4 federal museums, and 3 civilian museums. Fifteen speaker/instructors conducted the course work that covered artifact-related topics including flag conservation, artifact histories, archival management, appraisals, nomenclature, conservation planning, and soon-to-be-fielded soldier equipment. The museum course also included a session on evaluating exhibits. The course was sponsored by the Center of Military History and hosted by the US Army Quartermaster Center and School. In 1998, the course is scheduled for Fort Leonard Wood, MO.

# 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

<b>The Quartermaster General</b> MG James M. Wright wrightj@lee-dns1.army.mil	(ATSM-CG) 734-3458	<b>Operations and Training Management Office</b> Nancy Briggs briggsn@lee-dns1.army.mil	(ATSM-AC-O) 734-4402
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<b>Command Planning Group</b> LTC Christopher M. Schiefer schiefec@lee-dns1.army.mil	(ATSM-CPG) 734-3215	<b>Noncommissioned Officer Academy</b> CSM Mark A. Rudd, Sr. ruddm@lee-dns1.army.mil	(ATSM-SGA) 765-2066
	<b>Quartermaster Total Force Integration Officer</b> LTC Robert W. Vaughan vaughanr@lee-dns1.army.mil	(ATSM-ACR) 734-3574	

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### Quartermaster Home Page

Quartermasters now have their own Home Page on the World Wide Web computer Internet. You can access the Home Page by typing: <http://lee-dns1.army.mil/quartermaster>.

## *Mission Statement*

***The Quartermaster Corps*** — Logistics Warriors providing focused logistics support to sustain America's Army in victory today and into the 21st Century.

***Supply Support*** — Major end items, repair parts, rations, water, petroleum, individual and organizational clothing and equipment, personal demand items, administrative supplies, unclassified map distribution, tactical field exchange, classification, reclamation, salvage, property disposal, fortification and barrier material and materiel to support military and nonmilitary programs.

***Field Services*** — Shower, laundry, fabric/light textile repair, field feeding, and mortuary affairs.

***Aerial Delivery Support*** — Parachute packing, air item maintenance, aerial delivery rigging, and sling load.

***Materiel and Distribution Management*** — Materiel-based and distribution-based logistics management.

***Combat Developments*** — Systems, concepts, force structure and materiel developments.

***Doctrine, Training and Professional Development*** — Active Army, Reserve Component and Civilian personnel; other Services; and Allies in Quartermaster proponent and common skill areas.

May 1997

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## *More NCO News on the Quartermaster Home Page*

(Continued from page 2)

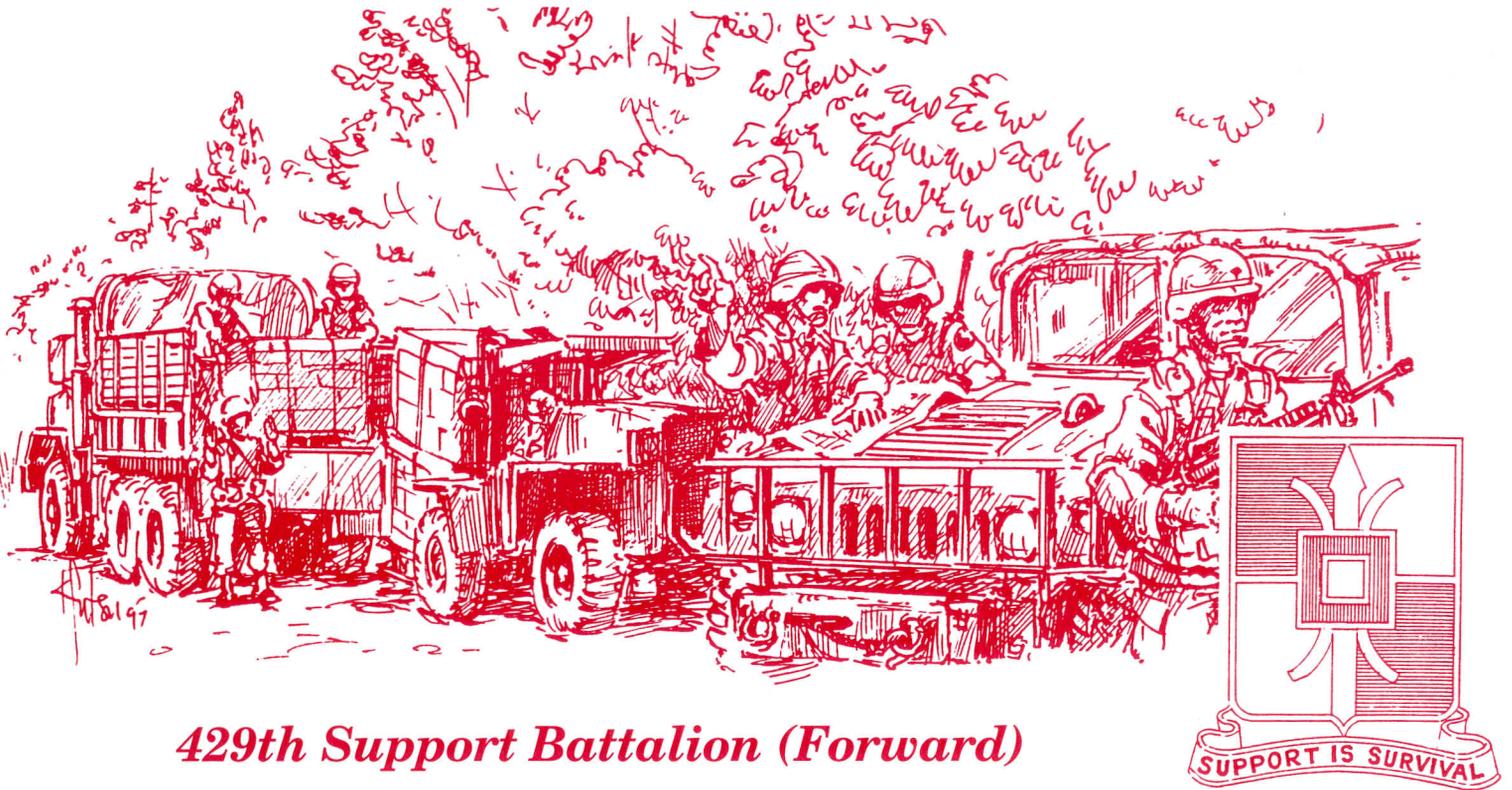
need out in the field. We need feedback from you. Any suggestions on what we Quartermaster NCOs should be putting on our home page are welcome.

In closing, I want to tell you that Major General Wright and I are proud of each and every one of you.

We know that you work hard every day and that the Quartermasters stand just a little above other soldiers. Remember, first and foremost, we are all soldiers who are just lucky to be Quartermasters. You are doing great—keep up the good work.

*Command Sergeant Major Larry W. Gammon has served in a variety of leadership positions as Command Sergeant Major, 45th Corps Support Group (Forward), Schofield Barracks, Hawaii; Command Sergeant Major, 23d Quartermaster Brigade, Fort Lee, Virginia; Commandant, Noncommissioned Officer Academy, Fort Lee; Command Sergeant Major, 99th Forward Support Battalion, Fort Lewis, Washington; First Sergeant, Headquarters and Headquarters Company, 109th Forward Support Battalion, Fort Lewis; First Sergeant, 2d Support Command Corps Materiel Management Center, Stuttgart, Germany, and Platoon Sergeant, S4 Noncommissioned Officer in Charge. His military education includes Airborne School, the Sergeants Major Academy, First Sergeants Course, Senior Supply Sergeants Course, Noncommissioned Officer Logistics Course and Advanced Noncommissioned Officer Course.*

*429th Support Battalion soldiers conduct resupply operations for the Stonewall Brigade during training at Fort A.P. Hill, Virginia.*



## ***429th Support Battalion (Forward)***

*Organized and formed 1 April 1992 from elements of the 29th Infantry Division Support Command, Virginia Army National Guard; subordinate unit histories follow:*

*Headquarters and A Company organized as a new unit 14 August 1991 in Staunton, Virginia.*

### *Company B (Maintenance):*

*Originally organized as 6th Company, 1st Provisional Regiment on 8 December 1919.*

*Redesignated 21 September 1920 as Company H, 1st Infantry Regiment.*

*Redesignated in April 1921 as Company F, successively assigned to the 1st Infantry Regiment.*

*183rd Infantry Regiment and 176th Infantry Regiment through 3 February 1941.*

*Passed into Federal Service as Company F, 176th Infantry Regiment on 3 February 1941.*

*Inactivated 10 July 1944.*

*Reactivated, regorganized and redesignated 8 May 1948 as Company D, 176th Infantry.*

*Regiment, Virginia Army National Guard, in Blackstone, Virginia.*

*Reorganized 1 June 1959 as Company D, 1st Battle Group, 176th Infantry Regiment.*

*Reorganized and redesignated 22 March 1963 as the 684th Maintenance Company (Heavy Equipment) (General Support).*

*Redesignated as Company D (Maintenance), 116th Support Battalion on 1 September 1979.*

*Reorganized 1 June 1986 as Company A, 729th Maintenance Battalion.*

*Reorganized and redesignated as Company B (Maintenance), 429th Support Battalion (Forward) on 1 April 1992.*

*Reassigned 5 February 1996 to Richmond Virginia.*

### *Company C (Medical):*

*Organized 1 February 1968 as Company D, 103rd Medical Battalion, Virginia Army National Guard, in Charlottesville, Virginia.*

*Reorganized and redesignated 1 April 1975 as the 236th Medical Company.*

*Redesignated 27 September 1977 as Company B (Medical), 116th Support Battalion.*

*Reorganized 27 February 1986 as Company A, 104th Medical Battalion.*

*Reorganized and redesignated 1 April 1992 as Company C (Medical), 429th Support Battalion (Forward).*

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