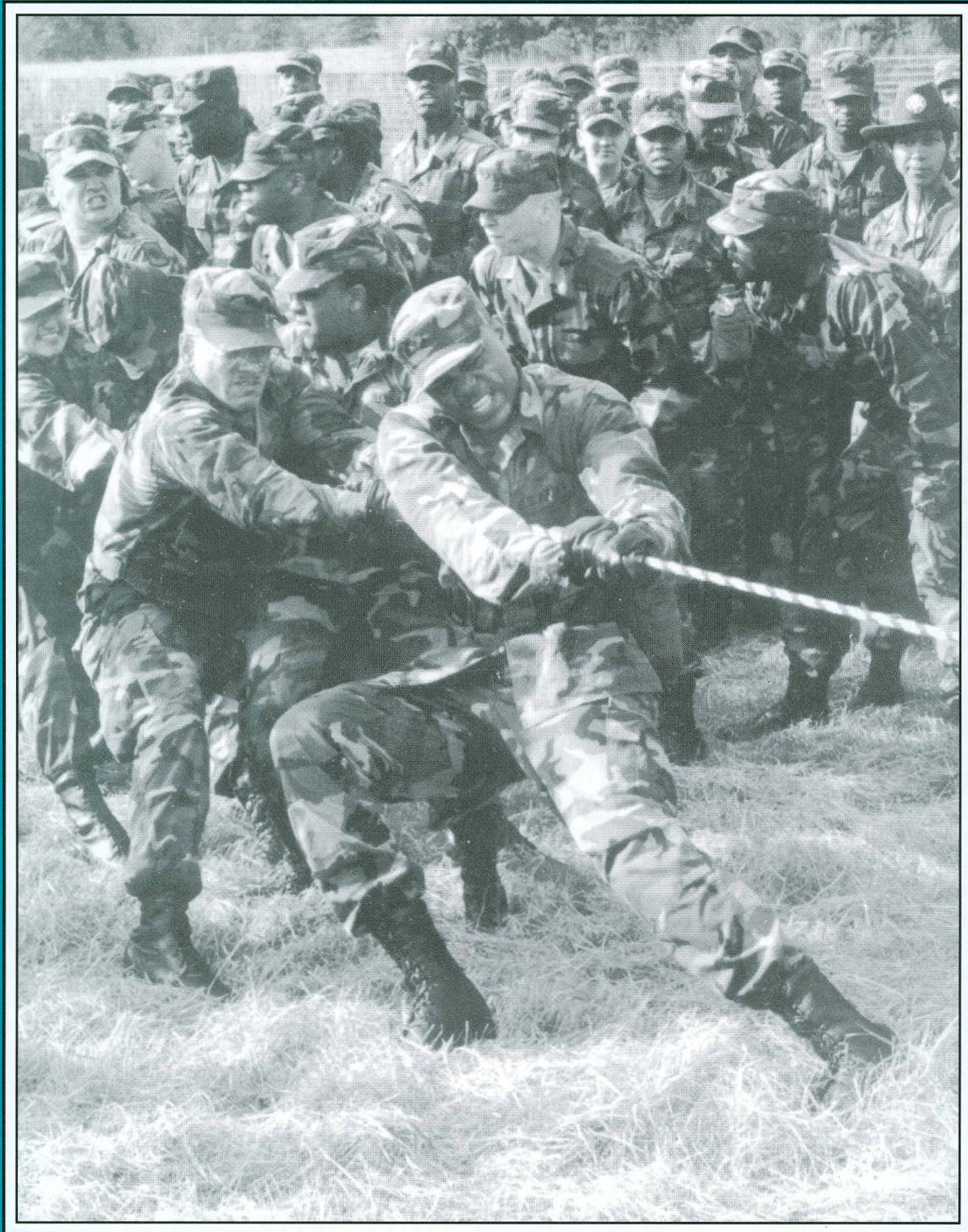


Quartermaster

PROFESSIONAL BULLETIN
SUMMER 1998 PB 10-98-2
WARFIGHTERS' LOGISTICIAN





From The Quartermaster General

As I begin my second year as your Quartermaster General, I would like to express my gratitude to the great leaders, soldiers and civilians in our ranks for your continued selfless service as the Warfighter's Logistician. Our Corps is in great shape and getting better every day. Quartermasters are leading the way here at Fort Lee, VA, and throughout the Army in bold, innovative developments in training, doctrine and equipping our forces for the ongoing revolution in military logistics. We are moving decisively into the 21st Century, yet pausing at the same time to reflect on our proud heritage as the second oldest branch in the Army while we reinforce the basic core values that have made us the greatest military force in the world.

We continue to work a number of key issues that will substantially affect our Corps and the Army. I have directed our Logistics Training Department, with help from the proponent office and Training Developments, to assemble a campaign plan to address and fix the many problems associated with our largest and most diverse military occupational specialty (MOS) – 92A (Automated Logistical Specialist). I am keenly aware of the issues surrounding 92A and particularly the impact being felt by commanders in the field and the soldiers themselves. We are attacking this problem on all fronts, to include a complete review of advanced individual training courses, exportable training packages and distance learning, and working with the Force Management Support Activity to launch a comprehensive Man-



Major General James M. Wright

power Requirements Criteria study of the 92A MOS. We already have approval to upgrade primary prescribed load list clerk positions to the rank of E-5 and are studying the feasibility of specialty training and assignment of additional skill identifiers for certain functions within the MOS.

The Chief of Staff of the Army, along with the Commanding Generals of US Army Training and Doctrine Command, US Army Materiel Command, US Army Combined Arms Command, and numerous other general officers participated in a Joint Distribution Rock Drill sponsored by the US Army Combined Arms Support Command in May. As the battlefield proponent for distribution, the Quartermaster Corps played an instrumental role in this effort and will continue to work with fellow combat service support branches and Army leadership to pave the way to a distribution-based logistics system for Force XXI and the Army After Next. We are fundamentally changing the way we do business in the logistics community, and the challenges ahead are both daunting and exhilarating.

In August we will conduct the first Airborne Orientation Course at Fort Lee, culminating our recent effort to resolve the Army's shortfall in MOS 92R (Parachute Rigger). This three-week course for 92R candidates will fall immediately after basic combat training and provide these soldiers more time to physically and mentally prepare for the rigors of Airborne School. This course, coupled with a new COHORT-type approach for 92Rs previously instituted at Fort Jackson, SC,

Quartermaster

PROFESSIONAL BULLETIN



The Quartermaster General

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

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04704

Distribution: Special

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FRONT COVER: SPC Stephanie Dawn Morton of the Public Affairs Office at Fort Lee, VA, took the photograph of soldiers from the 266th Quartermaster Battalion at the annual Adventure Training at Fort Pickett, VA.

INSIDE BACK COVER: Keith K. Fukumitsu, Quartermaster, researches and illustrates the battalion-size units featured with a page in each edition. LTC (Retired) Fukumitsu was formerly assigned as Chief of the Course Development Division, Directorate of Training and Doctrine, US Army Quartermaster Center and School, Fort Lee, VA.

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

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



History, Traditions and Values



Command Sergeant Major Larry W. Gammon

Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage are not just words at the US Army Quartermaster Center and School (USAQMC&S). An oak tree is beautiful and massive, but the tree's strength comes from its roots. Roots hold the oak tree upright and keep it firmly planted in the ground. So it is with our values in the Quartermaster Corps. They are at the root of all we do.

History, Traditions and Values training is now in full swing at the USAQMC&S at Fort Lee, VA. To produce the best possible soldier in the world, Quartermasters must instill the seven Army core values into their minds. Soldiers from all walks of life come into the Army, and they have many different values based on their individual experiences. Their newest experience is the Army experience. Our goal is to give them a new set of values: the Army values. Here at the USAQMC&S, we are taking steps beyond just teaching what each of the seven values is and what each stands for.

Through the Quartermaster Museum and the Quartermaster Corps Historian, drill sergeants, instructors and other leaders use history to show examples of each value. Our Quartermaster heritage is full of great heroes who exemplified the seven Army values. Each new advanced individual training (AIT) student has a class in the Quartermaster Museum at Fort Lee that teaches about some of our Quartermaster heroes and the values that their actions represent. Each day and each AIT class at Fort Lee begins with a vignette about one of the seven Army values. Values cadence is sung during physical training. Posters on values

are everywhere, and formations are sounding off with various value mottoes. As they get close to graduation, the AIT soldiers return to the museum to participate in a rite of passage ceremony where they are awarded their regimental crests.

We are saturating young soldiers with the Army values and changing their basic convictions and attitudes. This values training has been paying big dividends in how our soldiers look and act. Soldiers here now look and act as soldiers should. We want this program to go beyond the bounds of Fort Lee and the USAQMC&S. Vignettes, posters and values program ideas can all be accessed on the Quartermaster Home Page in the History section. The address is <http://www.army.mil.quartermaster>.

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.

CSS Changes in Army's New Heavy Division

Control of combat service support (CSS) has been moved from maneuver battalion commanders to the CSS chain of command in the new heavy division design for Army XXI. Army leadership said the new heavy division for the 21st Century will remain the most lethal combat force in the world even though it will have fewer soldiers and armored vehicles. Overall, the most significant change is the new division's command and control apparatus.

In the year 2000, the new division will consist of 15,302 active duty soldiers, with another 417 Reserve Component soldiers integrated into the division for deployment. Today's Army of Excellence division has about 18,000 soldiers. The new Force XXI division design deals with distribution rather than supply-based logistics. The ability of maneuver commanders to cover greater distances on the battlefield much faster than ever before presents a challenge to CSS forces.

To allow maneuver commanders to maintain their momentum, supplies will move in a pipeline from the manufacturer to the theater port and then "right up to the foxhole where it really counts." This amounts to a revolution in military logistics at the tactical level: a change from supply-based support to a distribution-based system.

The armor and mechanized brigades each have a forward support battalion (FSB) to provide logistical support. Each maneuver battalion has a forward support company carrying out a similar mission. Because of situational awareness, the FSB commander can better anticipate the requirements of the supported maneuver commander and begin pulling CSS capabilities through the logistics pipeline in the new division.

Before the brigade commander realizes what he needs, the logistician should have already anticipated the requirements. The same process is repeated down at the maneuver battalion level with the relationship between the forward support company commander and the maneuver battalion commander.

A forward support company will have maintenance as well as supply capabilities. The primary objective in the new heavy division's design was to allow the maneuver battalion commander to focus on the warfight without the distraction of CSS responsibilities.

Several "enablers" make the CSS concept work. One is the CSS Control System, which is part of the division's Army Tactical Command and Control System (ATCCS) that provides a common picture to all commanders in the division. Another is the Mobility Tracking System that provides an ability to see logistics capability as it moves through the logistics pipeline. For example, a capability might be inbound to one FSB but another FSB may need it more, so the division leadership can divert CSS while it is en route.

(Continued from the inside front cover)

and a carefully designed physical training program from the Army Physical Fitness School, will greatly enhance the success rate of these young soldiers as they travel the difficult path to earning the Rigger badge.

I am excited about what lies ahead. I am honored to serve as The Quartermaster General and look forward to visiting our magnificent soldiers around the world in the next several months. Between now and September, I have visits planned to the Sinai, Korea, Japan and Hawaii, as well as a trip to Fort Leavenworth, KS, to see our new class of Command and General Staff College students. Keep up the great work and always remember that you are part of great legacy – the Quartermaster Corps.

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; SI (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.

Heritage and Values

On the Internet

The Quartermaster Corps' History, Traditions and Values training program continues to lead the way in the US Army Training and Doctrine Command. The Quartermaster General needs all commanders to institute Army values training into their unit training programs to develop a sense of heritage and build a fighting Quartermaster spirit. Immediate support to the field is available on the Quartermaster Home Page. The address is <http://www.army.mil.quartermaster> for information under "History" in PowerPoint for downloading. Historical vignettes are an effective way to reflect on the importance of the Army core values. The first PowerPoint presentation of historical summaries contains the definitions of the seven Army values, and the others are installments of the ongoing program in the US Army Quartermaster Center and School. Taken from the Quartermaster Home Page, the following two examples show the definition of RESPECT and one historical vignette available to illustrate that Army value.

"R" is for Respect

There's an old saying among Army leaders: "Take care of your people, and they'll take care of you."

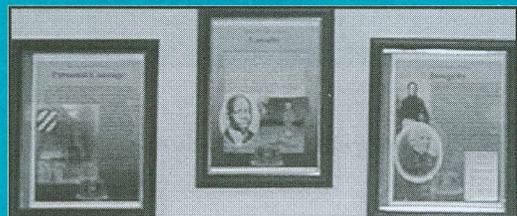
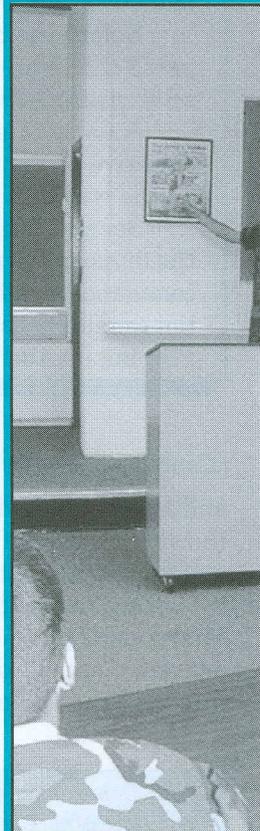
The Army's Strength Lies in its People . . . "More than any other single factor of combat readiness," a former Chief of Staff of the Army once noted, "it is the way soldiers feel about themselves, their fellow soldiers and their outfit that is most likely to carry the battle."

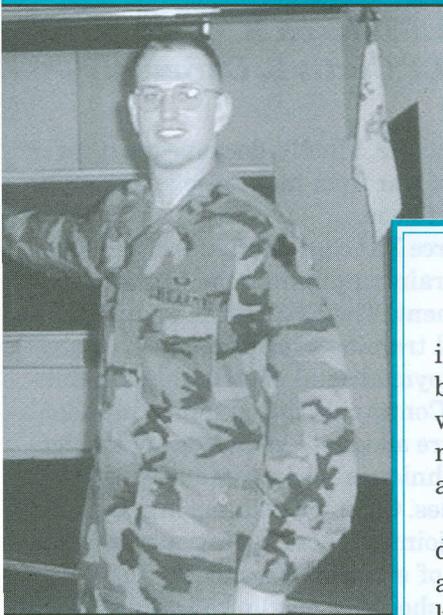
For the Army to work properly there must be a bond between the leader and those being led. A bond that rests not on authority alone – but on professionalism, good will, and above all **MUTUAL RESPECT**. The chain of command must respect soldiers, and the soldiers must have respect for the chain of command.

With the very founding of the US Army in the Revolutionary War, NCOs were instructed to treat all soldiers in their care with dignity and respect. That principle was well-stated a hundred years later (in 1879) by General John M. Schofield, who wrote:

The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh and tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an Army. It is possible to impart instruction and to give commands in such a manner and such a tone of voice to inspire in the soldier no feeling but an intense desire to obey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself.

Today the Army defines **RESPECT** as (Quote) "The regard and recognition of the absolute dignity that every human being possesses; incorporates diversity and compassion." An even easier way is to think of it as *The Golden Rule* – treating fellow soldiers exactly the way you would wish to be treated. – *Dr. Steven E. Anders, Quartermaster Corps Historian*





Origin of the Hand Salute

No one knows the precise origin of today's hand salute. From earliest times and in many distant armies throughout history, the right hand (or "weapon hand") has been raised as a greeting of friendship. The idea may have been to show that you weren't ready to use a rock or other weapon. Courtesy required that the inferior make the gesture first. Certainly there is some connection between this old gesture and our present salute.

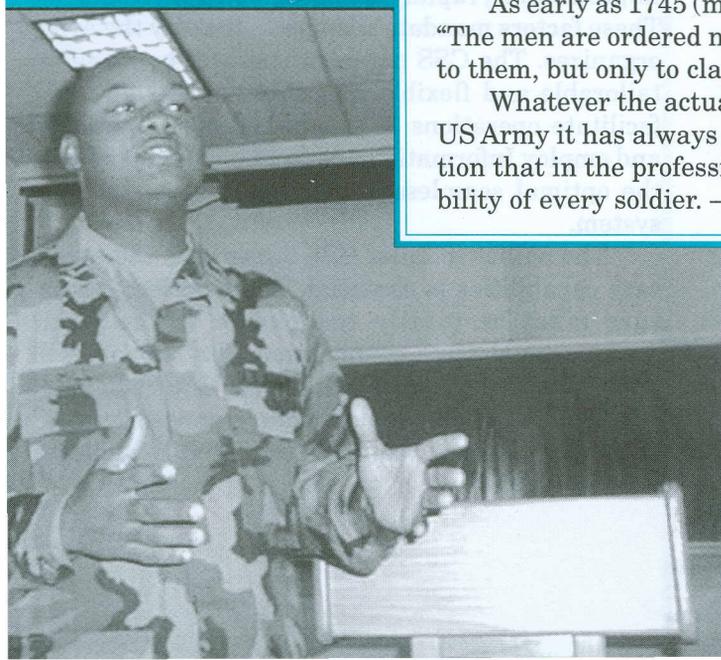
One romantic legend has it that today's military salute descended from the medieval knight's gesture of raising his visor to reveal his identity as a courtesy on the approach of a superior. Another even more fantastic version is that it symbolizes a knight's shielding his eyes from the dazzling beauty of some high-born lady sitting in the bleachers of the tournament.

The military salute has in fact had many different forms over the centuries. At one time it was rendered with both hands! In old prints one may see left-handed salutes. In some instances the salute was rendered by lowering the saber with one hand and touching the cap visor with the other.

The following explanation of the origin of the hand salute is perhaps closest to the truth: It was a long-established military custom for juniors to remove their headgear in the presence of superiors. In the British Army as late as the American Revolution, a soldier saluted by removing his hat. With the advent of more cumbersome headgear in the 18th and 19th centuries, the act of removing one's hat was gradually converted into the simpler gesture of grasping the visor, and issuing a courteous salutation. From there it finally became conventionalized into something resembling our modern hand salute.

As early as 1745 (more than 2 1/2 centuries ago) a British order book states that: "The men are ordered not to pull off their hats when they pass an officer, or to speak to them, but only to clap up their hands to their hats and bow as they pass."

Whatever the actual origin of today's hand salute, clearly in the tradition of the US Army it has always been used to indicate a sign of **RESPECT** – further recognition that in the profession of arms, military courtesy is both a right and a responsibility of every soldier. – *Dr. Steven E. Anders, Quartermaster Corps Historian*



Professional Dialogue

The CSS Reserve Component and Force XXI

CPT L. D. Anderson Jr.

CPT Cynthia S. Beard

CPT Jason H. Creek

CPT Mouhamad El-Cheikh

CPT John H. Shepherd Jr.

LT Curtis L. Chronister Jr.

Can the Reserve Component (RC) combat service support (CSS) units support Force XXI? Some soldiers are not familiar with its origin or, more importantly, Force XXI's direction. To better understand the direction, this article will take a look at Force XXI structure, discuss its mission for the Army's Active Component (AC) and RC, and visit lessons learned from past experiences.

According to the Chief of Staff, the vision for America's Army is a trained and ready force capable of decisive victory, while serving the nation at home and abroad. The Force XXI characteristics include command and control based upon shared, real-time situational awareness (not the same map sheet but the same map continually updated), an organizational network (units that may be smaller and more flexible with a higher ratio of leaders to soldiers), electronic connections (not by geographic locations or face-to-face contact but by a unit built to transcend a linear battlefield), and battle simulation technology (training on an electronic battlefield before soldiers go to training facilities).

Force XXI Preparation

The Army is changing in the areas of doctrine, training, leader development, organization, materiel and soldiers for Force XXI.

Doctrine. Future CSS doctrine will be increasingly influenced by factors such as changing strategy, developments in human sciences and information technologies. Information Age technology will have a profound impact on both the strategic process and, of course, the doctrine itself.

Force XXI will affect CSS doctrine at all levels. Emerging concepts will require doctrine writers to update and modernize related publications to reflect the vision of CSS planners. The CSS doctrine must provide common, unifying terminology and establish procedures to facilitate task organization and the tailoring of CSS forces to support the full range of military operations and missions. The CSS doctrine must also emphasize the joint and multinational nature of CSS operations and be consistent with

emerging joint doctrine. Finally, doctrine must cover CSS at all levels of war from tactical-level activities to the sustainment base.

Training. Force XXI characteristics mean a new look at the CSS training pillars of institution, unit and self-development. The CSS forces require joint and multinational training programs to develop effective rapid deployment and sustainable capabilities at all levels. Continual joint and multinational training will ensure adequate knowledge of the doctrine, tactics, techniques and procedures of other services or countries. Common training in many CSS skills, especially joint support operations, must be routine. The use of simulations, models and other training exercises should be maximized. Simulations should use the same automation and communication systems used by support personnel whenever possible.

Leader development. CSS leaders will train at all levels to adapt to the changing global situation. As with all other Army leaders, CSS leaders will train under conditions that approximate projected operational environments. Leaders will encounter conditions that become progressively more difficult. The CSS leaders will aggressively train in the joint environment and assess requirements for multinational training on a routine basis.

Organization. The future Army will be smaller, but have new, expanded and diverse missions in an unpredictable, rapidly changing world environment. These factors mandate changes to the way the Army organizes. The CSS organizations will be modular, tailorable and flexible. Organization design must facilitate operations in a split-based configuration and employ Information Age technologies to produce the optimal seamless soldier and weapon support system.

The ability to tailor CSS forces with the necessary capabilities is essential. The CSS force structure must be totally responsive to the joint/multinational force commander. The support will grow from a nucleus of established CSS functional capabilities. As the deployed force grows, the CSS structure will gain required functional capabilities

and expand. The modular design of CSS forces should make them more agile, more capable and easier to train. Digitization of the battlefield and other advances in information technology will result in smaller CSS staffs and highly mobile command posts at all levels of command.

Materiel. The Army must continue to explore technological opportunities to design, acquire and field more capable weapons systems and support systems. Split-based operations, Total Asset Visibility, telemetry to allow anticipation of requirements, containerization, and improved automation and communications will provide flexible, prompt and efficient support. Increases in system reliability and modular packaging of support resources will be based on mission, enemy, terrain, troops and time available (METT-T). The development of remotely operated, tele-operated and autonomous robotic ground vehicles to perform a variety of missions will enhance the CSS system's ability to support the force. Enhancements may include improvements in acquisition, refueling, rearming, distributing, materials handling, environmental sensing, and route planning.

soldier sustainment items such as rations, water, protective clothing and shelter is required to help maintain high morale. The Army must continue to improve morale and welfare support for deploying soldiers. Such support includes postal and legal support, laundry and shower capabilities, and family support systems.

The Army must ensure the health and operational effectiveness of soldiers at the highest levels. This reduces the burden on the personnel replacement system, the medical system and the training base. This also allows a sustained, high operational tempo.

Force XXI Mission

The Force XXI Army will require a seamless CSS system capable of providing responsive, effective support for America's Army in any scenario. The system has a support continuum consisting of soldiers, Department of Defense civilians and contractors; organizations; modular support forces; and an integrated, intelligent, networked information system. Force XXI will provide all CSS from the sustainment

At the tactical level, support personnel will provide direct support to the battle commander. They will synchronize all the CSS activities required to sustain soldiers and their systems. Their goal is to remove inhibitors to the tactical commander's scheme of operations.

The Army must develop the command, control, communications, computers, and intelligence operations and systems that support split-based operations and the technical architecture. The architecture must encompass interoperability among the Army's operational and sustainment base components. The design must line up with the Army's technical architecture and the joint technical architecture to ensure seamless communication.

The Army must design equipment to operate more efficiently. Reducing ammunition, fuel and maintenance requirements will help decrease CSS requirements for combat forces. Initiatives to reduce the diversity of support requirements (such as a single fuel on the battlefield) will also result in efficiencies. Enhanced built-in testing and predictive failure diagnostics will allow more efficient stockage of repair parts and components.

Soldiers. Quality soldiers, trained and led by competent and caring leaders, will remain key to the Army's success. Prompt, responsive provision of CSS

base to meet the requirements of the battle commander throughout the full range of Army operations. Such a system will require a cultural change in how the Army views each level of CSS.

Strategic CSS involves the ability to manage, resource and control the force projection support functions for the Army at the national level. Further, power projection is a fundamental principle of US national security strategy. Therefore, force projection will be fundamental to future Force XXI operations.

The need for force projection requires support planners to structure support units with the ability to deploy the right amount of resources with the minimum force necessary for the mission. The most effective mix of AC and RC, Department of Defense civilians, and private-sector contractors will be assembled and deployed to sustain the force.

Operational CSS

Operational CSS ties tactical requirements to strategic capabilities to accomplish operational plans.

Army logisticians have modernized the Army during the past few years with their primary focus on improving the efficiencies of current operating systems. Today, the Reserve Component is not prepared to enter the 21st Century with the Active Component for glaring reasons. The most obvious problem is funding for Force XXI technology.

Army support at this level is integrated into the total support for joint/multinational campaigns and other military activities within a joint operational area. The seams separating operational CSS from strategic and tactical support are often indistinguishable and will become more so. Support personnel at this level must know the supported unit's theater strategic perspective as well as the requirements at the tactical level that are the focus of operational CSS.

At the tactical level, support personnel will provide direct support to the battle commander. They will synchronize all the CSS activities required to sustain soldiers and their systems. Their goal is to remove inhibitors to the tactical commander's scheme of operations. Military units organic to the deployed tactical force will continue to make up the bulk of the CSS structure at the tactical level. However, as at the operational level, support may also come from the host nation, joint and multinational sources, Department of Defense and Department of the Army civilians, and civilian contractors. Support forces will be austere, tailored and multifunctional down to the appropriate level.

Habitual relationships will continue between support units and the units they support. The CSS command and control structure at each echelon will provide a support operations element to fully integrate CSS operations. Distribution management centers at each echelon will plan and coordinate the delivery of units, personnel and materiel, as well as the transfer of maintenance workload among maintenance activities. These centers will be linked via an integrated communications network using automated information systems, automated identification technology, and voice systems.

Lessons Learned at the NTC

Various evaluations show that most US Army Reserve and Army National Guard units filtering through the National Training Center (NTC) at Fort Irwin, CA, failed to meet Army standards during their rotations. Furthermore, the available readiness data of these units did not accurately reflect the units' capabilities.

The unit status reports and other evaluation documents reflected a readiness posture higher than the units' actual readiness. For example, many units estimated their number of days needed at post-mobilization from 28 to 40 days. However, from the time training began at the NTC to the end of training, the units required 90 to 135 days. More equipment was nonmission-capable than was available for training. As many as 15 percent more soldiers were nondeployable and not qualified in their military occupational specialties (MOSs) than reported. Also, the unit leadership seemed to lack the training necessary to be effective.

The following observations were made while various US Army Reserve and Army National Guard units conducted post-mobilization training at the NTC before and during *Operation Desert Shield/Desert Storm* in the early 1990s. This information comes from various articles by personnel who evaluated units in training and from readiness data accumulated after the Persian Gulf war.

The RC units failed for many reasons. However, a systemic problem seemed to exist within all the readiness categories of training, personnel, equipment onhand, and equipment readiness. For RC units to meet the challenges ahead, these four readiness areas must be reevaluated.

Although RC units are beginning to receive modern equipment, the fielding has been slow, mainly because of funding. Some older equipment is authorized for use, even though the older equipment does not meet mission requirements. Such was the case with the RC units using pickup trucks in place of the Army's high mobility multipurpose wheeled vehicle (HMMWV) in the Southwest Asian desert in the early 1990s. Also, units that finally receive newer equipment will need to increase the number of days for post-mobilization training. The equipment assigned to these units was not being maintained. The biggest contributor to this situation resulted from unit mechanics who were untrained or lacked proficiency in equipment maintenance. In several cases, mechanics were unable to diagnose the problem and thus were unable to correct any deficiencies.

Evaluators pointed out that RC equipment is not maintained as frequently as equipment assigned to AC units in most cases. Therefore, the equipment lacks scheduled maintenance, and mechanics lose skill proficiency.

Personnel reported as deployable and MOS-qualified were not necessarily. In many cases, dental and other medical records showed that RC personnel were not deployable. Some cases could have been corrected within the allotted time of post-mobilization training. However, the key point is that these personnel were reported as deployable. The same situation occurred with some personnel reported as MOS-qualified, yet many were not slotted properly. Some lacked critical additional skill qualifiers for their positions.

Training Readiness

Coupled with the difference in operating systems between the AC and RC, training readiness of some RC units was rated extremely low. The AC and RC had different automated procedures. The number of days available for training for RC is only 39 days. Therefore, despite the lack of training time, the difference in day-to-day operating procedures, and the deficiencies in personnel and equipment, RC training readiness was highly overestimated. The RC soldiers, as noted in some evaluations, put forth a tremendous effort to be a part of the Total Army. However, with the many documented deficiencies, these RC soldiers are not being supported by the current doctrine for training the RC.

The NTC evaluations reflect a need to reestablish the concept of training the RC and fielding these units with the proper equipment. Also, evaluators suggest studying changes in policy for recruiting and retaining qualified personnel. Most available data concentrates on combat units. However, frequently, these problems and deficiencies are also noted in the service support units training at the NTC.

For Army National Guard and US Army Reserve units to make it to NTC is a victory in itself. According to the US Army Training and Doctrine Command's joint venture operations office, the RC has little digital equipment, so large-scale participation in an NTC exercise is not realistic. Because the RC lacks funding for training above and beyond the two-week annual training (AT) and drill weekends, the RC will find themselves excluded from participating in much-needed training. Planners at Fort Hood, TX, look to the RC to participate on a large-scale in Experimental Force (EXFOR) exercises at the division level. As the director of the Army National Guard

pointed out, the participation problem is amplified because the EXFOR in 1998 requires the units' senior leadership, a situation requiring even more money, especially if those leaders participate in their AT.

Findings and Suggestions

Army logisticians have modernized the Army during the past few years, with their primary focus on improving the efficiencies of current operating systems. Today, the RC is not prepared to enter the 21st Century with the AC for glaring reasons. The most obvious problem is funding for Force XXI technology. Another problem is time to train with the new equipment and with the new technology.

Some RC Aviation units that currently use appliqués (similar to laptop computers that keep track of the battlefield situation) are serving more than a weekend a month. Many pilots in these units have taken leaves of absence from their civilian jobs to train on this new equipment. The current plan to bring all CSS elements online with the Force XXI concept, including the CSS US Army Reserve and Army National Guard units, is inadequate. The budgetary constraints on equipment purchases and the limited training time for the RC will be the largest contributors to the inability to properly support the AC on the battlefield.

The RC units failed while participating at the NTC for many reasons. The lack of proper training, resourcing and new equipment training are but a few of the challenges that the RC units continue to face.

Units that receive new equipment will have to increase their training days for post-mobilization. Also, the lack of training time, the difference in day-to-day operations, and the deficiencies in personnel and equipment readiness contributed to overestimates of RC training before NTC participation.

The changes in doctrine for both the AC and the RC must ensure that the Army's largest battlefield supporters are included in all aspects of Force XXI. Changes in policy need to reflect the logistical support area and not just combat units. Whether the RC gets the Force XXI technology now or later could make the difference in how the Army maintains and sustains in future operations.

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 97-11/12 at Fort Lee, Virginia.

Logistics Warrior Exercise – Instilling the Warrior Spirit

MAJ Steven D. Fields

Logistics Warrior is the only field training exercise of its kind in the US Army Training and Doctrine Command (TRADOC). The multi-echelon exercise is the capstone for soldiers in the Officer Basic Course (OBC), Advanced Noncommissioned Officer Course (ANCOC), Basic Noncommissioned Officer Course (BNCOC) and advanced individual training (AIT) at the US Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA. Logistics Warrior allows Quartermasters at different levels of responsibility to reinforce military occupational specialty (MOS) technical training and common task training in a tactical environment.

Realistic scenarios drive the training of 10 different Quartermaster MOSs for four days and three nights in the field. The multi-echelon scenarios focus on the critical leader, MOS and soldier survival tasks. For each Logistics Warrior Exercise, the USAQMC&S organizes a complete corps support battalion (CSB) that consists of 450 to 900 soldiers. Figure 1 shows the CSB's composition. The 23d Quartermaster Brigade provides the overall command and control. The brigade provides a staff cell (Logistics Warrior Cell) and a host battalion for each exercise. The 49th Quartermaster Group (a US Army Forces Command unit) supports the exercise with vehicles and drivers. When the Noncommissioned Officer Academy (NCOA) cannot fill the NCO positions, the 49th Quartermaster Group (Petroleum and Water) provides the host battalion and the NCO leadership for the 123d CSB.

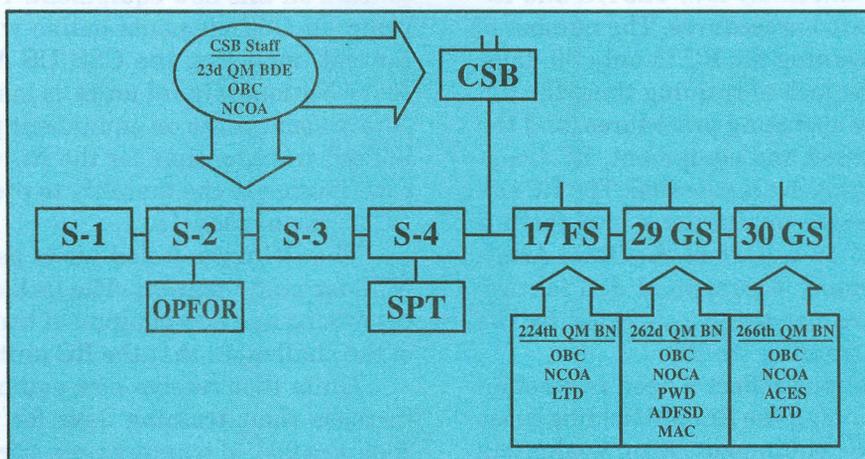


Figure 1. 123d Corps Support Battalion

LEGEND:

ADFSD – Aerial Delivery and Field Services Department
 BDE – Brigade
 BN – Battalion
 CSB – Corps support battalion
 FS – Forward support
 LTD – Logistics Training Department
 MAC – Mortuary Affairs Center
 NCOA – Noncommissioned Officer Academy

OBC – Officer Basic Course
 OPFOR – Opposing force
 PWD – Petroleum and Water Department
 QM – Quartermaster
 S1 – Adjutant
 S2 – Intelligence Officer
 S3 – Operations Officer
 S4 – Logistics Officer
 SPT – Support

Logistics Warrior Cell

The Logistics Warrior Cell is a staff section under the 23d Quartermaster Brigade to oversee the planning and coordination of all Logistics Warrior Exercises. The cell is the brigade commander's staff proponent for the exercise. In addition to the brigade-level staff planning, the cell provides observer/controllers for the map

exercise (MAPEX) and LANE training (a technique for training company/team-level and smaller units on a series of selected soldier, leader and collective tasks using specific terrain). The cell also assists the host battalion commander with oversight of the exercise.

Host Battalion

Each Logistics Warrior Exercise is assigned a host battalion. This host battalion is normally one of the AIT battalions. The host battalion provides the task force commander and the executive officer. It is tasked with the command and control for the exercise. Also, the host battalion S3/S4 ensures that the student staff conducts the necessary planning and coordinating for the exercise. Each AIT battalion is responsible for providing a company commander for one of the CSB companies. The commander is responsible for planning, preparing and executing the company-level events.

Exercise OPTEMPO

Figure 2 shows the exercise's operating tempo (OPTEMPO). The OPTEMPO for the battalion starts at D-15 with the Operation Overview Brief and ends at D+3 with a battalion-level after action review (AAR). Most of the predeployment events occur after 1800 hours. This reduces conflicts between Exercise events and mandatory Program of Instruction (POI) events.

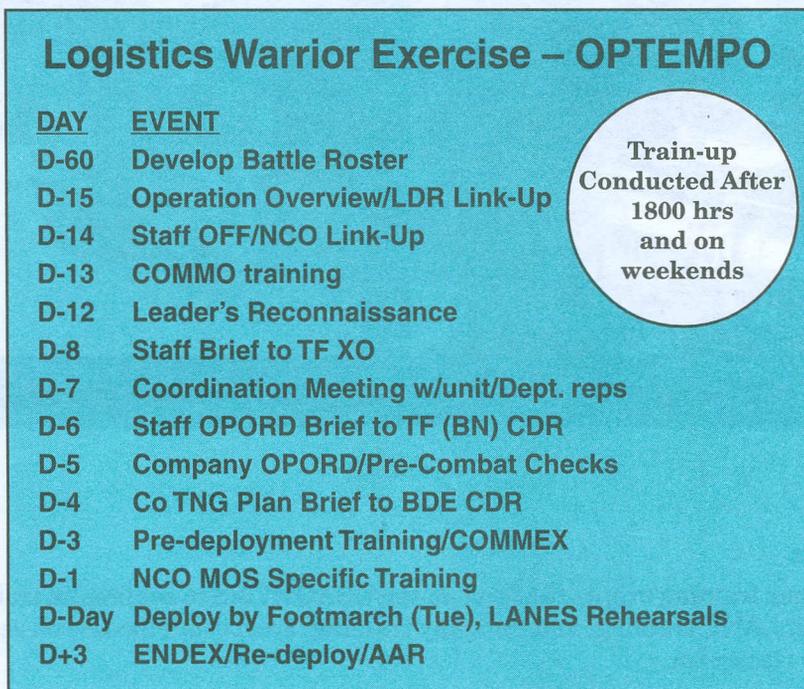
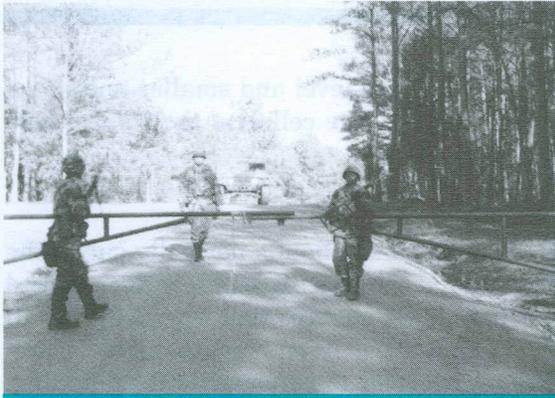


Figure 2. Exercise OPTEMPO

LEGEND:

AAR – After action review
 BDE – Brigade
 BN – Battalion
 CDR – Commander
 COMMEX – Communications Exercise
 COMMO – Communications
 Dept. – Department
 ENDEX – End of exercise
 Hrs – Hours

LDR – Leader
 MOS – Military occupational specialty
 NCO – Noncommissioned officer
 OFF – Officer
 OPORD – Operations order
 reps – Representatives
 TF – Task force
 TNG – Training
 TUE – Tuesday
 XO – Executive officer



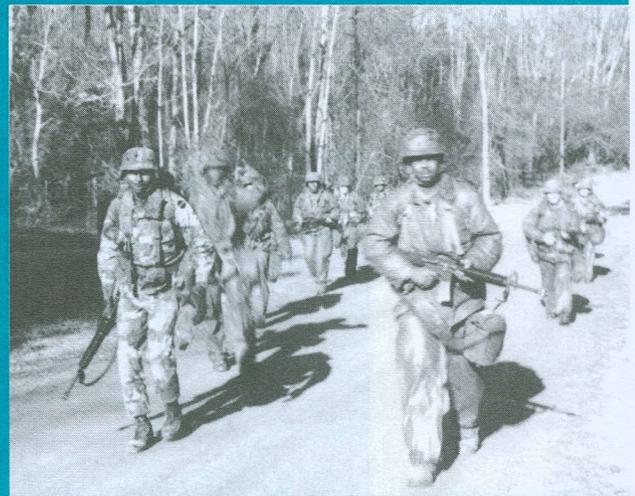
Tactical Operations



LANE Training



MOS Training



Company Training

Training Objectives

The exercise has four training events that enable the USAQMC&S to achieve its training objectives: staff training, MOS training, LANE training, and company training. Each event focuses on reinforcement training for skills taught in the classroom.

Staff Training

The staff training has the following training objectives:

-  OBC, ANCOG and BNCOC student staff will be able to describe the duties and responsibilities of a battalion staff.
-  OBC, ANCOG and BNCOC student staff will train to provide a military information briefing.
-  OBC, ANCOG and BNCOC student staff will conduct a MAPEX for these two purposes:
 -  Emphasize the critical role of accurate, timely management of information flow within the staff and between the staff and subordinate units and higher headquarters.
 -  Develop analytical/critical thinking skills of staff members by giving them challenging, realistic mission requirements.

The student staff must plan, prepare and execute all phases of training. This includes predeployment training, deployment to the field, tracking training during the exercise, and redeployment from the field.

The staff must conduct an update brief to the task force commander every evening, once they reach the field. Also, the student staff undergoes a 24-hour orders process and MAPEX that develops basic staff skills.

The culminating event for the student staff is the battalion-level AAR. The student staff must prepare and brief the lessons learned from their Logistics Warrior Exercise. The task force commander facilitates this AAR.

MOS Training

The USAQMC&S training departments send instructors to the field to conduct MOS training. Figure 3 shows the exercise participants. This training reinforces technical skills taught in the classroom.

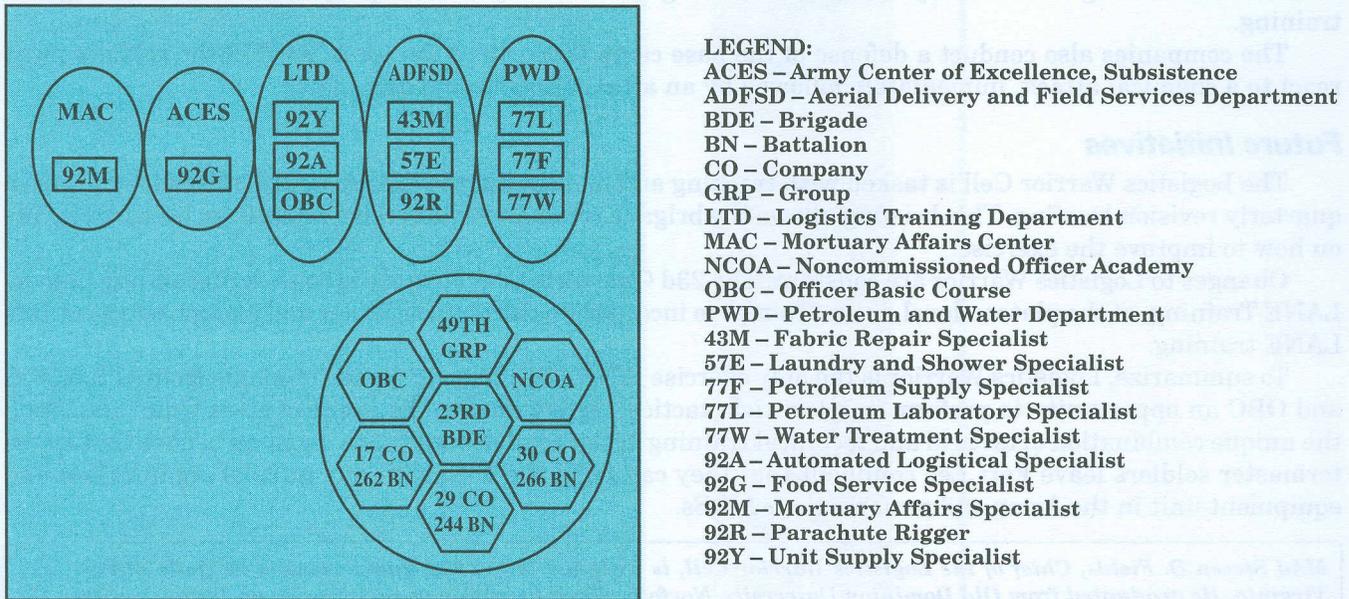


Figure 3. Participants in MOS Exercise

LANE Training

The primary training event for the Logistics Warrior Exercise is LANE training. Figure 4 shows the overview of this critical training.

The LANE training is designed for AIT soldiers to demonstrate proficiency in the common tasks identified in TRADOC Regulation 350-6 (Initial Entry Training Policies and Administration) in a tactical situation. The BNCOC squad leaders provide leadership. The training starts with reinforcement training at common

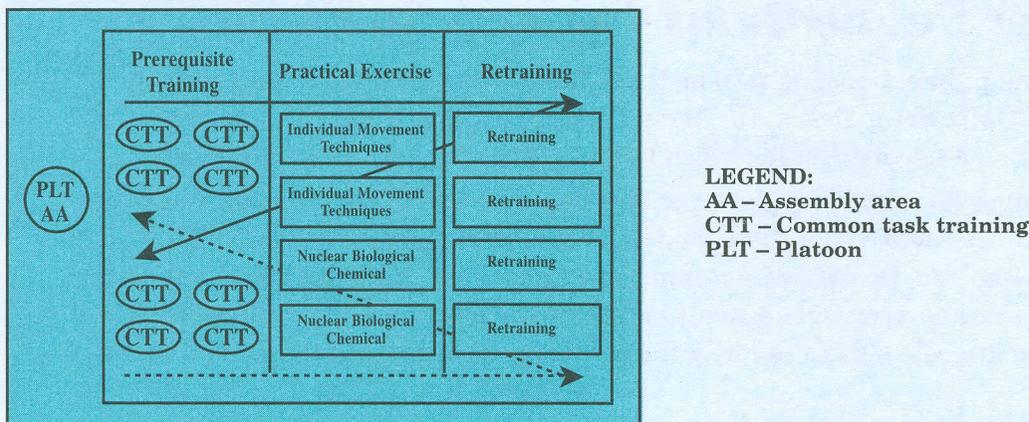


Figure 4. LANE Training Overview

task training (CTT) stations. Here the soldiers receive refresher training from squad leaders. Students must demonstrate proficiency in each task before moving to LANE training.

The soldiers then go through the LANE training events. At the end, each receives an individual critique (Individual Movement Techniques (IMT) LANE) or AAR (Nuclear, Biological, Chemical (NBC) LANE) that gives students instant feedback. If time permits, the squad leaders take students through retraining on pre-established retraining lanes. The squad leaders also must demonstrate proficiency on leader tasks during the NBC LANE. Each squad undergoes the IMT and NBC LANES during their time at Logistics Warrior.

Company Training

Company training is conducted on breaks during the day or evening. This training may be reinforcement from LANE training or necessary additional training identified by the company commanders during D-3 training.

The companies also conduct a defense of the base camp throughout the week. At D+2 the soldiers must react to a chemical attack, immediately followed by an attack from the opposing force.

Future Initiatives

The Logistics Warrior Cell is tasked with tracking and monitoring the exercise. Also, the cell facilitates a quarterly revision briefing. This briefing allows the brigade commander to receive input from all participants on how to improve the exercise.

Changes to Logistics Warrior are constant. The 23d Quartermaster Brigade is considering adding Convoy LANE Training, at the platoon level, in an attempt to incorporate the platoon leader and platoon sergeant into LANE training.

To summarize, Logistics Warrior is the only exercise in TRADOC that gives the students from AIT, NCOA and OBC an opportunity to perform in a low-risk, tactical environment. The exercise gives Quartermasters the unique combination of tactical and technical training under combat conditions. Leaders believe that Quartermaster soldiers leave Fort Lee confident that they can go to the field with any table of organization and equipment unit in the Army and perform their MOSs.

MAJ Steven D. Fields, Chief of the Logistics Warrior Cell, is assigned to the 23d Quartermaster Brigade at Fort Lee, Virginia. He graduated from Old Dominion University, Norfolk, Virginia, with a commission as an Infantry officer. He is a graduate of Airborne, Air Assault, Special Forces and Ranger courses. His previous assignments include machine gunner, rifle team leader and weapons squad leader, 2d Ranger Battalion, Fort Lewis, Washington; Light Weapons Specialist, 11th Special Forces Group at Fort Lewis; Platoon Leader, 2d Battalion, 17th Infantry, Fort Ord, California; Company Commander, 2d Battalion, 22d Infantry; Assistant Professor of Military Science at Virginia Military Institute; and Infantry Team Chief in Readiness Group Drum (Fort Drum, New York) and Readiness Group Lee (Fort Lee, Virginia).

Fewer Publications To Carry To Field

All Army doctrine publications, as well as those for tactics, techniques and procedures, are now on five CD-ROMS. Specialists at the Army Training Support Center at Fort Eustis, VA, placed Army doctrine on a five-disc set for which hand-held readers are being developed.

Units will no longer have to carry crates of doctrine and tactics, techniques and procedures publications to the field. Also, the Deputy Chief of Staff for Doctrine (DCSDOC) for the US Army Training and Doctrine Command is heading an effort to reach out to the Reserve Components as the Army modernizes to make sure new methods of developing and distributing doctrine are relevant to the way the US Army Reserve and the Army National Guard operate.

How the World Wide Web Is Benefiting Quartermasters

MAJ Peter Barclay

In the last couple of years, use of the Internet, or more specifically the World Wide Web, has exploded. More people have access than ever. More web sites are available than ever, with new ones being added every day. The growth has been so rapid that the standards committee for the Internet has proposed five additional top-level domain names to handle the demand. Much of this growth comes from the amount of useful information available. In the commercial world, most businesses that care about long-term success regularly update their web sites with all kinds of customer information, from airline reservations and the location of packages to menu specials and current sales promotions, as well as store hours and locations.

Quartermasters are taking part in providing useful information on the Corps' web site. First launched in December 1995, the Quartermaster Corps Home Page (<http://www.lee.army.mil/quartermaster>) is designed as a useful and beneficial military resource, especially to soldiers in the field.

The Quartermaster General has started several new initiatives on the web. These initiatives include the following:

- Web pages for every training department at the US Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA
- Articles from the quarterly *Quartermaster Professional Bulletin*
- Briefings by The Quartermaster General available for download
- Historical vignettes about heroic Quartermasters
- Quartermaster artwork (QM Clip Art)
- Twice monthly reports on significant activities at the Home of the Quartermaster Corps, Fort Lee, VA.

In addition to each training department at the USAQMC&S, the NCO Academy at Fort Lee and the 49th Quartermaster Group (Petroleum) have sections on the Quartermaster Corps web site. Each department keeps its information current and must provide regular updates to The Quartermaster General about the changes to and status of their pages. (A summary of these pages appears at the end of this article.)

Starting with the Summer/Autumn 1994 edition, articles from the *Quartermaster Professional Bulletin* are available on the Quartermaster Corps web

site. The two most recent issues are listed with article titles and authors, and the other editions are listed in the bulletin archive by article title.

To keep the field abreast of changes and developments, The Quartermaster General conducts briefings on the State of the Corps as he travels. This briefing is available on the web site either for downloading to a personal computer or for direct viewing as a series of web pages. Also, The Quartermaster General has conducted professional development sessions on "Leadership and Creating High-Performing Units." This briefing and a booklet on "Building a Chain of Command for Battlefield Success" are also available as downloads.

With today's emphasis on Heritage, Traditions and Values throughout the Army, the USAQMC&S has begun a series of vignettes to emphasize and demonstrate Army values by using historical Quartermaster examples. Each training day, instructors at Fort Lee use one brief historical description from the series at the start of class to provoke discussion and learning about Army values. The USAQMC&S has all of its historical vignettes, along with a vignette on the definition of each Army value, on the web site. These are available individually or can be downloaded as a series.

The USAQMC&S often receives requests for Quartermaster artwork, especially for use in presentations. A page of useful Quartermaster images is available for download. All these images can be used without permission from the Quartermaster Corps.

In another effort to keep the field informed, the Significant Activities (SigActs) reports from the USAQMC&S appear on the Quartermaster Home Page. Every two weeks, each section of the USAQMC&S must submit all top-level activities to The Quartermaster General. The Quartermaster General reviews the information, provides the SigActs to other general officers and also makes the SigActs available on the web site under the Command Group section. Each time a new SigActs report is loaded, the old one is deleted. It is important to regularly check the web site.

Training Packages to Download

In addition to updates and information, there are many training packages and training support aids to download from the web site. These include the following:

Historical Vignettes. There are currently four different PowerPoint presentations of historical vignettes. The first one contains the definitions of the Army values, and the next three are installments of the ongoing program in the USAQMC&S to provide learning and discussion about Army values.

Quartermaster Museum. The museum has totally revised its page on the Quartermaster Home Page to provide new information and photographs on exhibits, collections, programs and services. It also contains information on Quartermaster History and Traditions, including everything from the Quartermaster Branch insignia to the Order of Saint Martin. Visit the museum's web site at <http://www.lee.army.mil/quartermaster/museum> or phone (804) 734-4203. Museum hours at Fort Lee, VA, are 1000-1700, Tuesday-Friday, and 1100-1700 on weekends.

Command Briefings. There are currently three different presentations by The Quartermaster General available. The first is the State of the Corps. The second is a briefing on Leadership and High Performing Units. The third is a booklet on "Building a Chain of Command for Battlefield Success."

NCO Academy. This site has been updated and has this new address: <http://www.lee.army.mil/quartermaster/nco>.

49th Petroleum Group: The 49th Petroleum Group has made a conscious effort to become the "one-stop" shop for all petroleum- and water-related items. They have several different groups of downloads, including the Liquid Logistics Planners Guide, the Mobile Petroleum Laboratory Standing Operating Procedure, Inland Petroleum Distribution System (IPDS) Joint Training Module, the Water Planning Tool, and others. Check their web site at <http://www.lee.army.mil/quartermaster/49thgrp>.

Petroleum and Water. The Petroleum and Water Department (PWD) has updated its worldwide web site with topics of interest to the field, including safety, operations, equipment and general information. The files to download cover operational, training and safety topics from the PWD, the Army Petroleum Center (APC), and the Tank and Automotive Command (TACOM).

Also available for use by the field are two programs. The Automated Fuel Accounting Program (AFAP) allows units to automate petroleum accountability requirements. The Potable Water Planning

Guide allows planners to identify water requirements, assess capabilities and identify water purification, storage and distribution requirements. The address is <http://www.lee.army.mil/quartermaster/pwd>. For questions about the PWD web site, E-mail James Turgeon at turgeonj@lee-dns1.army.mil or phone DSN 687-1332 or (804) 734-1332.

Mortuary Affairs. The Mortuary Affairs Center's Home Page is an up-to-date information center. In addition to points of contact, phone numbers and E-mail addresses, information includes a listing of classes and their start dates. The download section has a staff guide for planning mortuary affairs operations, two training support packages for non-mortuary affairs units and the entire Joint Publication 4-06 (Tactics Techniques and Procedures for Mortuary Affairs in Joint Operations). New items include a Marine Corps section showing courses available to the Marines and a link to the Mortuary Affairs History Page. The address is <http://www.lee.army.mil/quartermaster/mortuary>.

Logistics Training Department. Currently, the department has a breakout with a description of each division, points of contact, a description of each course taught with the current schedule, and other pertinent course information. In the near future, the Logistics Training Department plans to expand its pages to include initiatives from the Supply Support Activity Model Warehouse and recommendations on how to improve Standard Army Retail Supply system operations. The address is <http://www.lee.army.mil/quartermaster/ltd>.

Aerial Delivery and Field Services. This department's web site now includes rigging manuals and sling load forms for downloading by soldiers in the field. Available are airdrop rigging field manuals, sling load rigging manuals, Airdrop Review and Malfunction/Safety Analysis reports, safety of use messages, information specific to the Air Force, Sling Load Inspection forms, dates for the Sling Load Inspectors Course, an overview of the department, links to other useful sites, and forms for submitting Airdrop Malfunction Reports, Airdrop Summary Reports, and Recommended Changes to Publications. The address is <http://www.lee.army.mil/quartermaster/adfsd>.

Army Center of Excellence, Subsistence. In a corporate format, this web site introduces the various offices and divisions for the Army Food Program. As a public service, the site offers information to its customers to assist their daily operations. There are

many links to other sources for improved customer service. The webmaster also serves as a clearing-house technician to provide quick response to E-mail inquiries on issues related to food service. The web site gives information and support to Active and Reserve Components on current regulatory and future operational subjects. Input from web customers is recommended. The address for the Army Center of Excellence, Subsistence is <http://www.lee.army.mil/quartermaster/aces/>.

Quartermaster Training Division. The Quartermaster Training Division, Training Directorate, US Army Combined Arms Support Command (CASCOM), does not maintain its own home page. However, the Quartermaster Training Directorate is responsible for several subpages under the CASCOM Home Page. These pages contain training information such as programs of instruction, training support packages, field manuals, frequently asked questions, links to other sites containing training

material, and some Quartermaster artwork. For example, the following petroleum field manuals are available for public use: FM 10-416 (Petroleum Pipeline and Terminal Operating Units), FM 42-414 (Tactics, Techniques, and Procedures for Quartermaster Field Service Company, Direct Support), and FM 10-67-1 (Concepts and Equipment of Petroleum Operations). Access these Quartermaster pages at <http://www.cascom.army.mil/quartermaster>. For assistance with problems in accessing or downloading products, contact Tim Hall by E-mailing to hallt@lee-dns1.army.mil.

MAJ Peter C. Barclay is the Officer in Charge of the Automation Support Office, US Army Quartermaster Center and School, Fort Lee, Virginia. His duties include being the Network Manager, System Administrator, and Webmaster. Previous duty assignments include 4 1/2 years at Fort Bragg, North Carolina, and 3 1/2 years in the Federal Republic of Germany.

New Internet Web Site for Doctrine Publications

In the future, new doctrine publications available from an Internet web site will dramatically reduce the number of printed manuals. Also, the numbering system for Army doctrine field manuals will be changed to conform to the joint doctrine identification method. These initiatives will slash Army doctrine development time by six to eight months as part of a program to make doctrine more accessible to the Army in the 21st Century.

Changing the method for numbering and titling doctrine manuals will make a seamless link between Army and joint doctrine. For example, when the Army's key warfighting manual, Field Manual 100-5 (Operations), is updated, it may become Army Publication 3.0 (Operations). That matches Joint Publication 3.0, the overarching doctrine of how all of the nation's services fight together.

Compared to today, very few copies of doctrine manuals will be printed. Users with proper access can download the new manuals from the web site, a part of the Army Doctrine and Training Digital Library (ADTDL). Access the "ADTDL Home Page" at <http://www.atcs-army.org/atdls.html>. In the not-too-distant future, all users of Army doctrine will log onto the ADTDL web site, and field manuals will be automatically downloaded onto their hard drives.

The 229th Field Service Company And the Convoy Live Fire Exercise

CPT Paul D. Dismer

As the shower, laundry, and clothing renovation (SLCR) team moves forward to the designated support base, tensions mount. The convoy commander and the rest of the convoy know they are approaching the area where, just a day earlier, a squad from the Cortinian Liberation Front ambushed and destroyed their friends from 2d Platoon. The convoy's movement area is supposedly secure, but intelligence had reported the same status the day before.

The convoy commander proceeds with caution. The machine gunners on the gun trucks clench the handles on their M60s. The drivers grab their steering wheels tighter. The front gun truck reports an obstacle in the road ahead to the convoy commander. Before the commander can react, the front gun truck and the convoy commander are under attack. The convoy races into a herringbone formation. Soldiers pile out of their vehicles, and the convoy commander calls for the rear gun truck to move forward.

The battle is raging. The enemy kills the front gun truck's gunner. The assistant gunner is laying down suppressive fire. The second gun truck arrives and begins firing on the enemy. At the same time, the convoy commander sends the assault team forward. Soldiers see the signal for shifting fire. The gun trucks shift fire. The assault team moves forward to sweep the objective. Soldiers take the objective with only one loss.

The convoy commander now has to deal with an obstacle in the road. As the assault team searches the objective and takes care of casualties, the breech team moves forward. The breech team positions its far side security. With hearts pounding and sweat dripping over his eyes, the breech team leader throws the first smoke grenade. Next, a grappling hook goes across the road and clears the near side of the obstacle. Luckily, nothing happens. The grappling hook then goes into the wire attached to the obstacle, and the wire is jerked several times. Again, nothing happens.

The initial smoke begins to clear. The breech team leader throws another smoke grenade. The convoy has been stopped now for 10 minutes. Everyone's adrenaline is pumping. Time is everything.



Gunners on the gun trucks clench the handles of M60s.



The breech team leader reports 'obstacles clear.'

The breach team leader sends out a team member to cut the obstacle. The obstacle is then cleared from the road. The convoy is almost ready to move. The breach team moves forward and clears the far side of the obstacle. The breach team leader reports "obstacle clear." The signal for mount up is given. Soldiers begin racing to their vehicles. All of a sudden, the convoy starts taking artillery rounds. Soldiers race even faster to their vehicles. The convoy hurriedly moves out. The SLCR team reaches its destination with only one soldier dead and one wounded.

This scenario is just a typical training event for the 229th Field Service Company stationed at Fort Polk, LA, and the Joint Readiness Training Center. The company conducted its convoy live fire exercise in December 1997. The 229th Field Service Company uses convoy live fires to train soldiers on force protection. Such exercises test both the leaders' skills to make decisions and soldiers' skills such as marksmanship and maneuver under fire.

As a Quartermaster field service company, the 229th must send SLCR teams to its customers. These teams usually move in seven-vehicle convoys to their destinations with a squad leader as the convoy commander. The convoy live fire exercise gives these teams a realistic, challenging picture of what they may have to face in combat.

This particular live fire exercise was planned and conducted by several units at Fort Polk. It was set up and resourced by the Joint Readiness Training Center's Live Fire Division. The observer/controllers came from the 546th Maintenance Company, 142d Corps Support Battalion. The entire train-up for the event took one week.

The "Maytag Warriors" of the 229th Field Service Company spent one week at Peason Ridge (a Fort Polk training area) training on six scenarios to prepare for the actual convoy live fire exercise. These scenarios included the following:

- ✘ Defend convoy from an ambush (road blocked)
- ✘ Defend convoy from an ambush (road not blocked)
- ✘ Defend convoy from a chance encounter
- ✘ React to sniper fire
- ✘ React to civilians on the battlefield
- ✘ React to a car bomb

The train-up week was divided into leader training and soldier training.

The first two days were strictly leader training. Leaders of the 229th SLCR platoons were broken down into teams (assault team, breach team, search team, and aid and litter). The leaders made up one SLCR team and filled positions that their soldiers would occupy. Leaders were trained on troop-leading procedures, operations orders, and reactions to

the different scenarios. The hardest scenario - defend convoy from an ambush (road blocked) - was the initial focus. The walk, crawl, run method of training was used. Leaders practiced and rehearsed each step of the operation. The convoy commander received an operations order and had to brief one of his own. Precombat inspections were conducted. Vehicles were prepared for movement, and then team and platoon rehearsals were conducted.

At the end of the second day of leader training, the leaders had to certify readiness to teach their soldiers. The leaders moved down the practice lane in their own convoys, knowing that the opposing force (OPFOR) was waiting to pounce on them. The leaders faced one scenario after another as the convoy moved down the lane. An after action review (AAR) was given upon completion of each scenario. By the end of the convoy, leaders were certified to teach their soldiers.

Focus on Hardest First

The third day of the train-up week brought forth the soldiers and the observer/controllers. The leaders immediately put their soldiers on teams and began teaching them the skills to complete the six scenarios, focusing on the hardest first: react to an ambush with the road blocked. The third day was also the first time the observer/controllers were able to see the tactics used by the company and ask questions. The observer/controllers also coached and mentored soldiers as they trained for the upcoming live fire exercise.

The last two days of the train-up week were used to certify that the soldiers and their leaders were ready to conduct the live fire exercise. One platoon became the OPFOR on the practice live fire lane while the other platoon went down the lane. Upon completion of the lane, an AAR was conducted. For any event that the platoon did not pass, the platoon was retrained until certified to conduct a live fire. The second platoon was certified on the last day with the same method. The company was now ready to conduct its convoy live fire.

FRAGO

The company deployed with the 142d Corps Support Battalion to the Logistical Support Area (LSA)

known as "Gumby." The battalion was on a field training exercise (FTX) and was part of a notional task force known as "Task Force Gumby." The task force's overall mission was to support the 21st Infantry Division. The company was well established in LSA Gumby when the company received a fragmentary order (FRAGO) to send SLCR teams to Camp Casper and Camp Mickey, base camps of the 21st Infantry Division.

After receiving the FRAGO, the company issued the platoon leaders an operations order. The first evaluated event for the platoons was troop leading procedures (TLP). Each platoon was tasked from the company's order to provide a SLCR team to one of the base camps. Quartermasters conducted precombat inspections, prepared vehicles for movement, distributed ammunition, plotted target reference points, and conducted rehearsals.

Before teams issued a convoy brief, convoy commanders received an intelligence update. Convoy commanders learned that the Cortinian Liberation Front, hostile personnel in the area, had ambushed the route the Quartermasters were moving along. Convoy commanders were also told that the route had been cleared.

The convoy commander gave his team a convoy brief and moved out. Upon crossing the line of departure (LD), the convoy stopped and conducted a test fire. Because of safety factors at Fort Polk, the test fire with live rounds had to be on the actual live fire lane. The convoy then headed down the lane. The scenarios for this convoy live fire included the following:

- ✘ Defend convoy from a chance encounter
- ✘ React to civilians on the battlefield
- ✘ Defend convoy from an ambush (road blocked)

An SLCR team from 1st Platoon was the first to head down the lane. The convoy consisted of five vehicles, a laundry trailer, and two high mobility multipurpose wheeled vehicle (HMMWV) gun trucks. Each gun truck had an M60 machine gun mounted on top. The team's first scenario was the chance encounter. A vehicle supported on a rail system moved forward toward the team as the convoy approached. About 100 meters from the convoy, the suspicious vehicle opened fire. The enemy fire was simulated by using pneumatic machine gun fire and fire back devices.

The convoy commander barely got word of the suspicious vehicle when it opened fire. The front gun truck immediately returned fire as it moved into a good firing position. The entire convoy moved into a herringbone position. Soldiers in the convoy dis-

mounted their vehicles and began security measures. The convoy commander called back to the platoon sergeant to bring the rear gun truck forward to help neutralize the enemy vehicle. The rear gun truck maneuvered alongside the front gun truck and put down suppressive fire. After 30 seconds of suppressive fire, it was determined that the enemy vehicle was neutralized. The convoy commander sent the first gun truck forward past the enemy vehicle to pull security on the far side.

The convoy commander then called forward the search team. First, the security element moved forward. Once the site was secure, the search team began its mission. This team had the arduous task of searching both the destroyed vehicle and the dead soldiers inside and alongside the vehicle. While searching one of the dead soldiers, a grenade went off. Luckily the soldiers used the correct techniques and no one was killed.

While the search team was busy, the casualty team back in the convoy was treating injured soldiers. The convoy commander was sending a situation report to higher headquarters. The rest of the soldiers in the convoy continued to pull security.

The search team finished its job and reported the search complete. The convoy commander signaled for mount up. Soldiers quickly moved back to their vehicles and the convoy moved out. As the search team's vehicle moved near the search site, these soldiers mounted their vehicle. Once the whole convoy was moving, the search team leader reported findings to the convoy commander. The convoy commander then sent the report higher.

Excited Soldiers

Excited by their first encounter, the soldiers were anxious for more. Their wishes soon came true. In front of the convoy were cows, a dog, a goat, a horse and civilians blocking the road. With animal sounds blaring, the convoy commander managed to spot an area where the convoy could maneuver around. The convoy slowly moved past the area without incident. The convoy commander let out a sigh of relief because he did not have to send a team to move the animals from the road.

The reports came in as before and the convoy commander sent the situation report up to the higher command. The convoy now moved forward with a sense of purpose. Soldiers knew they were moving into the area where 2d Platoon was ambushed earlier. (The results of 1st Platoon's move forward to the designated support base are detailed at the beginning of this article.)

After clearing the final obstacle, the convoy halted and cleared weapons, then moved to the AAR site. Here, the platoon discussed the day's events and learned whether it received a "GO" or "NO-GO." Upon arrival at the AAR site, the convoy's soldiers gathered around a huge sand table. The senior observer/controller started the AAR with a quick orientation to the terrain model. He then discussed the live fire by breaking the exercise down into each encounter faced.

The AAR was conducted to ensure maximum participation from soldiers. Soldiers described what they saw, and the observer/controllers either confirmed or described what actually happened. In the end, everyone had a feel for what really happened. Soldiers were asked to give three areas the platoon needed to improve and three areas to sustain. This platoon received a "GO" on this convoy live fire. The next day would be 2d Platoon's turn, and 2d Platoon also received a "GO" for the live fire.

Key Lessons

The live fire exercise brought out several key lessons. The first is the importance of conducting leader training and certification before training soldiers. Leader training makes sure that leaders know and understand the standards. It also gives leaders time to ask questions and make mistakes before they go in front of their soldiers. Finally, leader training helps cut down train-up time for the live fire. Leaders are supposed to direct troops and soldiers to follow their directions. An in-depth understanding of the task at hand makes directing soldiers easy for leaders, thus less time is needed to train soldiers.

The second lesson learned is the need to focus on cross-training soldiers on weapon systems. The 229th Field Service Company experienced an incident where the M60 gunner and assistant gunner were either killed or wounded. The driver tried to jump behind the weapon, but was not familiar with how to operate it. Familiarizing everyone in the convoy with the major weapon systems of the convoy allows the convoy commander the flexibility to swap out killed or wounded soldiers.

A final key lesson learned in this live fire exercise was that completing the toughest scenario first made training other scenarios easy. Both the leaders' training and soldiers' training focused on reacting to an ambush with the road blocked. This scenario



Observer/controllers conducted the after action review for maximum soldier participation.

had many moving pieces. Many moving pieces were occurring simultaneously. For example, the search and the aid and litter teams were conducting their missions while the breach team was conducting a breach. Once soldiers understood the parts of this scenario, the other scenarios seemed simple by comparison.

In the future, the 229th Field Service Company plans to add scenarios into the convoy live fire exercise. Key areas to train include calling in indirect fire, calling in a nine-line MEDIVAC request, and conducting a convoy live fire at night. The 229th Field Service Company conducts convoy live fire exercises annually. This training is crucial to keep Quartermaster soldiers prepared to provide support to units conducting peacekeeping operations in environments such as Bosnia.

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Company-Level Convoy Operations In Today's Smaller Army

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You spot a brilliant flash of light ahead and hear the earth-shattering boom of an explosion from an enemy mine. The convoy's lead vehicle is destroyed, and it is blocking the roadway. You realize, with a feeling of doom, that you have just led your convoy into an ambush. Your convoy personnel try to return fire, but not enough firepower is available to suppress the overwhelming firepower of the enemy attack. The vicious ambush lasts less than 15 minutes, giving the enemy enough time to destroy your convoy and run before friendly reinforcements arrive.

What you experienced, unfortunately, was not a nightmare. It was real. On 2 Sep 67, a convoy from the 8th Transportation Group, returning from a supply mission, was savagely attacked in Vietnam. On this day, 7 US soldiers were killed, 17 were wounded and more than 30 vehicles were damaged or destroyed.

Throughout the Vietnam conflict, convoys were attacked frequently. The Commander of 8th Group at the time commented that in World War II and Korea convoys operated over mined roads, received sniper fire and were attacked. As he explained, "Our convoys get one form or another of it [enemy fire] damn near everyday." In Vietnam, as well as in other conflicts, a logistician's greatest threat occurred during convoy operations.

Logisticians intuitively understand the dangers of convoy operations. However, logisticians often ignore or do not emphasize training personnel and allocating resources to combat the dangers of convoy operations. History has proven that the degree of protection a logistics unit can provide for itself is inadequate. Indeed, experience in past conflicts, such as Vietnam, demonstrate that Military Police units tasked with providing route security (by doctrine) also have severe limitations in coping with the ferocity of enemy attacks during an ambush. Thirty years after the Vietnam war, the number of Military Police and their firepower have not significantly changed. In short, today's "Logistics Warriors" face some of the same challenges that past logisticians have faced.

This article will identify the most significant of these challenges and discuss possible solutions. Several problems within two major areas – training and

resources – will be outlined. Company grade leaders or convoy commanders can directly implement some of the proposed solutions, while other solutions will require the actions of policy makers.

Training

Problem: Proper convoy discipline is rarely enforced.

Discussion: In reacting to an ambush during a convoy operation, soldiers must understand the principle of dispersion. Normally, dispersion is a distance quoted straight from a regulation, operations order or standing operating procedure (SOP), but soldiers need to be shown the correct dispersion method and distance during convoy training. The Army also stresses light discipline and the use of blackout drives. Many soldiers do not know how to read the blackout lights. Each light has four lines. If a soldier sees four lines, that means he is too close. If he sees one line, he is too far away. At the proper distance, soldiers should see two lines.

Units usually have competent leaders who can navigate to any destination, but every soldier must know where he is at all times. Few soldiers, especially new ones, have the ability to conduct mounted land navigation.

Possible Solutions: During convoy training, position vehicles at different intervals to show soldiers what the exact distance looks like from the driver's position. Leaders must also teach their soldiers how to read blackout lights. Units must conduct day and night convoy training at least twice a quarter. This training must include mounted land navigation.

Problem: Although SOPs identify measures to safeguard convoys, these measures are not necessarily practiced and enforced.

Discussion: Convoys, although the most efficient method of sending supplies forward in a rapid manner, are highly vulnerable to attack. In these attacks, forward units lose valuable supplies and rear units lose equipment and personnel. By using the existing assets of logistics units and planning for contingencies, the supplies needed by the combat soldiers can be delivered unharmed. Most unit SOPs identify the proper security measures for convoy operations, but leaders at the lowest level either do not know the SOPs or fail to ensure compliance with SOPs.

Possible Solution: To maximize force protection, convoy leaders should position a scout vehicle forward for route reconnaissance. By effectively distributing the leadership throughout the convoy and by intermixing types of supplies within a convoy, support units can provide the needed items forward, even in the event of an attack. Coordinating Air Defense Artillery assets and enforcing air guards allows a unit to protect a convoy from aerial attack. Leaders must also make every effort to place sandbags and other protection inside their vehicles to harden them.

Problem: Training standards for conditions of limited visibility are not established or enforced.

Discussion: Night training is critical to the successful execution of convoy operations. About 70 percent of all supply convoys move during night or periods of limited visibility, yet most convoy training is conducted during daylight hours. Night vision goggles (NVGs) have improved the ability to train and operate at night and are required for driver certification. By Army regulation, soldiers must receive training and licensing on their NVGs, but most units do not comply with this requirement. NVGs distort depth perception, so soldiers have difficulty judging distance.

Possible Solution: Ensure soldiers are licensed on their NVGs and that they remain trained to standard with the devices. Units must conduct reverse cycle training to provide night-driving opportunities.

Problem: Battle drills are not emphasized.

Discussion: Battle drills for all combat service support units are important and should be trained regularly. For the collective task of Defend March Units, ARTEP 63-146-30-MTP, the battle drills include react to sniper, react to indirect fire, and react to air attack. For operations other than war (OOTW), peacekeeping drills – such as react to civilians, react to protesters and react to mines – are noticeably absent. Battle drills are critical because the response must be immediate and not prompted by a leader's direction or command. Convoys are increasingly facing the threat of civilian attacks and disruption during OOTW.

Possible Solution: Units must conduct training with realistic scenarios and train soldiers to react according to each situation.

Resources

Problem: Personnel shortages degrade convoy performance.

Discussion: Personnel shortages have a negative impact on convoy operations. Having enough soldiers to conduct a convoy is a challenge for many units. During war, most units are augmented to full required strength, but units rarely deploy at this level during OOTW.

A typical alpha company in a forward support battalion for a heavy division averages 50 personnel assigned out of 56 authorized. The alpha company has 30 vehicles that require a driver and assistant driver, and 6 vehicles that require a driver only. To move the company's vehicles, 66 personnel are needed. Before receiving casualties or allocating a quick reaction force to deal with obstacles enroute, alpha company has a shortage of 16 soldiers to move its own vehicles. Even at full strength, this supply company is 10 soldiers short of personnel required.

For adequate security, each vehicle should have an air/security guard to provide advance warning of and defense against an air attack or ambush. This guard is in addition to the assistant driver. The assistant driver provides an extra set of eyes for the driver. The assistant driver must relay signals to other vehicles in the convoy, check route and highway markers, observe the driver for signs of fatigue and tunnel vision, and ensure compliance with set speed limits. The assistant driver can not safely perform the duties of the air guard while functioning in this capacity.

Also, leaders must establish a sleep plan for both the driver and assistant driver. In a hostile environment, in order to maintain security, safety and mission support, about three soldiers should be assigned per vehicle to operate on a 20-hour workday cycle.

Possible Solutions: Since a decrease in vehicles would affect mission support, personnel strength authorizations need to increase to support defense and mission requirements. Another possible solution, which creates an additional training requirement, is to augment one company with excess personnel from another company during movements. This action will simulate the additional personnel that a unit would be augmented with during wartime operations. During OOTW scenarios, planners must factor in unit strengths for conducting convoy operations.

Problem: Equipment shortfalls limit company level convoys.

Discussion: Unlike combat arms units that have at least one radio and armament for every vehicle, combat service support units have an average of seven radios and four crew-served weapons per company. A lack of ability to communicate and de-

fend – two mission-essential functions during convoy operations – can prove fatal to logistics units.

Communication equipment. Today's logistics units are authorized, by their modification tables of organization and equipment (MTOEs), an average of seven Single Channel Ground-Air Radio Systems (SINCGARS) and 40 vehicles. Faced with conducting multiple convoys composed of separate elements within the company, logistics convoys at best will have the use of three SINCGARS for their entire convoy. SINCGARS seem to have a maximum range of 10 kilometers. The range is further degraded when traveling through dense forest or mountainous terrain. The PRC-127, a hand-held radio that can be procured through normal supply channels, provides a feasible enhancement. However, PRC-127s also are degraded by the same conditions as SINCGARS. At a minimum, convoys must have at least one SINCGARS in the lead vehicle and one in the trail vehicle.

Equipment and personnel protection. Authorized vehicles within logistics units are predominantly "light-skinned" and offer personnel little or no protection against even small arms fire. The typical threat to logistics convoys operating in the division and corps rear area are squad-sized or smaller elements equipped with small arms weapons. This makes most logistics convoys vulnerable to even the smallest of threats. High mobility multi-purpose wheeled vehicles (HMMWVs) provide a solution to the problem, however, only a small number of units have been issued these vehicles.

Firepower. Logistics convoys do not have sufficient firepower to counterattack an ambush of a squad-sized element. Convoys average two M2 machine guns and two or three crew-served weapons. The M2s are used primarily as air defense weapons at the front and rear of the column. The crew-served weapons are interspersed evenly throughout the formation to provide ground security, but the small numbers are insufficient when a convoy might be spread over 500 meters. To augment ground security, convoys, by doctrine, will receive Military Police escorts for protection from ambush. Faced with ever-decreasing numbers and ever-increasing commitments, Military Police units often cannot provide convoy security. The full responsibility of convoy security then falls back on the logistics unit.

Possible Solutions: *Communication equipment.* If augmented by PRC-127s in at least half the remaining vehicles, information can be relayed throughout the convoy. Also, a system of visual signals such as flares and/or flags should be incorporated into unit plans for use when sufficient audio communication equipment cannot be obtained.

Equipment and personnel protection. Upgrading "soft-skinned" vehicles with armor similar to a hardened HMMWV would greatly enhance personnel survivability if a convoy comes under attack from small arms fire.

Firepower. One possible solution used during the Vietnam conflict was to reinforce one truck within the convoy with more armor, crew-served weapons and personnel and then to use this truck as a quick-reaction vehicle. Another solution is to authorize logistics units two or three armored HMMWVs equipped with either an M60 or MK19 for use solely as convoy gun-trucks, providing convoy security and eliminating the dependence on Military Police support.

Problem: Limited resources require more energy and time to plan training.

Discussion: Resources affect all types of training, including convoy. The resources available to today's smaller Army are limited. For this reason, leaders should maximize training opportunities. Especially for allowable level of organization (ALO) 2 and 3 units, limited resources present significant distracters. Some of the resources for leaders to consider are ammunition, land, fuel, time and training areas. Many units are forced into the same training areas repeatedly. This tends to promote complacency on the part of the drivers. Limits in funds and fuel often hamper the use of vehicles for training. In combat service support units, training often takes a back seat to mission support that controls most of the soldiers' time. Sergeant's Time is often the only time given to train the multitude of tasks, including convoys. Yet, even this time is not untouchable for mission support requirements.

Possible Solutions: Leaders must devise alternative methods for training convoys. One method is to use terrain models or "rock drills." This method allows all members of the unit to talk through the actions and visualize them on the terrain.

Convoy operations of the future will continue to be dangerous. Especially with the advances in technology and updates in equipment, commanders must analyze their units' shortcomings and focus training efforts to ensure their units' preparation for all types of convoy operations. With a concentrated effort to develop innovative solutions by leaders and soldiers, the "Logistics Warriors" of tomorrow will continue to support victory on the battlefield.

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Planning the Convoy Support Center

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A unit is called up to deploy to an overseas location with all its modification table of organization and equipment (MTOE). Equipment that can be transported by road must convoy to the sea port of embarkation (SPOE). During the convoy, the unit pulls into a convoy support center after driving 200 miles. The road guards direct the lead vehicle to the refuel on the move (ROM) site to refuel. Ground guides lead the first vehicle through to the parking area, where the driver and assistant driver perform preventive maintenance checks and services (PMCS). Afterward, the soldiers fill their canteens, use the latrine and pick up Meals, Ready to Eat (MREs) for lunch. The serial commander calls the home station to check the status of a vehicle that broke down enroute. The mechanics at the convoy support center repair a vehicle that was overheating. The movement control team checks the convoy and signals the serial commander to move out.

During Operation Desert Shield and many other operations, units convoyed to their SPOE. Some units only had to drive a short distance, but others had to move several hundred miles. These convoys can range in size from several hundred vehicles to five. The vehicles come from units of all types. To support these convoys, the convoy support center provides multifunctional logistical support to ensure the smooth and efficient conduct of the road movement.

Quartermaster officers may be called upon to set up and operate a convoy support center. The mission is to provide assistance to the convoy, to allow soldiers to prepare for the remainder of the road movement, and to provide the convoy commander a control measure for command and control of the convoy. Depending upon the size of the convoy and the distance to travel, the convoy support center can provide three levels of mission support. In the first level, the convoy support center provides very limited services. At the second level, the convoy support center provides limited support, but provides for emergency remain overnight (RON). At the third level, the convoy support center provides full life support for RONs or multiple day stops. Regardless of the convoy support center's mission, success depends largely upon planning. These are among the many factors to consider:

Personnel. For the convoy support center to provide the support required, there must be a clear

chain of command and the proper mix of support personnel. Table 1 illustrates the minimum mix and number of personnel required for the three mission levels of a convoy support center. The specific mission and tactical situation may call for adjusting these numbers.

Equipment. Required equipment increases with increases in the amount of support that a convoy support center provides. Table 2 provides a guideline to the number and type of equipment required for each convoy support center level. The equipment for an operation allows mission accomplishment and provides the flexibility for a variety of support requirements.

Location. The most important factor will be location. When determining the location of a convoy support center, look at two factors. First, is the convoy support center within the fuel range of all the vehicles in the convoy? It makes no sense to set up the convoy support center in a location 20 miles from where the convoy ran out of fuel. Secondly, is the convoy support center large enough to accommodate all vehicles in the convoy? The size of the convoy support center is determined not only by the number of vehicles in the convoy, but also by the types of vehicles in the convoy. Larger vehicles and tractor/trailer combinations require much more room. In the United States and overseas, there are two basic locations: truck stops and rest areas. Figures 1 and 2 depict the typical layout of a convoy support center.

Time management. Large convoys run on tight schedules. Many times, an element of the convoy is departing a rest stop as another element is arriving. A well-managed convoy support center can help ensure that the convoy stays on schedule. Quartermasters need to coordinate for a movement control team (MCT) from the corps movement control center (CMCC). An MCT helps keep the convoy on schedule. The layout of the convoy support center should allow easy access and a smooth flow of traffic. All support within the convoy support center should be within walking distance.

Traffic Control. The officer in charge (OIC), needs to plan for the flow of traffic. There should only be one entrance and one exit. If the convoy has

| POSITION | RANK | MOS | LEVEL 1 REQ | LEVEL 2 REQ | LEVEL 3 REQ |
|----------------------------|--------|-------|-------------|-------------|-------------|
| OIC | WO1/LT | N/A | 1 | 1 | 1 |
| NCOIC | SFC | 63H40 | 1 | 1 | 1 |
| OPNS NCO | SSG | 63H30 | 1 | 1 | 1 |
| AUTOMOTIVE REPAIR/QC | SSG | 63B30 | 0 | 1 | 1 |
| AUTOMOTIVE REPAIR/QC | SGT | 63B20 | 1 | 1 | 1 |
| AUTOMOTIVE REPAIR | SPC | 63B10 | 3 | 2 | 2 |
| AUTOMOTIVE REPAIR/RECOVERY | SPC | 63W10 | 2 | 2 | 4 |
| POWER GENERATION REPAIR | SSG | 52D30 | 0 | 0 | 1 |
| POWER GENERATION REPAIR | SGT | 52D20 | 0 | 0 | 1 |
| POWER GENERATION REPAIR | SPC | 52D10 | 0 | 0 | 2 |
| SMALL ARMS REPAIR | SPC | 45B10 | 0 | 0 | 1 |
| TELEPHONE REPAIR | SPC | 29N10 | 0 | 0 | 1 |
| RADIO REPAIR | SPC | 29E10 | 0 | 0 | 1 |
| PARTS CLERK | SPC | 92A10 | 0 | 0 | 1 |
| FUEL HANDLER | SGT | 77F20 | 0 | 0 | 1 |
| FUEL HANDLER | SPC | 77F10 | 2 | 4 | 3 |
| STOCK CONTROL EDIT | SGT | 92A20 | 0 | 0 | 1 |
| STOCK CONTROL EDIT | SPC | 92A10 | 0 | 1 | 1 |
| WAREHOUSE | SPC | 92A10 | 0 | 1 | 2 |
| LEAD COOK | SGT | 92G20 | 0 | 0 | 1 |
| COOK | SPC | 92G10 | 0 | 0 | 3 |
| | | | 11 | 15 | 31 |

Table 1. Minimum Personnel Requirements for the Center's Three Mission Levels

to cross over a lane of traffic to enter or exit the convoy support center, road guards should be posted or a police escort be present. It is a good idea to have a soldier on the road to flag down the convoy. The last thing the convoy needs is to make a U-turn. Inside the convoy support center, someone needs to direct the vehicles. Someone should ground guide the lead vehicle to ensure enough room for the last vehicle in the convoy. Otherwise, the lead vehicle will take the convoy to the wrong spot and cause a traffic jam.

Fuel. Vehicles reaching the convoy support center will need fuel. Consult with support operations to find out how much fuel is needed and what restrictions will affect the delivery of fuel at a specific location. Fuel and food should not be located next to one another. Coordinate with the owners of the convoy support center location to ensure it is all right to provide fuel.

Water, food, ice and refreshments. Water will be essential for the support of soldiers within the convoy. The type and amount of food is determined by the number of soldiers being supported and the length of time they will be staying at the convoy support center. Hot meals can be served when the soldiers will stay overnight. MREs should always be available to support the convoy support center personnel and for resupply of convoy personnel. To raise the morale of soldiers, provide ice in hot climates and hot soup and coffee in cold climates. Refreshments, such as candy bars, chips and snacks are morale builders that take the edge off a long convoy.

Maintenance support. Any movement of tactical vehicles requires maintenance support. The maintenance at a convoy support center requires on-the-spot fixes that are usually temporary in nature. For large convoy support center operations, repair

| ITEM | LIN | USE | LEVEL 1 REQ | LEVEL 2 REQ | LEVEL 3 REQ |
|------------------------|--------|-------------------------|----------------|----------------|----------------|
| CONDITIONER, AIR | A23828 | FOR COMMO SHELTER | 0 | 0 | 4 |
| ALARM CHEMICAL | A32355 | NBC DEFENSE | 0 | 0 | 2 |
| ANAL ENG STEICE | A56243 | QC/TROUBLESHOOTING | 0 | 0 | 2 |
| ANTENNA, OE-254 | A79381 | RADIO COMMUNICATION | 0 | 0 | 2 |
| CNT ELEC AN/USM-549 | C19266 | COMMO REPAIR | 0 | 0 | 2 |
| BATT CASE Z-AIJ-E1 | C62375 | BATTERY CASE | 0 | 0 | 2 |
| DUMMY LEAD DA-75U | G77126 | DUMMY LEAD | 0 | 0 | 2 |
| SHELTER AN/ASM-146 | H01907 | COMMO REPAIR SHELTER | 0 | 0 | 2 |
| MULTIMETER AN/USM-486 | M23954 | ELECTRIC DIAGNOSTIC | 0 | 0 | 2 |
| MULTIMETER AN/PSM-45 | M60499 | ELECTRIC DIAGNOSTIC | 0 | 0 | 2 |
| OSCILLOSCOPE OS-261/U | N32160 | COMMO REPAIR | 0 | 0 | 2 |
| GEN SET, 10KW | P23015 | POWER FOR TEAM | 1 | 1 | 1 |
| POWER PLANT AN/MJQ-1 | P28015 | POWER FOR COMMO SHELTER | 0 | 0 | 2 |
| RADIO AN/VRC-46 | Q34308 | RADIO COMMUNICATION | 0 | 0 | 2 |
| RADIO, AN/PRC77 | Q38299 | RADIO COMMUNICATION | 1 | 1 | 0 |
| RADIO, AN/VRC46 | Q53001 | RADIO COMMUNICATION | 0 | 1 | 3 |
| SPEECH SEC DEV KY-57 | S01373 | RADIO COMMUNICATION | 0 | 0 | 3 |
| CONTACT TRK | S30982 | TOOLS FOR REPAIR | 1 | 1 | 2 |
| SIG GEN SG-1170/U | S48187 | COMMO REPAIR | 0 | 0 | 2 |
| SIG GEN FUN SG-1171/U | S65581 | COMMO REPAIR | 0 | 0 | 2 |
| TANKER, 5000GL | S73772 | 5K FUEL TANKER | 0 | 1 | 1 |
| TRLR, VAN, SUPP, 12T | S75175 | PARTS STORAGE | 1 | 2 | 2 |
| SHOP SET, SP PARTS | T36305 | CABINET PARTS | 1 | 2 | 2 |
| SHOP SET, SP PARTS | T36442 | CABINET PARTS | 1 | 2 | 2 |
| TEST SET RD AN/GRM-114 | T49348 | COMMO REPAIR | 0 | 0 | 2 |
| TRK, CGO, M1008A1 | T59346 | COMMAND/CONTROL | 0 | 1 | 3 |
| TRK, WRKR, HEMMT | T63093 | RECOVERY VEHICLE | 1 | 1 | 2 |
| SPEECH SEC KY-38 | U01305 | RADIO COMMUNICATION | 1 | 1 | 0 |
| TPU | V12141 | 2EA 600GL PODS/PUMP | 1 | 1 | 0 |
| TANK, TRLR MTD | V12141 | 600GL FUEL POD | 1 | 1 | 0 |
| TELEPHONE TA-312 | V31211 | INTERNAL COMMO | 0 | 0 | 4 |
| TEST SET AN/URM-120 | V89534 | COMMO REPAIR | 0 | 0 | 2 |
| TOOL EQUIP DWG TE49 | W27798 | COMMO REPAIR | 0 | 0 | 2 |
| KIT GEN MECH | W33004 | REPAIRMAN TOOLBOX | 6 | 6 | 16 |
| TOOL KIT TK 105.G | W37388 | COMMO REPAIR | 0 | 0 | 4 |
| TOOL KIT MT & REPAIR | W45060 | COMMO REPAIR | 0 | 0 | 4 |
| TOOL KIT SM ARMS | W51910 | SMALL ARMS REPAIR | 0 | 0 | 2 |
| TRAILER, 1-1/2T | W95811 | TRAILER FOR FUEL POD | 1 | 1 | 0 |
| TRK, CGO, 2-1/2T | X40009 | CARGO | 1 | 1 | 2 |
| TRK, CGO, 5T | X40794 | TRUCK FOR TPU | 1 | 1 | 0 |
| TRK, CGO, 5T | X40794 | 1 COMMO SHELTER/3 TROOP | 0 | 0 | 4 |
| TRK TRAC, 5T | X59326 | PRIME MOVER | 1 | 3 | 3 |

Table 2. Equipment for the Convoy Support Center's Three Mission Levels

parts are on hand for common maintenance problems. The OIC needs to tailor the maintenance support to the number and type of vehicles in the supported convoy.

Recovery assets are essential to any convoy support center operation. Heavy extended mobility tactical truck (HEMMT) wreckers are used to recover large vehicles. Five-ton wreckers recover the smaller

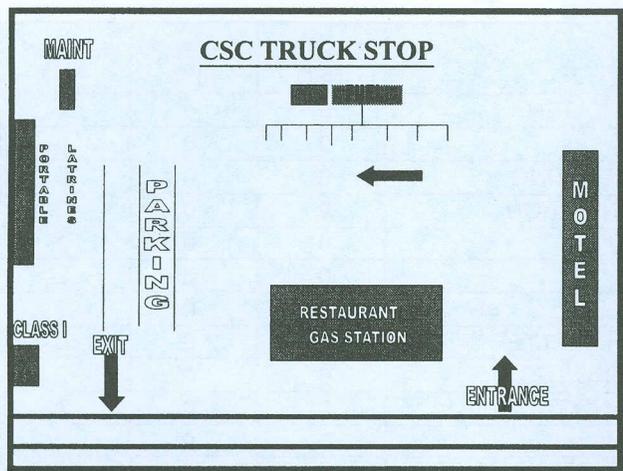


Figure 1. Convoy Support Center Truck Stop

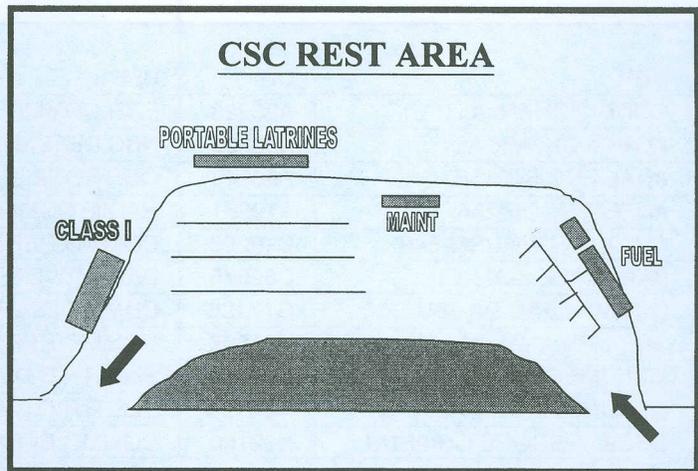


Figure 2. Convoy Support Center Rest Area

| | | | |
|----------------|--------------------------|------------------------------------|----------------------------|
| LEGEND: | Class 1 – Rations | CSC – Convoy support center | MAINT - Maintenance |
|----------------|--------------------------|------------------------------------|----------------------------|

vehicles. The convoy support center OIC needs to know the convoy commander's intent for recovery operations. The convoy commander needs to determine the direction that recovered equipment will move: back to home station or forward to the SPOE. The OIC aids the convoy by staging and directing recovery assets at the convoy support center.

Latrines. Restroom facilities for males and females must be located at the convoy support center. These facilities can be constructed, contracted, leased or public. Plan the location of temporary latrines to prevent blocking of traffic and to avoid contaminating food and water. They should be located near the parking area so that convoy personnel can easily and quickly access the facilities. Ample latrines will prevent a backlog.

Communications provide a link to home station and the SPOE. Radio and telephone communications aid the convoy in several ways. Convoy leaders can provide the status of their elements and obtain guidance. Recovery assets can gain information on the location of broken-down equipment.

RON. Billeting for convoy support center and convoy personnel is required when the convoy will

stay at the convoy support center overnight. Motels are a convenient method of providing billeting. Tents and cots provide a cost-effective means of billeting soldiers, but require additional space. Billeting should be located near or next to the convoy support center. Guards should be posted to safeguard government equipment.

Medical support definitely will be required in a tactical situation. Combat lifesavers provide immediate support. The convoy support center should provide backup medical support to the convoy. As a minimum, the OIC should have the telephone number of the nearest civilian or military medical facility and have ways to transport wounded or injured soldiers.

The convoy support center provides multifunctional logistics support to a convoy. The OIC needs to plan ahead to avoid obstacles that can delay the convoy. The OIC's operation should allow the convoy to stop temporarily, replenish and move on to its destination without any unnecessary delays. The support depends upon the mission.

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Water Supply in an Arctic Environment

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Effective water operations are critical to the Army's success. Desert water operations received much attention in the early 1990s during *Operation Desert Storm* in the Southwest Asia and *Operation Provide Hope* in Somalia, Africa. However, water is just as important in the frozen extreme environment of the arctic, and its distribution brings many unique challenges. The 46th Support Battalion, supporting the 1st Brigade (Arctic Warrior Brigade) of the 6th Infantry Division at Fort Wainwright, AK, has revolutionized arctic water operations to overcome these challenges.

Arctic Environment

The arctic severely limits water and storage distribution, especially during winter months. Winter temperatures typically range from -20 degrees Fahrenheit to -70 degrees Fahrenheit with a wind chill that can lower the temperature another 10 to 30 degrees. These conditions make the arctic battlefield a harsh environment for operations.

The Army's Reverse Osmosis Water Purification Unit (ROWPU) can operate in an arctic region under limited conditions. When winterized, this unit can operate in temperatures as low as -25 degrees Fahrenheit for a period up to 20 hours. However, water in the filter system quickly freezes during scheduled maintenance, making the equipment inoperable. For this reason, ROWPUs only are operated during the warmer months when temperatures remain consistently above 32 degrees Fahrenheit. Currently, the 46th Support Battalion must draw water from the nearest Army or Air Force installation for any training in the winter.

Equipment Modifications

This extreme climate forces the 46th Support Battalion to modify much of its water purification and distribution equipment. Tests of modernized equipment are scheduled during Alaska's coldest winter months.

The 46th Support Battalion will test the use of a 600-gallon per hour (GPH) ROWPU on the back of an arctic five-ton truck (more commonly known as an "ice cream truck"). This truck is designed to prevent the ROWPU from freezing by housing the equipment on the bed of the vehicle. The arctic five-ton truck is fitted with a locally fabricated 85,000 British thermal unit (BTU) heater to heat the inside of

the truck up to 90 degrees Fahrenheit. It is also equipped with the standard Army winterization kit that includes a battery blanket, oil pan heater, and engine block heater. The arctic five-ton can also be equipped with two 500-gallon collapsible fabric water tanks when needed.

The Army's M49A2 400-gallon water trailer, nicknamed a "water buffalo," is also modified to operate in an arctic environment. It is equipped with a swingfire heater and portal. Near the heater, the portal is a four-inch-diameter steel pipe that runs along the base of the water carrier. This pipe allows the water, which freezes solid in transit or storage, to melt within 20 minutes.

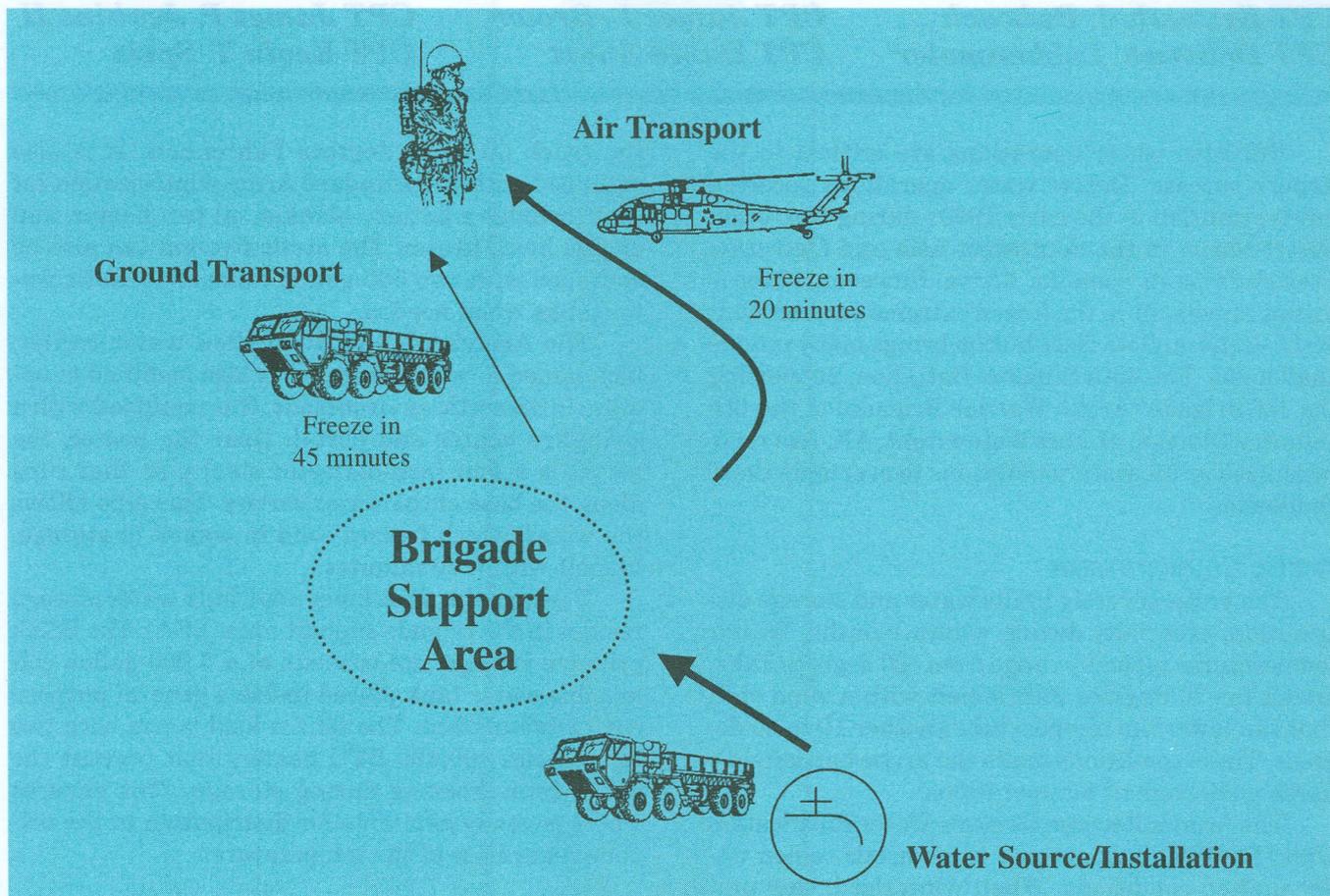
Perhaps the most innovative bulk water storage resides in the brigade support area (BSA). The BSA's primary storage site consists of a 3,000-gallon collapsible water tank placed inside a general purpose (GP) medium tent. The tent is kept warm with two commercial 400,000 BTU heaters that prevent the water from freezing during storage. This ensures water is easily available for distribution to the brigade regardless of the temperature.

Water Distribution

Water distribution also presents unique challenges to both units and individual soldiers operating in an arctic environment. Distributing water from the forward support battalion (FSB) to soldiers in combat units requires detailed planning and coordination. Water must be moved forward and rationed to individual units before it freezes.

Currently, the 46th Support Battalion draws its water from the installation. An arctic five-ton truck with two 500-gallon collapsible water tanks transports water to the BSA for storage. These fabric tanks can also be filled by using a 125-gallon per minute (GPM) pump modified for arctic conditions or with the new, protected arctic ROWPU. Once transported to the BSA, water quickly is pumped into the 3,000-gallon collapsible water tank inside a heated GP medium tent. This point within the BSA is known as the "arctic oasis."

Each support platoon has two methods available to draw water from the "arctic oasis" and deliver the water to their units. The water can be slingloaded for air transport or moved by ground in M49A2 water trailers. Transporting the M49A2 by aerial delivery will cause the water to freeze within 20 minutes.



Water Distribution in an Arctic Environment

Moving water in the M49A2 by ground will cause the water to freeze within 45 minutes.

Melting the Ice

Fortunately, swingfire heaters melt that ice once it arrives at supported battalion combat trains. The 500-gallon collapsible fabric tanks are not used to transport water. Once the water freezes inside the 500-gallon collapsible tank, the Army has no effective way to melt the ice in the field. The swingfire heater would only melt the canvas of the fabric water tank before the ice inside could melt.

Once the ice has melted inside the M49A2, each using unit brings five-gallon water cans and fills them from the water trailer. These water cans are kept from freezing by storing them inside heated vehicles or sleep tents.

To prevent the water in the arctic soldier's canteen from freezing, he must keep the canteen inside his jacket. United States Army Alaska (USARAK) is currently fielding a new civilian model of canteen to the Arctic Warrior Brigade. This will provide each soldier a foam-insulated canteen similar to the stan-

ard two-quart canteen that will help prevent the water inside from freezing.

Storage and distribution of water in an arctic environment are challenges. With a direct impact on soldier morale and health, water is key in preventing cold weather injuries. The method that the 46th Support Battalion uses for water distribution is unique and, most important, successful. The use of a 600-gallon ROWPU inside an arctic five-ton truck greatly enhances the battalion's ability to provide more responsive support to each supported unit. Also, new insulated canteens will allow each soldier to carry water without fear of it freezing. Units can concentrate on the mission instead of whether or not water is available to drink. The 46th Support Battalion's provision of water in an arctic environment is one more example of innovative and effective combat service support by today's logisticians.

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 97-11/12 at Fort Lee, Virginia.

Redeployment: The Key to Readiness

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Often given only peripheral attention, redeployment is a crucial phase of force projection. Commanders in recent deployments now realize that redeployment is an important activity requiring extensive coordination. With a shrinking Army budget, streamlined force structure and increasingly diverse missions and theaters of operation, redeployment is the phase of force projection to bring untapped logistical potential to the forefront. Redeployment is traditionally conducted in the following six phases:

- Reconstitution for strategic movement
- Movement to redeployment assembly areas
- Movement to port of embarkation
- Strategic lift
- Reception at port of debarkation
- Onward movement from port of debarkation

This article will focus on the first two phases as used during the Army's ongoing peacekeeping mission in Bosnia. It will discuss how this particular redeployment process is affecting unit readiness and conservation of resources.

During redeployment operations for *Operation Joint Endeavor/Joint Guard*, logisticians have been tremendously successful in using the reconstitution phase to improve readiness and maximize logistics efficiencies within the theater of operations.

Redeployment is part of the force projection process defined in Field Manual (FM) 100-17 (Mobilization, Deployment, Redeployment, and Remobilization) and FM 100-5, Chapter 3 (Force Projection). FM 100-17 defines redeployment as "the preparation for and movement of forces (units), manpower (individuals), and materiel from an area of operation (AO) to follow-on designated continental United States (CONUS) or outside the continental United States (OCONUS) bases."

An excellent real-world example of the application of redeployment doctrine is the use of the redeployment staging base (RSB) and the intermediate staging base (ISB) during *Operation Joint Endeavor/Joint Guard*. This article refers to the two major redeployment staging bases as the RSB and ISB because the units operating these bases in the field call them the RSB and ISB. Current doctrine refers to a redeployment assembly area (RAA) and theater staging base (TSB), and the RSB and ISB conduct the operations that would happen at the RAA and the

TSB. While not every theater of operations will support the kind of redeployment through an ISB in use in Bosnia, the redeployment process there provides an innovative example of a deployment/redeployment platform.

Where Can Redeployment Pack the Punch?

Redeployment from Bosnia has been unlike previous redeployment operations, starting with the extensive use of the ISB as a collective redeployment assembly area for all redeploying units. This allows dedicated logistics units to combine resources and provide unprecedented multifunctional support to redeploying units.

The objective of the redeployment process in *Operation Joint Endeavor/Joint Guard* is unique as well. When the redeployment process was developed at the ISB, the goal was to send units back to their home stations ready to deploy again on short notice without going through the refit or soldier readiness processes. A secondary goal, with extensive economic ramifications for the Army, was to scrub every unit's allowance documents and on-hand equipment, cross-level excess to units with shortages, and provide disposition for all other excess. Soldiers would have their medical and dental records screened and go through legal services for wills and insurance. Soldiers would also talk to a chaplain in preparation for the return home.

This concept is revolutionary: a multifunctional logistics base dedicated to deployment (reception, staging, onward movement, and integration of forces) and redeployment (reconstitution and excess materiel management) of *all* forces in theater for the entire peacekeeping operation. This takes the burden off the support units for the maneuver divisions and allows the ISB to focus entirely on supporting both deploying and redeploying customers. With a shrinking bank of resources, the management of excess takes advantage of a centralized location and dedicated supply and maintenance personnel to perform critical functions before turn-in.

To standardize redeployment services to customer units, each node of the ISB went through an intensive process of developing standing operating procedures (SOPs), standards of performance, and a briefing sheet for units that would redeploy through the ISB. These documents were consolidated into a redeployment packet, and briefing teams were sent

to Bosnia to brief units on what to expect and what would be expected of them at the ISB. The redeployment process flowed smoothly at the ISB because everyone was following the same guidance.

Operations in the RSB and ISB were also geared to positively affect soldier and unit morale. By providing comfortable living conditions as well as ready access to laundry, shower and recreation facilities, the RSB and ISB improve soldier morale after long months in the former Yugoslavia. Here, soldiers could unwind after a long, difficult deployment before returning to their families.

All the major refitting and reconstitution took place at the ISB in Taszar, Hungary, but a vital role in the process was the final stop before the long trip to Hungary. The RSB run by the 1st Armored Division Support Command (DISCOM) and the 123d Main Support Battalion (MSB) in Slavonski Brod, Croatia, was the last stop. For more than four consecutive days, units would turn in their non-rolling stock excess to the supply support activity (SSA), wash and refuel their vehicles, and load all tracked vehicles on M1000, 70-ton heavy equipment trailers (HETs). This was also the first place that soldiers could relax after a year patrolling the mine-infested countryside.

Forward: Day One

Depending on the unit's location, soldiers travel two to seven hours to reach the RSB between 1000 and 1500. On the Bosnia side of the boundary river, units spend the rest of day one washing and refueling vehicles before crossing a floating bridge for wheeled vehicles and ribbon rafts (sections of floating bridge tugged across by boats) for the tracked vehicles into Croatia. Once the vehicles cross the bridge, operators park them in the staging area. All Class V (ammunition) other than that designated to accompany troops (TAT) is turned in to the on-site Ordnance company where ammunition is palletized and containerized for shipment to the ISB. After the vehicles are staged and after preventive maintenance checks and services (PMCS), the key leaders then head off to the division rear (DREAR) for a sequence briefing while the unit is assigned billets and given a hot meal in the life support area (LSA).

Day Two at the RSB

The commander and supply sergeant meet with the division's property book officer (PBO) to identify which excess equipment can be turned in to the 123d Main Support Battalion's Supply Support Activity (SSA) and which excess must go to the ISB. Meanwhile, the movement officer is verifying the unit

equipment and convoy details, and the first sergeant is supervising maintenance operations at the staging area. The 123d Main Support Battalion has personnel from the direct support maintenance shop on-site to assist with any direct support jobs that may arise. Once the excess is identified, the supply sergeant takes the excess to the SSA while the commander returns to the maintenance site. At the end of the day, the unit personnel return to the LSA by bus.

Day Three at the RSB

Heavy tracked vehicles conduct a mini-convoy from the staging area on the north side of the river to the HET upload site. The movement officer confirms march credits and stages vehicles that will drive to Hungary in an assembly area closest to the start point for the convoy. After this all-day process, the commander and the serial leaders for the convoy attend a movement briefing in the DREAR.

Day Four at the RSB

Early in the morning, the convoy sets off on its second leg of the journey home. Its destination: the ISB in Taszar, Hungary.

Seven-Day Redeployment Process at the ISB

The preparation for redeployment at the RSB puts every unit in a position for a smooth trip through the ISB, where the process intensifies. The ISB focuses on the process and not on the units running the process, since several rotations have occurred already and every unit has accomplished the mission successfully. The reconstitution process itself is what allows units deployed to *Operation Joint Endeavor/Joint Guard* to reach home station almost fully recovered from a readiness standpoint and also allows the Army Materiel Command to maximize its visibility over and management of excess. The following information is a synopsis of what happens day by day, as units go through the seven-day redeployment process at the ISB.

Day One at the ISB

The unit is immediately assigned a liaison officer or noncommissioned officer to coordinate all the unit's redeployment activities while in the ISB. The first stop is the ammunition turn-in point, where ammunition supply point (ASP) personnel inventory and receive all the unit's ammunition. The unit then takes all vehicles to a "dirty lane" in the staging area, stages and secures the vehicles, and receives a staging area orientation briefing. After assignment to a

maintenance area, the entire unit goes through an amnesty tent, where ammunition of any type not already collected may be turned in anonymously.

Then the unit goes to the 21-point washrack, where vehicles may be cleaned and inspected by the on-site customs inspector. At this point, a bus takes the unit to the LSA for assignment to a block of tents; an orientation brief on the LSA rules; and directions to the dining facility, exchange, Morale, Welfare and Recreation (MWR) facilities, field chapel, finance office, morale phone tent, post office, and the latrine and shower trailers. At the same time, the liaison takes the unit movement officer (UMO) to the railhead to coordinate with the railhead officer in charge and the movement control team (MCT). The UMO orders trains and receives a briefing on rail load procedures. The unit receives a schedule of events for the seven-day redeployment process and the location and time of all coordination meetings. Personnel from every portion of the ISB are present at these meetings for face-to-face coordination and firsthand information to the redeploying unit.

Day Two at the ISB

The unit is assigned to one of the maintenance areas next to the staging area, complete with maintenance tent, administrative tents and a phone line. Operator and unit-level maintenance are conducted at this site. Direct support maintenance is situated at one end of the staging area.

On day two, the unit performs intensive maintenance on all vehicles, coordinates to have oversized vehicles convoyed to the barge site 20 miles away, turns in laundry for washing at the contracted laundry pick-up point, and finalizes all unit movement data with the MCT. Any containers of unit equipment are opened at this time and inventoried.

A team from the Army Materiel Command goes through all unit equipment and authorization and allowance documents with the unit commander, supply personnel and the liaison. Any excess equipment is taken off the property book by the Army Materiel Command team. This equipment will be repaired if necessary, and disposition instructions will give the excess to another unit that is short (cross-leveling) or send the equipment to war stocks or prepositioned stocks in theater. The maintenance and excess turn-in processes are labor- and time-intensive and will continue through Day Six.

Days Three and Four at the ISB

Maintenance and excess turn-in continue. At the same time, the unit supply sergeant has an opportu-

nity to exchange limited TA-50 items and unserviceable uniforms. The MCT will conduct a final inspection of all equipment for rail loading and order the necessary rail cars. The liaison will ensure the UMO has a chance to order transportation assets for any of the unit's containers not going by rail. In many cases, units used the "Eagle Express," a throughput line-haul service with a turnaround time of about three days from the time cargo was loaded until dropped off at the unit or air port of embarkation (APOE) in Germany. Radio frequency tags could be made at a "burn station" on-site at the ISB to allow units to track their containers all the way to home station.

Throughout the redeployment process, the unit can use the MWR facilities in the LSA. These facilities include a well-equipped weight room; television room with a stock of movies, pool tables, dart boards, game tables, pinball machines and limited video games; and a limited service bar available in what was immediately dubbed the "Beer Tent." The "Beer Tent" consists of two large festival tents, contracted from a German supplier, with plywood flooring, tables and benches. There is a dance floor and stage for entertainment groups brought in by MWR, as well as the local soldiers who perform as disk jockeys and the personnel competing in monthly talent shows. Soldiers redeploying from Bosnia benefited from all MWR facilities in the ISB.

Day Five at the ISB

This is the day that the unit goes through the Soldier Readiness Program (SRP). During the SRP, all soldiers get dental X-rays and a dental check-ups. Then they receive medical records screening, any necessary immunizations, and psychological tests to assess the impact of the deployment on each soldier's state of mind and morale. After that, all soldiers fill out a finance survey which addresses any pay issues the soldier may have. Legal services are available to update wills or powers of attorney. Personnel services are available to provide identification (ID) card and ID tag services, as well as to update personnel records. After going through the SRP, all redeploying soldiers must view a video by Army Family Team Building services on reintegration into family and home station after deployment. A chaplain is also available to the soldiers 24 hours a day at the ISB.

Also on Day Five, the UMO takes the rail load teams to the railhead to receive a briefing on tie-down standards for the rail load. If possible, the unit will observe another unit performing rail loading operations. Also, all final coordination for barging

oversized equipment is completed, as well as coordination for shipping any containers.

Day Six at the ISB

Any vehicles being sent by commercial low-bed truck or on the "Eagle Express" are loaded. All direct support maintenance is completed. All vehicles have been washed and have passed customs inspection. Final coordination is made with the railhead officer in charge for rail load time and location. All secondary loads are prepared and tied down for shipment. Accounts opened at the direct support maintenance facility and the SSA are closed. All equipment is staged in rail load order in a "clean lane" at the staging area.

Day Seven at the ISB

The unit begins uploading equipment as early as possible at the railhead. All uploading is inspected by an on-site safety team, which is also responsible for ensuring that equipment is tied, blocked and braced to standard. Once all equipment is loaded, the unit commander and liaison attend a final outbrief before the unit leaves the ISB. Then the unit loads up on buses or, in some cases, strategic airlift assets for the journey back to home station.

Redeployment/Reconstitution Works

Redeployment as part of force projection is not just the point from which units move back to home

station. The reconstitution processes in place at the RSB in Croatia and the ISB in Hungary continue every day to provide redeploying customer units with all the logistical support necessary to conduct recovery operations and eliminate excess equipment.

This shows that using a collective redeployment assembly area for reconstitution operations can make the most of redeployment time and available resources. Units arriving back at home station after this process are poised to be sent anywhere in the world, if necessary, and continue their mission. Because of the Army Materiel Command team, thousands of pieces of excess equipment are being cross-leveled and turned in to prepositioned and war stocks - saving precious dollars.

If the Army can provide this type of redeployment platform in the future, commanders will enjoy a flexibility and response time previously unheard of. As logisticians continue to pool knowledge and resources and to mesh automation systems, bases such as the RSB and ISB serving *Operation Joint Endeavor/Joint Guard* will continue to successfully support both deployment and redeployment of forces in peacekeeping operations and operations other than war.

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 98-2 at Fort Lee, Virginia.

Leadership Doctrine Essential to Warfighters

In Field Manual 22-100 (Army Leadership), striving for excellence in leadership is just as important as becoming proficient in warfighting doctrine and battlefield tactics. Leadership excellence is part of an extended discussion in the manual about the ideal character desired in soldiers and Army civilian employees. Excellence means doing things for the right reasons all the time, according to the manual, whether being watched or not. The revised manual focuses on character because Army leaders have a tremendous moral responsibility to the people they lead and to the American people they serve. The ethical focus in the emerging doctrine is on taking care of people and the moral implications of deadly force, which are at the heart of military ethics.

Talking the Talk: Training Communications

CPT Matthew P. Shatzkin

A unit that cannot constantly and effectively communicate will never be as strong as the sum of its total parts, for it will not be able to command and control assets and personnel. Quartermaster units traditionally face an increased challenge in communicating because teams often deploy to multiple locations or to vast field mission sites, such as field warehouses. Therefore, Quartermaster company commanders must make communications training a priority in order to control their units.

Company Communications Officer

Most Quartermaster companies are not authorized a 31U (Communications Specialist) by modification table of organization and equipment (MTOE) and instead fill the position of company communications specialist with a 92A (Logistical Specialist). Therefore, it is a good idea to give one of the company lieutenants the additional duty of communications officer on official appointment orders to assist the soldier or noncommissioned officer (NCO) working outside his military occupational specialty. The preferred lieutenant for this position is the company motor officer. The communications officer can perform the following functions:

- ✔ Provide additional guidance to the company communications sergeant and/or specialist.
- ✔ Follow up on the status of open security clearances for company radio operators.
- ✔ Ensure that communications equipment services are posted on the training schedule and performed to standard.
- ✔ Ensure that communications training is conducted with all convoy maintenance training.
- ✔ Provide quality assistance for company and battalion command inspection programs.
- ✔ Ensure the company communications sergeant/specialist is resourced and kept abreast of all requirements for company training.

Company Communications Sergeant/Specialist

The many duties of the company communications sergeant or specialist include the following:

- ✔ Perform operational maintenance on all company communications equipment.

- ✔ Conduct low-density communications sustainment training and long-range communications exercises (COMMEXES).
- ✔ Ensure all company communications equipment shortages are on order.
- ✔ Ensure the company participates in all higher-level COMMEXES, including testing of the Combat Service Support Information Systems Interface (CAISI) equipment and tactical facsimile (FAX) machines.
- ✔ Systematically review company and battalion command inspection checklists.
- ✔ Track the number of security-qualified radio operators at the company level.
- ✔ Attend all company training meetings.
- ✔ Anticipate opportunities for more communications training.
- ✔ Coordinate with the battalion communications sergeant for external requirements.
- ✔ Cross-train advanced party and main body personnel, as well as alternates.

Long-Range COMMEXES

The Single Channel Ground-Air Radio System (SINGARS) equipment must be tested at every opportunity. Company commanders must know their equipment's capabilities when planning convoy missions. At a minimum, company radio operators must test radio communications with the battalion at least once a month, preferably during the battalion's command maintenance time in a COMMEX. Also, companies should test communications with the battalion emergency operations center (EOC) during battalion alerts. Moreover, companies should conduct long-range COMMEXES at least once a month for deploying and testing SINGARS over great distances, both while on the move and stationary. Again, these COMMEXES may be tied in with Sergeants' Time training, maintenance convoy training, or both.

The communications sergeant should meet with all drivers and radio operators before any exercise. Looking at a map with a 1:50,000 scale, the communications sergeant should assign a route to each radio operator, as well as checkpoints to call in. All radio operators should keep written notes of their results, and all notes should be compared during the after action review (AAR). Finally, the communications sergeant should use the AAR results to adjust his current maintenance focus and to provide critical

input on actual capabilities to the commander during the planning process for field operations. In short, properly scheduled and executed long-range COMMESES at the company level are an effective way to ensure communications readiness.

Low-Density Communications Training

Too often in the field, the communications sergeant is misused by being tasked to personally run DR-8 wire from the command post to key weapons positions and sleep tents. All soldiers, to include leaders, must know how to place DR-8 wire and establish TA-312 field telephone connectivity. This field telephone is the most secure, and thus primary, means of communication while in the defense. The communications sergeant's energy should be spent troubleshooting internal and external communications systems, rather than building them by himself from the ground up.

Soldiers within the company can be systematically trained if the communications sergeant establishes a low-density communications training plan. Twice a month, the communications sergeant or specialist can instruct a small group of soldiers (for instance, one to two per platoon per session) on the employment of the DR-8 wire and TA-312 field telephone. With this small instructor-to-student ratio, the communications sergeant/specialist can conduct quality training in a short amount of time (2 1/2 hours) to include a written and hands-on examination. The written test may be placed in the soldier's unit training records, and leaders can designate trained soldiers to perform communications duties during the next field exercise.

Finally, in the final stages of predeployment preparation and planning, the communications sergeant can bring these personnel together and "rock drill" the objectives of the company's communications plan while establishing operations on the objective. This rehearsal is best conducted overlooking a sand table. If leaders support this process by sending their soldiers to low-density communications training, they will find that communications will indeed be smoother the next time the company hits the ground.

Redundancy

Doctrinally, communications must be redundant. Therefore, the company commander and communications sergeant must construct a redundant communications plan for the company both en route to the objective and while on the objective, using the acronym PACE: Primary, Alternate, Contingency and Emergency.

Primary

The most secure means of communications while in the defense is the TA-312. Quartermaster commanders with large mission sites must do intense size analysis and planning. Through this analysis, commanders must determine exact locations of their communications assets to ensure thorough command and control. For example, a commander of a 162-soldier company may not have enough TA-312s to run one telephone to each sleep tent and survivability position. Therefore, leaders must plan with the economy of force principle of war whenever possible to cover all areas of the objective. Leaders must state the standards for wire burial and employment in field standing operating procedures (SOPs), as well as in their tasks, conditions, standards and times (TCST) when assigning priorities of work. Finally, leaders must always spot-check these standards and ensure that they are met.

Alternate

A favored alternate means of communication in the defense is the PRC-127 radio. Because these radios are more convenient than the TA-312 telephones, these radios are often abused. Leaders must enforce the use of the PRC-127 as an alternate means of communication. These radios should be given to key leaders, observation posts, strongpoints, sergeants of the guard, and command post personnel. The communications sergeant must have extra batteries and must implement a plan to rotate batteries systematically.

Contingency

In case the first two means of communication do not succeed, runners should be used. A runner should remain in the company command post at all times, rotating either in 8- or 12-hour shifts. The runner may sleep, but must sleep with his equipment on and be ready to go at a moment's notice. Most importantly, the runner must know how to get to any sleep tent or strongpoint as quickly as possible, during day or night, with or without night vision devices or compasses. Leaders must rehearse runners to ensure their proficiency. A runner who is not navigationally efficient will only compound communication problems.

Emergency

There are many different types of emergency communications, such as air horns, truck horns, visual signals, or even loudspeakers if the company is in an urban warehouse location. However, regard-

less of the means, emergency signals must be fully rehearsed before operations, so they can be recognized and heeded at the proper time.

Communication is vital to the Quartermaster company's survivability and victory on the battlefield.

Therefore, Quartermaster commanders must make communications training and sustainment a priority and exercise communications at every available opportunity, whether during COMMESES, ranges, field exercises or low-density training.

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TRADOC Transitioning to Paperless Contracting

This summer, the US Army Training and Doctrine Command (TRADOC) will become the first large command in the Department of Defense (DOD) to transition to a paperless contracting system. All directorates of contracting (DOCs) within the command are converting to the Standard Procurement System (SPS). Installation of SPS is scheduled for completion by July 31 and for paperless contracting to begin by December 31, 1998. All of the Army will be converted to paperless contracting by September 30, 1999. The change in the rest of DOD is scheduled for completion by 2000. Every step of the contracting process – from requirement development to award of a contract and close-out actions – will be done electronically.

This is just the first step toward performing governmentwide functions electronically. Contracting was probably the best place for the DOD to start to make a significant difference and save tremendous amounts of money, according to an official in TRADOC's acquisition directorate. Savings will be gained by streamlining the contracting process and eliminating untold pounds of paper, not employees.

Web sites, or contract information repositories, will exist at major command level, at military department level and at DOD. Contractors can access the repositories for information on business opportunities and to compete with other companies to provide needed supplies and services. Each of the web sites will list each solicitation with a brief description of services or work to be provided. E-mail addresses of the offices responsible for the solicitations will be listed for interested contractors to get more detailed information. The web sites will also tell contractors how to prepare and submit bids electronically. The system should enhance opportunities for businesses of all sizes around the country in seeking Army, not just TRADOC, contracts.

Vietnam – Supply Operations and Security Lessons Learned

Major Mark A. Olinger

The US Army has met and will continue to meet unusually complex challenges throughout the globe in this century and into the next. With the other military services, the Army has fought to support national policies of assisting emerging nations in developing governmental processes of their own, free of outside coercion.

In addition to the usual problems of conducting combat operations, the deployment of US forces to Southeast Asia in the 1960s and early 1970s required superimposing the sophisticated tasks of a modern Army upon an underdeveloped environment and adapting the tasks to the demands of a wide spectrum of conflict. These demands included helping fulfill the basic needs of an agrarian population, the frustrations of dealing with a well-organized insurgency, and conducting conventional campaigns against well-trained and determined regular forces.

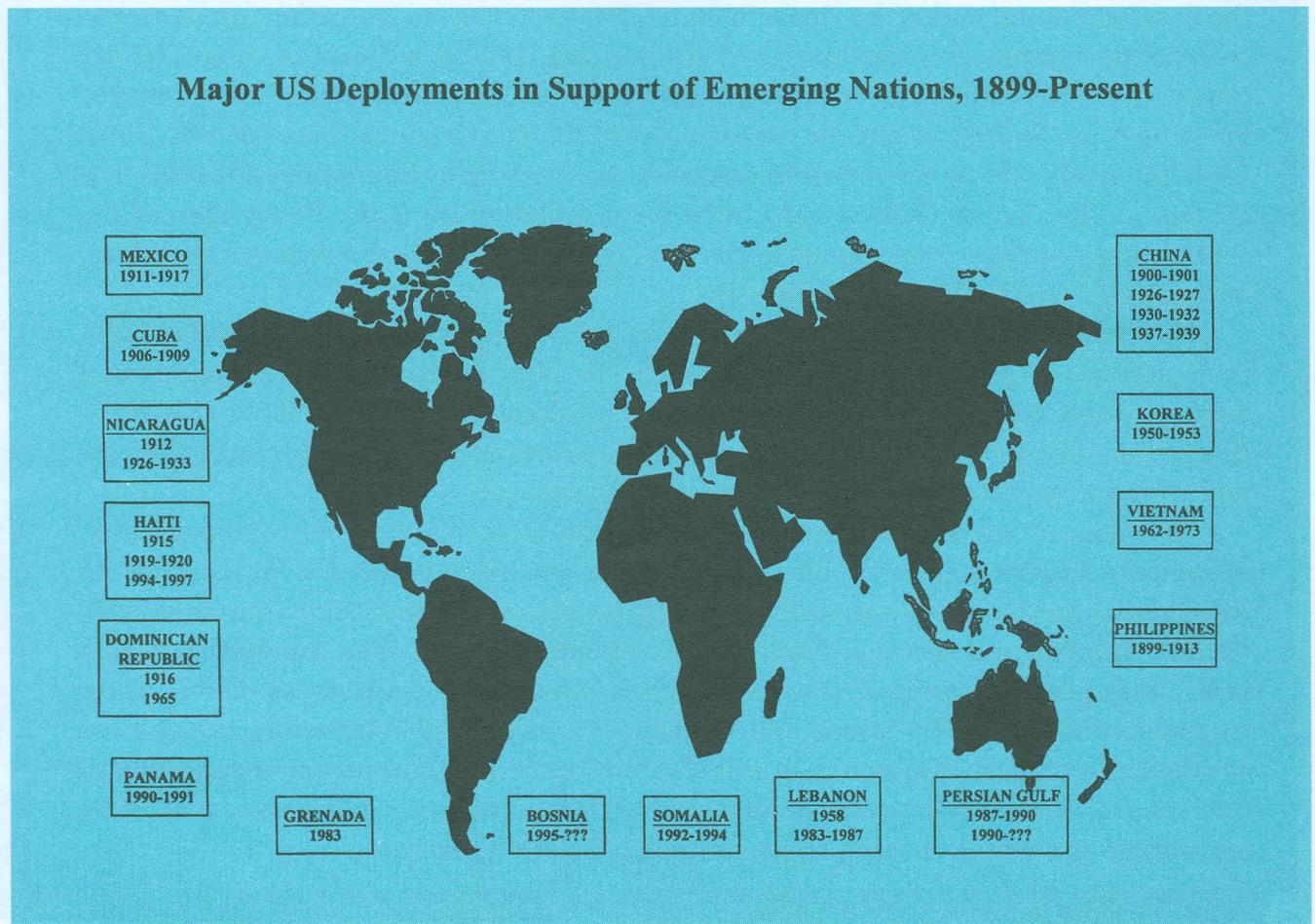
Army leaders must continue to prepare for further challenges. Knowing that history never repeats itself exactly and that no army ever profited from trying to meet a new challenge in terms of an old one, military leaders nevertheless stand to benefit immensely from a study of previous experiences.

During the Vietnam War, logisticians were kept busy delivering supplies and ammunition to combat arms units and providing the required maintenance support. From a doctrinal viewpoint, the preferred method of supplying combat forces was ground convoy, augmented by aviation support. More economical and dependable, ground convoys could move more supplies at one time than helicopters.

First Nonlinear Battlefield

Vietnam was the first war in which rear areas were exposed to actions similar to those of combat

Major US Deployments in Support of Emerging Nations, 1899-Present



units on a daily basis. The Vietnam War was the first, modern, nonlinear battlefield for the United States military.

Mission, enemy, terrain, troops and time available (METT-T) and the supported unit commander's requirements dictated how units were supported. As the war progressed, combat arms units with greater mobility (air cavalry, airmobile infantry, and light artillery) were often supplied entirely by air. Combat forces that moved less frequently were generally supplied by air on initial occupation of a fire base and later by ground, if roads were available and could be cleared of mines and secured. All combat units carried sufficient supplies and ammunition during movements in order to execute missions immediately on relocation to a new area of operations. Stocks were increased or replenished in later supply deliveries. Generalizations cannot be made about the amounts and types of supplies a unit would carry or receive later because replenishment depended on the METT-T. Ammunition requirements were established in annexes to operations orders. Combat arms units had to carry a basic load with them at all times. Basic loads varied somewhat, depending on the area of operations and location of ammunition supply points.

Securing Highways and Roads

A stated military objective for US forces was securing highways and roads within the Republic of Vietnam. The twofold purpose was setting the conditions of freedom of movement for the local noncombatants and improving the host nation's economy. General William C. Westmoreland specifically requested a mechanized brigade to assist in this military objective. When alerted for deployment to Vietnam in 1966, the 11th Armored Cavalry Regiment was aware that convoy escort and route security would be primary missions. Heavy forces moved by road, brought initial supplies with them and continued supply by ground convoy. Supply by road in unsecured areas was conducted every two or three days. Ground convoys carried fuel, ammunition, repair parts and other bulky supplies.

Two types of route security techniques were used in Vietnam: strongpoints and convoy escort. In the highlands, strongpoints were established along the Minh Thanh Road. Each morning a designated heavy force would sweep a portion of the route. The heavy force then returned to the strongpoint and remained on alert to react to any enemy action in its sector. Securing roads by this technique had significant weaknesses to which the Viet Cong quickly reacted. The Viet Cong's primary technique was to mine all

logical locations after a sweep and cause the convoys to lose vehicles. A significant amount of 4th Infantry Division's combat power was diverted to route security. At first the 1st Squadron, 10th Cavalry, and the 1st Battalion, 69th Armor, and the 2d Squadron, 1st Cavalry (after September 1967) continuously secured roads throughout the division's area of operations. When forces were insufficient to man strongpoints 24 hours per day, each convoy using the road was provided an escort force.

The escort force's mission was universally shared by heavy units throughout Vietnam. Few tasks were more important than keeping the roads safe and protecting the vehicles, men and supplies that used them. The escort force was executed as an offensive patrolling mission several thousand meters from the main routes. This technique was a more effective use of heavy forces. Using escort forces, the 25th Infantry Division operated almost continuously along Route 1 from Saigon to Tay Ninh. Augmenting the ground escort force, Troop D (Air), 3d Squadron, 4th Cavalry, performed first and last light reconnaissance along main routes. In late Summer 1967, the 25th Infantry Division began show of force missions at night, sending out deception convoy escorts to test enemy Communist reaction. After a month-long test without significant enemy action, the 3d Squadron, 4th Cavalry, began escorting night supply convoys from Saigon to Tay Ninh.

Route Security Techniques

Both of these route security techniques required execution as combined arms combat operations to ensure success. The last tactic that increased success was route clearance. In Vietnam, these three techniques were used: deliberate sweep, hasty sweep, and mine reconnaissance. A deliberate sweep could clear a route at the rate of .25 kilometers (km) per hour with a company team of infantry. Typical task organization for a deliberate sweep was an infantry company with an attached mine roller-equipped tank platoon, an engineer platoon, supported by pre-planned artillery and attack helicopters. A hasty sweep was an alternative conducted daily before the beginning of convoy operations when it was urgent that traffic use the road. Mine detector operators walked at a normal pace, sweeping back and forth. The hasty sweep would cover one to three kilometers per hour. A mine reconnaissance was used in place of a hasty sweep in some situations. Before opening the supply route to daily traffic, an engineer team would drive over the route, looking for any visual evidence of mining activity on the road. This

team would thoroughly sweep any suspicious areas and would cover approximately 15 km per hour. All three techniques were used with varying degrees of success throughout the Vietnam war. They are still used today.

Security Lessons

Among the lessons learned from the Vietnam War is what can be done in the area of security, especially in an area traditionally considered the rear area. Historically, the US Army has used mounted forces for rear area security and Vietnam was no different. In the 4th Infantry Division area of operations, the 1st Battalion, 69th Armor, and the 1st Squadron, 10th Cavalry, acted as quick reaction forces after relief from the route security mission.

In 1970 the 11th Armored Cavalry Regiment was clearing land mines daily and providing route security for an estimated 100 miles of designated ground lines of communication and farm-to-market roads. While heavy forces are excellent at these types of missions, their commanders were ordered to execute a considerable diversion of combat power from other missions. The demands of road clearance and route security scattered the regiment's assets to the point that the regimental commander only controlled the regimental air cavalry troop.

Most Critical Problem

The most critical problem was not the dispersion of the regiment's units, but the unsatisfactory performance of the area support system under combat conditions. Doctrinally, the area support system was expected to work on a fluid battlefield dominated by highly mobile forces, in which soldiers traveled large distances in short time spans. In Vietnam, this was not the answer for heavy forces, particularly the 11th Armored Cavalry Regiment. The 11th Armored Cavalry Regiment obtained its direct support maintenance and supplies from the 1st Logistical Command on an area basis.

As units of the regiment relocated, the nearest 1st Logistical Command unit provided support. This method proved unsatisfactory to the 11th Armored Cavalry Regiment because of the regiment's enhanced mobility, intensity of combat operations, and fluctuating direct support maintenance demands.

All separate brigades deployed or formed in Vietnam had organic multifunctional support battalions to sustain them. Logisticians within the 1st Logistical Command recommended that armored cavalry regiments have their own organic combat service support units. The direct support unit shortfall for

Task Organization 11th Armored Cavalry Regiment

Headquarters and Headquarters Troop

1st Squadron, 11th Armored Cavalry Regiment

2d Squadron, 11th Armored Cavalry Regiment

3d Squadron, 11th Armored Cavalry Regiment

Air Cavalry Troop, 11th Armored Cavalry Regiment

919th Engineer Company (Combat) (Attached)

37th Medical Company (Attached)

armored cavalry regiments would not be corrected until the mid-1980s when regimental support squadrons were organized.

11th Armored Cavalry Regiment

When the 11th Armored Cavalry Regiment arrived in Vietnam, it was well suited for executing its assigned missions. The regiment's three squadrons each had a company of main battle tanks, three armored cavalry troops, and a howitzer battery. Organic to the armored cavalry troop's three platoons were nine armored cavalry assault vehicles (ACAVs). The ACAV was an M113 armored personnel carrier modified for service in Vietnam to support convoy escort and security missions. The M113's one .50-caliber machine gun was augmented by two M60 machine guns, all protected by armored gun shields. One of the M113's five-man crew was armed with a 40-millimeter (mm) grenade launcher. Extremely fast, the ACAV could keep pace with wheeled vehicles and deliver withering fire. Aware that convoy escort and security missions would be the primary missions, the regiment's leaders concentrated during the stateside train-up on practicing counterambush techniques. In many mock ambushes, the armored cavalry learned to react swiftly with fire. The object was to escort the soft-skinned vehicles out of the kill zone. The ACAV escorts would then return to roll up the Communist flanks, firing with every weapon and crushing the enemy beneath their tracks. This technique is obtainable by logistics and military police units today.

With limited combat forces available, the Army needs to modernize, equip and train combat service support units to protect themselves and to require military police units to execute the rear area security mission. In Vietnam, selected military police units were equipped with armored cars for this purpose, but this technique was never widely used. Late in the war, Republic of Vietnam province chiefs had their own provincial reconnaissance units mounted in armored cars, and these units essentially performed area and route security operations. From the viewpoint of returns for manpower and equipment invested, it is far more cost effective to train combat service support units or task military police units than to assign an armor, a mechanized infantry, or an armored cavalry unit the same missions. Effective security (area, route or convoy) is not how much security, but how much freedom to act and accomplish the mission to standard. The technique of protecting the rear areas and ground lines of communication with logistics forces positioned in the rear area and with military police units requires further research, doctrinal development and execution.

The Mekong Delta had long been a target of the enemy Viet Cong. This important rice-producing area covered an estimated one-fourth of Vietnam and had about one-half of the country's population. Most civilians lived in villages built along the banks of 2,500 miles of interconnecting waterways. The limited road networks would often become impassable in the rainy season.

Viet Cong Used Waterways

The Viet Cong used the waterways as their primary routes for moving guerrillas and equipment. While ground commanders could move combat forces by helicopter and avoid the constraints caused by the terrain, the water lines of communication were important to the host nation's economy. To prevent the Viet Cong from using the waterways, the Mobile Riverine Force was organized from the 2d Brigade, 9th Infantry Division, and US Naval Forces, Vietnam. The Mobile Riverine Force intended to make the river system safe for the local noncombatants in the delta.

To support the Mobile Riverine Force, a land base had to be created in the delta because of the very limited land suitable for base camps, helicopter landing pads, and field artillery firing positions. Forty-five miles south of Saigon, a base camp was built, using dredges to pump soil from the My Tho River into adjacent rice paddies. The base camp covered about 600 acres and provided housing and logistics facilities for the 9th Infantry Division headquarters, division support command, and the Mobile Riverine Force. The base camp also had a harbor large enough to handle a Landing Ship, Tank.

In addition to the base camp, mobile floating bases, consisting of naval barracks ships and watercraft, were used. The US Naval Forces, Vietnam elements of the Mobile Riverine Force were organized to provide a floating base with com-

Types of Security Operations

ROUTE SECURITY

A route security force operates on and to the flanks of a designated route. Route security operations are defensive in nature and, unlike guard operations, are terrain oriented. A route security force conducts reconnaissance, screens, attacks, defends, and occupies key locations along the route to prevent an enemy force from impeding, harassing, containing, seizing, or destroying traffic along the route.

AREA SECURITY

Area security operations are conducted to deny the enemy the ability to influence friendly actions in a specific area or to deny the enemy use of an area for his own purposes. This may entail occupying and securing an area before the enemy can, or taking actions to destroy enemy forces already present.

CONVOY SECURITY

Convoy security operations are conducted when insufficient friendly forces are available to continuously secure lines of communication in an area of operations. They may also be conducted in conjunction with route security operations. A convoy security force operates to the front, flanks, and rear of a convoy element moving along a designated route. Convoy security operations are offensive in nature and orient on the force being protected.

bat support and combat service support to the ground forces. The river support squadron supplied barracks, repair, salvage and supply ships. The river assault squadron had armored troop carriers; command, control and communications boats; monitors; and assault support patrol boats. Each river assault squadron was equipped to transport and support an infantry battalion conducting combat operations in the delta.

Nondoctrinal Supply

Because of the geographic location, tempo of operations and the change in command and control of the Mobile Riverine Force from the 9th Infantry Division to the senior advisor IV Corps, *Operation Coronado XI* on the Mekong Delta's waterways required further nondoctrinal supply. *Operation Coronado XI* stopped the Mobile Riverine Force's support from the 9th Infantry Division Support Command, thus straining resupply. The control exercised by IV Corps created a new set of logistics channels to support combat operations. Severe continuous fighting caused a heavy expenditure of Classes I (rations), III (petroleum, oils and lubricants), and V (ammunition). Potential logistics problems were solved by personal liaison between the Mobile Riverine Force and Army logistics representatives at Can Tho. The 1st Logistics Command provided items such as C-Rations, fuel and construction materials. IV Corps provided for evacuation of the dead and wounded and responded to all Army and Navy requests for support. Resupply missions during *Operation Coronado XI* made maximum use of naval and Army aviation assets, demonstrating that logistics planning and timely intelligence were essential.

The 9th Infantry Division studied its operations from March-August 1968 to analyze division operations with and without Army aviation support. This division attempted to quantify combat effectiveness to improve Army aviation in support of ground commanders. As a result, the 9th Infantry Division improved its aviation support to ground commanders by using the technique of prepositioning fuel and ammunition at outlying base camps. The prepositioning of these two classes of supply allowed the 9th Aviation Battalion commander to decrease the time spent in refueling and rearming aircraft. This allowed the division to maximize flying hours to support ground commanders executing tactical missions and improve combat effectiveness.

The most aggressive use of aviation support to resupply combat forces was the sustainment of the 1st Brigade, 5th Infantry Division (Mechanized), March-April 1969 in Quang Tri Province. Shortly

after arriving in Vietnam, this brigade was placed under the operational control of the 3d Marine Division. This command relationship led to the brigade receiving most combat service support from the 3d Marine Division. The brigade conducted combined operations with Army of the Republic of Vietnam (ARVN) forces in the rugged terrain next to the demilitarized zone (DMZ) and the border of Laos. In Spring 1969, 1st Brigade, 5th Infantry Division (Mechanized), conducted dual operations by splitting the brigade. A mechanized infantry task force called Task Force Remagen operated on the Khe Sanh plateau along the Laotian border, and the rest of the 1st Brigade engaged in *Operation Montana Mauler* northeast of the DMZ.

Operating in terrain thought impenetrable to armored vehicles, Task Force Remagen was unable to receive supplies and fuel by a ground line of communications. Aerial resupply was the only available way to sustain this combined arms task force.

For 47 days, this task force operated along the Laotian border on an aerial supply line. The 1,500-soldier task force consumed more than 56,000 meals, used more than 59,000 gallons of bulk fuel and more than 10,000 rounds of 155mm artillery ammunition. The task force maintenance section installed 12 engines, 7 transmissions, replaced 18 sets of tracks, and performed many other maintenance tasks under arduous field conditions.

Task Force Remagen Supplies by Air

Most supplies, material and equipment were flown to Task Force Remagen by Army CH-47 and Marine CH-46 helicopters: about 13 sorties by the medium helicopters per day. In addition to the CH-

Task Organization

1st Brigade, 5th Infantry Division (Mechanized)

Headquarters and Headquarters Company, 1st Brigade
1st Battalion, 11th Infantry (Light)
1st Battalion, 61st Infantry (Mechanized)
Company P, 75th Infantry (Ranger)
1st Battalion, 77th Armor
3d Squadron, 5th Cavalry (Attached from 9th Infantry Division)
Troop A, 4th Squadron, 12th Cavalry
5th Battalion, 4th Artillery (155 mm Howitzer, Self-Propelled)
Company A, 7th Engineer Battalion
75th Support Battalion
298th Signal Company

47 and CH-46 helicopters, brigade UH-1 helicopters were used to deliver mail, meals and spare parts. Army and Marine logisticians demonstrated flexibility and innovation and proved that terrain could not keep them from sustaining combat forces.

At the same time, the rest of the 1st Brigade, 5th Infantry Division (Mechanized) was executing *Operation Montana Mauler* to the northeast toward the DMZ. *Operation Montana Mauler* was resupplied by air with an average of 12.7 short tons per day. The area of operations for *Operation Montana Mauler* had limited natural water sources. As in other areas of operation in Vietnam, water had to be transported to light Infantry soldiers by helicopter.

Carrying Water

The soldiers had several ways to carry water. The Army-issue metal water can was used. However, once the water was consumed, the light infantry soldiers either had to wait for a helicopter to return to take away the empty cans or the soldiers had to destroy the cans. The cans were too bulky and heavy for the light infantry soldiers to carry over the rough terrain. Although plastic water containers could be collapsed when empty and were much easier to carry on the soldiers' backs, the plastic containers too proved a nuisance. Both types of cans were frequently lost or damaged in the jungle.

Soldiers of the 1st Brigade, 5th Infantry Division (Mechanized), developed a third method to supply water to rifle companies in the field. Empty shell cases from the 5th Battalion, 4th Artillery, were cleaned, filled with water and transported to the rifle companies. Once the shell casings were emptied, they were either buried or discarded. The riflemen were not burdened by the discarded containers, and it was believed the shell casings could not be re-used by the enemy.

Another lightweight collapsible container also was used. This container, as in the case of the five-gallon metal water can, could not be air dropped from any appreciable height above the jungle canopy. The supported unit on the ground had to clear a landing zone. The Army developed a new three-gallon container with several plastic inserts protected by a crushable cardboard covering. This container could withstand a free fall of up to 300 feet and thus eliminated the need to clear a landing zone. Over time this three-gallon container proved very useful.

Task Organization for Task Force Remagen

Headquarters and Headquarters Company, 1st Battalion, 77th Armor
 _____, Company, 1st Battalion, 61st Infantry (Mechanized)
 _____, Company, 1st Battalion, 61st Infantry (Mechanized)
 _____, Company, 1st Battalion, 77th Armor
 _____, Battery, 5th Battalion, 4th Artillery (Self-Propelled)
 Platoon, 40 mm Anti-Aircraft Guns
 Platoon, Company A, 7th Engineer Battalion
 Element, 11th Engineer Battalion (USMC)
 Element, 14th Engineer Battalion
 Team ARVN

NOTE: During the operation the task force headquarters was changed to Headquarters and Headquarters Company, 1st Battalion, 61st Infantry (Mechanized).

Major Sustainment Factor

A major factor contributing to the sustainment of the 1st Brigade, 5th Infantry Division (Mechanized), was the 75th Support Battalion that provided direct support to all assigned and attached units. The value added by this support battalion is clear when compared with the experience of the 11th Armored Cavalry Regiment. When 3d Squadron, 5th Cavalry, was first under the operational control of 1st Brigade, 5th Infantry Division (Mechanized), support was initially received from 1st Logistical Command units. To help solve coordination and control problems, the brigade eventually had the squadron attached. At this point the 75th Support Battalion assumed responsibility for supplying all but Class I (rations), IX (repair parts), and direct support maintenance. When cross-attachments and non-habitual support occurs, commanders and planners need awareness of unit capabilities to sustain combat forces.

The 1st Brigade, 5th Infantry Division (Mechanized), serves as an excellent example of the innovative nature of sustaining combat forces. The rugged unpopulated territory, the nearness of enemy forces (regular and guerrilla) to friendly supply bases, and the large area of operations required fast-moving, battalion-sized task forces capable of aerial resupply and reinforcement. This situation is very similar to the challenges facing soldiers today.

As the Army looks to the future, logisticians not only must know the lessons of Vietnam, but also understand them. What are the lessons from the Vietnam War that apply to battlefields of today and the future?

- ★ Doctrine serves as the baseline to develop the initial concept of support.

... Task Force Remagen received from Vandergrift [combat base] over 200 aerial lifts representing over 1 million pounds plus an additional 50,000 pounds of hot meals, mail and spare parts flown up on brigade UH-1s. A UH-1 was a daily necessity for retail distribution of parts, meals and meals from combat trains area to the users.

– Excerpt From After Action Report, Task Force Remagen

- ★ Concept of support plans must be flexible enough to allow both METT-T and supported unit requirements to dictate how units should be supported.
- ★ Quantitative and predictive analysis can improve combat effectiveness and sustainment of combat forces.
- ★ The added value of organic support battalions to brigade-sized units needs to be stressed to planners confronted with joint and combined arms operations.
- ★ Ammunition requirements must be established and included in all orders. This will ensure that both combat and combat service support units know what is required, who requires what, who the supporting units are, when ammunition is required and where.
- ★ On the nonlinear battlefield, supply convoys require an escort force to operate both day and night.
- ★ Security is an economy of force mission, and logisticians define success by how well combat units are supported.
- ★ Maximum use of both air and ground lines of communications will sustain combat forces.
- ★ Liaison officers and cross-talk at appropriate levels will improve quality of support.

- ★ Detailed logistics planning and intelligence are essential for success on the battlefield.
- ★ Water resupply to light forces requires both light-weight portable containers that soldiers can carry and also delivery on a daily push schedule.

Understanding these lessons, in their correct context, and relating them to future training plans and exercises will take time. Logisticians can no more afford to turn away from the lessons of Vietnam than the lessons of Grenada, Panama, Southwest Asia, Somalia or Bosnia. Logisticians must take the Army's past experiences and relate them directly to training plans and exercises to better prepare to fight and sustain the next war.

MAJ Mark A. Olinger was commissioned an Infantry officer in 1983 from California State Polytechnic University, Pomona. He is currently serving as the Secretary of the General Staff for the National Training Center, Fort Irwin, California. His assignments include Infantry positions in the 101st Airborne Division (Air Assault); logistics positions with Army Special Operations Forces; Operations Research Analyst, National Security Agency; Support Operations Officer, 201st Forward Support Battalion, 1st Infantry Division; Support Operations Officer, 125th Forward Support Battalion, 1st Armored Division; and the Forward Support Battalion S-2/3 Observer/Controller at the National Training Center. Military education includes the Infantry Officer Basic Course, Quartermaster Officer Advanced Course, Marine Amphibious Warfare School, and the Army Command and General Staff College.

Risk Management Reduces Common Hazards

Michael L. Davis

-  A soldier lost his footing on the rough surface and broke his ankle while running in a physical training formation. The leader had not inspected the running area for hazards.
-  A soldier injured his head while offloading supplies. The supervisor had not briefed personnel about the dangers of throwing equipment or supplies from vehicles.
-  A soldier ran a vehicle off the road during a night operation while not using his night vision device. The vehicle had major damage. Leadership did not ensure that personnel knew the dangers of night movements.

Each of these accidents illustrates a possible hazard while soldiers are performing an operation. Common threads run through each different accident. Leaders were not identifying the hazards while doing their risk assessments of the operations, or leaders were identifying the risks but not taking any actions to effectively reduce or control the hazards.

In every accident, leaders neglected to perform one or more of the important steps in the risk management process. Most often, leaders did not identify hazards, assess the identified hazards, develop controls for those hazards and supervise the operations. The leaders also forgot to provide their personnel information about potential hazards.

Remember, leaders must take all five steps in the risk management process to ensure fewer injuries and less equipment damage. The five steps in the risk management process do not change, but the risk management tools must be personalized for each operation. Risk management helps leaders make sound decisions in a logical manner. The process enables leaders at all levels to do exactly what the term implies: manage risks or hazards.

The Five Steps in Risk Management

1. Identify hazards.
2. Assess hazards.
3. Develop controls and make risk decisions.
4. Implement controls.
5. Supervise and evaluate.

Accidents Do Not Just Happen. Unsafe Acts and Conditions Cause Them.

Risk assessment can range from simple to complex. The risk assessment causes a leader to identify hazards and threats and place them in perspective relative to the operation or job that must be done. Logically, a leader cannot identify the risks without first defining the hazards of the operation. If used correctly, the risk management process is an effective tool for leaders to preserve the Army's most valuable resources: personnel and equipment.

All operations can present hazards, some more than others. Statistics show that 80 percent of all accidents are caused by human error and that supervision is the key to preventing human error. Simply put, leaders can reduce human error by enforcing or establishing sound standards and consistently enforcing them. Failure to enforce those standards establishes a new, lower standard that may result in an accident. Planning with safety in mind is a surefire prerequisite to a successful operation.

The Protection of the Force Is Every Leader's Responsibility.

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



PROFESSIONAL READINGS

The Professional Readings section of the *Quartermaster Professional Bulletin* encourages the professional development of all Quartermasters. 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 Protected Will Never Know

Leigh Wade, Ivy Books, 1998.

The Protected Will Never Know is the true story of the author Leigh Wade's experiences in Vietnam as a Special Forces radio operator. Sergeant Wade successfully completed five Special Forces tours in Vietnam. This book details his second tour.

Combat experience is the best way to learn about combat and all that it entails. The lessons learned in combat are more important now than ever as we distance ourselves in time from the last "real" war that United States has fought. Two key lessons the author documented in his book are combat training versus the real thing and the importance of the basics versus technology in combat. Sergeant Wade suggested concentrating on teaching soldiers to react and perform correctly. With most combat veterans of the Vietnam war out of the Army, we must learn from them what combat was like and what helped keep them alive. – *LT Todd A. Sobel*

Dispatches

Michael Herr and Marty Asher, Vintage Books, 1991.

Dispatches, a compelling personal account of war journalist Michael Herr, chronicles the 17 months that Herr spent in Vietnam in the late 1960s. Unlike most Vietnam war accounts, *Dispatches* offers a firsthand, yet non-military perspective. Live news footage brought the horrors of combat into the living rooms of every American. Young intellectuals gained a new understanding of war and began a peace movement openly defying the government and often condemning soldiers. For those who served in Vietnam, life would never be the same.

Herr observed the war alongside the "grunts" in such intense struggles as the Tet Offensive and Khe Sanh. He recorded their many stories and became fascinated with the ritualistic behavior of soldiers. For him, the war seemed more cinematic than real. (This might explain why he went on to write the screenplays for both *Full Metal Jacket* and *Apocalypse Now*.) Herr considers this to be one of history's little jokes: those who *remember* the past are condemned to repeat it also. The author does not try to make any arguable assertions. He uses his intellectual and artistic talents to produce one of the greatest war correspondences of our time. – *LT Torrey Theall*

First Recon-Second to None: A Marine Reconnaissance Battalion 1967-1968

Paul R. Young, Ivy Books, 1992.

First Recon-Second to None by Paul R. Young is a tale of an inexperienced second lieutenant who was unceremoniously volunteered for force reconnaissance. The author began his military career thinking that he would serve his 13 months in Vietnam as an infantryman. A chance meeting with the commander of the First Reconnaissance Battalion of the Marine First Division while he was inprocessing changed all that.

This book illustrates the importance of leaders maintaining professionalism, especially in combat. By not maintaining high standards, the line between right and wrong becomes blurry. Instead of maintaining a professional attitude and following the law, LT Young slipped into a gray area and allowed others to take the blame for his actions. The author's leadership style became all too common during the Vietnam era. Soldiers need a strong leader with a good sense of morals to set the standard. Without high standards in conduct and professionalism, the US Army is no better than the enemies that soldiers strive to overcome. – *LT John Turner*



Logistics Cross-Functional Training

Emory Greene

General: As the Logistics Management Proponency Office (LogPro) prepares logisticians for the next Millennium, we will continue to face many challenges and changes in the way we support the force of the 21st Century. Education and training play key roles in preparing for the future. Opportunities for advancement will become more competitive, requiring civilian employees to broaden both their logistics experience and knowledge. The future will require a competent multiskilled and multifunctional civilian workforce that will provide soldiers the support required to win the battle in the 21st Century. Cross-training within supply and services career fields will help ensure future mission accomplishment.

Cross-Training Concept: The concept is designed to provide a civilian careerist with the knowledge and skills for the combined logistics functions of supply, maintenance and transportation. With Cross-Functional Development Assignment positions, careerists in each career field will be assigned at the same level in the owning or in another command or activity in a different career field from 60 to 120 days. Training assignments will be distributed throughout the activity or organization. Assignments are flexible, depending on the requirements of the command and careerist.

Formal classroom training is optional. Some recommended courses are the Army Maintenance Management Course, Major Item Management, Army Secondary Item Management Course, Introduction to Defense Transportation and Army Logistics Introductory Course.

Application Process: Careerists need only to submit a one-page application (on the next page) to LogPro through the chain of command with a current job description attached. Approval from LogPro will be forwarded through the chain of command to the careerist with a copy of the developmental job description attached. See your Activity Career Program Manager (ACPM) and major command (MACOM) Career Program Manager (MCPM) for specific details about opportunities for cross-functional training. For more information or assistance, phone Emory Greene, LogPro Logistics Proponency Specialist, at DSN 530-4139 or (804) 765-4139. His E-mail address is GREENE1@LEE-DNS1.ARMY.MIL.

LOGISTICS CROSS – FUNCTIONAL TRAINING ASSIGNMENT APPLICATION

SELECTION OF THE TRAINEE: The Logistics Management Proponency Office (LogPro) along with the applicants' MCPM, ACPM and supervisors, shall select applicants and determine the training organization and length of the developmental assignment.

TERMINATION OF ASSIGNMENT: Any applicant whose progress or conduct is deemed unsatisfactory by either the training organization or the LogPro office, or for other reasons in the best interest of the Army, shall be promptly removed and the parent organization will be notified as to the reason (s) for termination. A notification of not less than five (5) calendar days will be given. Any applicant wishing to terminate the assignment must first obtain concurrence from the parent organization and the LogPro office.

ADMINISTRATION: This program shall be administered by the LogPro Office, Suite 216, 700 Quarters Road, Fort Lee, VA 23801-1703. POC is Emory Greene, phone: (804) 765-4139 or DSN: 539-4139. E-mail to GREENE1@LEE-DNS1.ARMY.MIL.

Name of Applicant _____

Training Location/Command/Organization Desired _____

Developmental Career Program Desired _____ **Current Career Program** _____

Formal School(s) Required _____

***Training Location/Command/Organization Approved** _____

***Training Location Supervisor** _____

DURATION OF TRAINING _____

PHONE NUMBER _____ **FAX NUMBER** _____

MAILING ADDRESS _____

RNO _____ **CURRENT APPRASIAL** _____ **ED LEVEL** _____ **AWARDS 5 YRS** _____

***COST: TRAVEL** _____ **PER DIEM** _____ **TNG** _____

CURRENT JOB DESCRIPTION: Attached

***DEVELOPMENTAL JOB DESCRIPTION:** Attached

MACOM RECOMMENDATION FOR ACCEPTANCE INTO ASSIGNMENT:

NOT IMPORTANT _____ **IMPORTANT** _____ **CRITICAL** _____

Supervisor's Name/Title/Date _____

Activity Career Program Manager Name/Date _____

MACOM Career Program Manager Name/Date _____

ACCEPTED/NOT ACCEPTED

*** = LogPro Entry**



TOTAL FORCE

US Army Reserve Marks 90 Years of Service

The US Army Reserve (USAR) is celebrating its 90th anniversary with a year-long series of events in various cities across the nation. The USAR traces its founding to the establishment of the Medical Reserve Corps on April 23, 1908.

Reservists in Every Conflict

Since then, Army Reservists have served in every conflict in which the United States has been engaged. Officers in the USAR also managed Civilian Conservation Corps camps in the 1930s. More recently, the USAR provided more than 84,000 soldiers for *Operation Desert Shield/Storm*. About 15,000 have supported North Atlantic Treaty Organization operations in Bosnia-Herzegovina since 1997, a figure greater than the number of Army Reservists mobilized throughout the Vietnam conflict. Today, more than 208,000 Army Reservists serve in the United States, Bosnia, Korea, Southwest Asia and other locations around the world.

USAR a Critical Provider

At present, the USAR is either the sole provider or majority provider of many specialties the Army requires upon mobilization, but cannot afford to maintain on an active status in peacetime. For example, Quartermasters in the USAR provide 69 percent of petroleum supply battalions, 50 percent of petroleum groups, and 33 percent of water supply battalions.

The USAR provides 100 percent of the Army's training and exercise divisions, 100 percent of its railway units, 100 percent of its enemy prisoner of war brigades, 97 percent of civil affairs units, 85 percent of psychological operations units, 81 percent of judge advocate general units, 80 percent of medical brigades, 80 percent of transportation groups, 75 percent of chemical brigades, 66 percent of Army medical groups, 66 percent of theater signal commands, 64 percent of chemical battalions, 60 percent of motor battalions, 54 percent of Army hospitals, 50 percent of terminal battalions, 42 percent of public affairs units, and 40 percent of theater area army commands.

The following excerpts from a 90th anniversary speech by Major General Thomas J. Plewes, recently



Major General Thomas J. Plewes

named Chief of the USAR, illustrate the USAR's history of service to the nation:

"The citizen-soldiers of America's Army Reserve have remained ready to answer freedom's call every day since its conception some 90 years ago. Theirs is a special sacrifice. To be a citizen-soldier in today's world, one must be willing to answer a multitude of callings: Army Reservists are community leaders; they are leaders in their families; and they must balance the challenge of the community with the challenge of being a community-based force. As people worthy of the privilege of wearing the uniform, Army Reservists must maintain their military preparedness and professionalism on an equal, if not greater, footing than their civilian careers. The sincerity of their commitment can be seen in the results. Thanks to the dedicated efforts of citizen-soldiers – stretched halfway around the world from mobilization stations here in the United States to Germany, Italy,

Hungary and Bosnia – people who knew, all too well, the ravages of civil war are now learning the hope, freedom and promise of democracy.

“Here at home, America’s Army Reserve stands ever vigilant and ever ready to lend a hand. Last year, it was USAR water purification units that provided life-sustaining purified water to the victims of flooding in North Dakota. More recently in Guam, it was USAR units that began rebuilding and restoring hope to the victims of Typhoon Paka.

“Army Reservists are the standard-bearers of the sacred trust that each and every American invests in those who are called to defend the nation. They are visible reminders, in communities the length and breadth of our great land, that freedom is not free.

“The fidelity and bravery of Army Reservists are beyond question. They have earned the nation’s highest honors for gallantry, and some, sadly, have made the ultimate sacrifice for their fellow citizens and citizen-soldiers.

“While the 90th anniversary is a retrospective of a gallant and remarkable past, let it also mark the beginning of a celebration of what will almost certainly be a glorious future. As a premier Reserve Component in our nation’s defenses, America’s Army Reserve is a beacon . . . of the right way that Reserve Components seamlessly mesh with their parent service. Nowhere on earth do you find such a congregation of consummate professionals, ready on a moment’s notice to mobilize and deploy when the nation calls.”

Major General Thomas J. Plewes, Chief of the US Army Reserve, was previously Deputy Commanding General, US Army Reserve Command, Atlanta, Georgia. He has a bachelor of arts degree in economics from Hope College and a master of arts degree in economics from George Washington University. Other major assignments on active duty include Commander and Executive Officer, Company B, 3d Engineer Battalion, 24th Infantry, Fort Riley, Kansas; Atomic Demolitions Platoon Leader, Headquarters and Headquarters Company, and also Platoon Leader, Company D, 3d Engineer Battalion, 24th Infantry, US Army, Germany. Most recent US Army Reserve leadership positions while not on active duty include Commander, 310th Theater Army Area Command, Fort Belvoir, Virginia; Assistant Deputy Commanding General for Reserve Affairs (Individual Mobilization Augmentee (IMA)), and also Assistant Deputy Chief of Staff for Logistics, Army Materiel Command, Alexandria, Virginia; Deputy Commander for Mobilization (IMA), US Army Depot System Command, Chambersburg, Pennsylvania; and Commander, 510th Support Group (Theater Army), Baltimore, Maryland. His leadership positions for the 310th Theater Army Area Command at Fort Belvoir included Deputy Chief of Staff for Security, Plans and Operations; Chief, Rear Area Protection Operations Officer; Plans and Operations Officer; Force Development – Training Officer; Organizational Training Officer; and Commander of Special Troops.

Distance Learning Reaches Reserve Component Soldiers

The Army Center of Excellence, Subsistence, Training Directorate recently conducted a test Teletraining Network (TNET) broadcast to support the Reserve Component (RC) community. The broadcast tested the distance learning initiative and technical capabilities and also conducted valuable training.

On 29 April, a two-hour Food Service Safety and Sanitation Class was broadcast from Fort Lee, VA, to Fort McCoy, WI. The target audience was Basic Noncommissioned Officer Course RC3 soldiers. More than 30 soldiers attended while training with 9th Quartermaster Battalion, 84th Quartermaster Regiment. The students showed great interest in this new training and the capability and use of the new distance learning equipment.

For more information, contact MAJ Rachel Danielson at DSN 687-4463 or (804) 734-4463 or E-mail to danielr1@lee-dns1.army.mil.



CAREER NEWS

Chief of Staff, Army, Supply Excellence Award Program

CW5 John O'Mara, Chief, Warrant Officer Proponency Office, Office of The Quartermaster General

CW3 Michael E. Toter of the Logistics Training Department, US Army Quartermaster Center and School, and myself have just completed the Chief of Staff, Army, Supply Excellence Award evaluations for FY98. This was my first year on the program and I would like to share some thoughts on what I observed during the evaluations.

As stated by a brigade commander in Hawaii, we have the best Army in the world, and we are now competing for the best supply organization in that Army. This makes a lot of sense when you think about it. Almost all units we evaluated were of the highest quality. The soldiers and civilians were professional in every sense of the word. Units were very well prepared and excited to be a part of this program. All units were winners in one way or another. Just being selected to represent a major Army command (MACOM) speaks volumes for the organizations. Our hats are off to all who competed.

One negative that we noticed on the evaluations was the lack of the total battalions that played. We may have seen one company out of a battalion, but in very few instances did we see the entire battalion compete. Having the entire battalion compete will build esprit de corps, not only in that organization but also in others. Word travels very fast electronically these days. After seeing all the attention a MACOM winner receives, units were envious. Newspaper articles, television broadcasts and other media devices spread the word quickly.

We heard this question numerous times: How can I compete? It starts at the organization level. Make commanders aware that this award is well worth competing for, as it is. Things begin to snowball as units ready themselves for evaluations. Once the word is spread, more and more organizations want to play. This will certainly make all units who participate more supply conscious. The end result is it that the entire Army is more supply conscious.

The end far outweighs the means in the Supply Excellence Award program. I encourage all organizations, big or small, to participate. You will certainly not be sorry for the experience.

Contact your MACOM representative or the chief for the Supply Excellence Award program, CW5 Robert Gowin at the US Army Quartermaster Center and School, Fort Lee, VA. Phone him at DSN 687-3163 or (804) 734-3163. E-mail to gowinr@lee.dns1.army.mil. For information about the program's history, objectives and benefits, access the Logistics Training Department on the Quartermaster Home Page at <http://www.lee.army.mil/quartermaster>.

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 information about officer and noncommissioned officer issues, access the Quartermaster Home Page by typing <http://www.lee.army.mil/quartermaster> and then look up the appropriate Quartermaster Branch Newsletter from PERSCOM. To help enlisted soldiers keep track of PERSCOM's new communication tools, the Enlisted Personnel Management Directorate distributed a wallet-sized information card that lists a soldier's career manager's phone number, E-mail address, FAX number, and telephone interactive voice response system (IVRS) instructions and phone number. Enlisted soldiers can get their pocket cards at their servicing personnel center.

Joint Positions in Total Life Cycle Management

LTC Richard J. Poole, Lieutenant Colonels Assignment Officer

Since taking the lieutenant colonels desk in November 1998, I have become increasingly aware of the importance of understanding the total life cycle of an officer and how career decisions which seem inconse-

quential at one rank can have major implications at another. One consideration along the path to success is that of serving in a joint position. As one of our more senior Quartermaster Generals said at a recent briefing, "If you ain't joint, you ain't!" This simple quote serves to drive home the point that the Goldwater-Nichols Reorganization Act of 1 Jan 87 is here to stay. More importantly, we (as individual soldiers and as a Quartermaster Branch) need to understand just what "joint" means and does not mean to us in career paths.

In looking at an officer's career path that includes battalion command, senior service college, brigade command and the possibility of obtaining general officer (GO) rank, there are some finite times when a joint opportunity can fit. The first is immediately after branch qualification as a major. If this does not work, the next opportunity arises after battalion command and senior service college. If this is not available, the time is immediately after brigade command. I lay this out very quickly to point out the realities of a shortened timeline and the constraints: you have to fit 10 pounds of career into a 5-pound bag.

This timeline is also directed toward a career path that is competitive to the rank of GO because the fact of the "joint law" is that an officer will not be promoted to the rank of brigadier general without previously serving in a joint tour. There are exceptions by waiver, but these are getting ever harder to obtain.

This career synopsis is not intended to indicate that only officers on the path to "stars" will serve in joint positions. Many great opportunities exist at the O5/O6 level throughout the Department of Defense that need competent Army logisticians. In reality, there are enough joint positions in order to have a pool of joint-qualified officers from which our future leaders will emerge. So, what constitutes a joint position and how do I know if I am joint qualified?

The Under Secretary of Defense approves a joint duty assignment list (JDAL) of positions that are recognized for giving joint duty credit. Title 10 mandates the tour length for these positions, which is normally three years. For GOs, the tour length is reduced to two years. There are exceptions to the tour length rules. However, a Secretary of Defense (SECDEF) waiver is required when an officer leaves before full tour completion. For more information on exceptions, access the Internet at <http://www-perscom.army.mil/opmd/myths.htm>.

An additional skill identifier (ASI) of 3A is now awarded officers who have completed a joint duty assignment position and been awarded FULL tour credit. The 3A ASI will be annotated on the Officer Record Brief (ORB). PERSCOM's Joint Management Branch awards the ASI. The annotation of the 3A ASI on the ORB replaces joint experience in the remarks section of the ORB. For those who have received FULL joint credit, double check for the ASI. If the ASI is not properly annotated, contact your branch manager.

An additional ASI of 3L is awarded officers who qualify as a Joint Specialty Officer (JSO) by a central selection board. To be eligible for selection as a JSO, a Quartermaster officer must complete Joint Professional Military Education Phases I and II (JPME I/II) and have fulfilled a FULL joint duty assignment in sequence. There are exceptions by SECDEF waiver for officers who have not completed JPME II but have completed two or more full joint tours. If selected as a JSO, the officer will receive the ASI 3L and be managed as one of a few 3Ls within the Quartermaster Branch.

Quartermasters have many quality officers who are serving or will have the opportunity to serve in joint billets. The process is nominative and takes about 9 to 12 weeks from the nomination to the actual Request for Proposal (RFO). If interested in serving in a joint capacity, let your desires be known early. There are exciting positions worldwide which require the strengths of the best the Quartermaster Corps has to offer

Questions That Officers Often Ask PERSCOM

MAJ Bob Cheshire, Majors Assignment Branch

The following are a few topics that have been of interest to officers calling into the Quartermaster Branch:

Regular Army (RA) Oaths

As soon as you pin on your major's gold oak leaf, make sure you execute the RA Oath of Office. All officers, regardless of RA standing at the time of promotion to major, must ensure they are administered the oath if they want to become or remain RA officers. The oath is certified on a DA Form 71 (Oath of Office - Military Personnel), which your command must forward to the Accessions Branch, PERSCOM. PERSCOM then cuts the orders which officially appoint officers into the RA. Significantly, **officers who fail to take the RA Oath within the first 30 days of promotion may be involuntarily accessed as Reserve Component officers and then mandated to retire at 20 years of service.**

The Quartermaster Branch is now working with PERSCOM's Accessions Branch to validate the RA status of Quartermaster majors. For any questions about the RA Oath, contact your field grade technician at the Quartermaster Branch by E-mail at virgilm@hoffman.army.mil.

Nominative Assignments

Some confusion exists about nominative assignments for field grade officers. A quick review of the nominative process may help answer some questions. Nominative assignments require the gaining command's concurrence before placing an officer into certain key positions. Examples of nominative assignments include Inspector General (IG) positions, joint duty assignments, exchange positions and some major command (MACOM) staff positions. These positions are representative, but not inclusive, of the type of positions that are nominative for field grade officers.

Nominative Process

- Step 1. The assignment officer receives an assignment requirement and then screens possible officers who meet the prerequisites and are available for reassignment. Not all assignments are created equal. Most nominative assignments have prerequisites that specify skills required for the position. Specific requirements vary by each position, but specifications may include areas such as security clearance levels, family considerations (such as no Exceptional Family Member Program (EFMP)), military education level (MEL) 4 completed, branch-qualified, recent troop experience, and/or MACOM staff experience to list just a few examples of job qualifiers.
- Step 2. The Quartermaster Branch coordinates with the candidate officer and nominates him to the gaining command. Depending on the proposed duty position, this nomination may involve a short biography detailing the officer's qualifications along with a copy of the nominated officer's ORB. It is important to understand that once nominated for a position, the officer is no longer considered available for other assignments until the nominative process has run its course.
- Step 3. Nominations go through a series of checks and balances at PERSCOM to ensure equity in the system before nominations are released to the gaining command for approval. Once approved by PERSCOM's Distribution Division, the nomination is forwarded to the field unit for review. The review process at each gaining command varies. For example, a nomination for a position in Kuwait may require approval of the officer by the Kuwaiti Minister for Foreign Affairs (or a similar office). Exchange nominations require acceptance by the defense attache and the host country. Conversely, a position at the Defense Logistics Agency (DLA) may require the review of the directorate and division, followed by the approval at the Chief of Staff of the Army level. The point: each command is unique in its acceptance process and the level of review. In each example, the one common thread is that the nominative process is time-consuming and may take 6 to 10 weeks to receive approval of an officer nominated for a position.
- Step 4. Upon acceptance of an officer for a position, the assignment officer may finally provide assignment instructions (cut the RFO) to the officer.

Two important points about the nominative process:

1. The commitment to the nominated position begins when the assignment officer nominates an officer. This is a commitment to the gaining command that an officer is available for the assignment.
2. The process is time-consuming, and patience is required.

Nominative assignments can be some of the most challenging and professionally rewarding assignments that the Army offers. However, much like general troop assignments, nominative assignments come in every shape and size. Assignments are dictated by the Army's needs. Positions in Iceland, Turkey and Korea are every bit as important and challenging as the jobs in Hawaii and the Pentagon. As with every assignment out there, the only bad job is the one done poorly.

Command and Staff Colleges

While the "Class of '98" is now entering new assignments, the incoming class is preparing to take positions in command and staff colleges (CSCs) around the world. This article will provide insight into the process for slating officers selected for resident CSC.

Historically, Quartermaster Branch receives 50(+) seats at CSC schools each year. The number varies, based on population size of the year groups in the window of consideration. This seat allocation includes slots for Air, Navy, and Marine CSCs as well as foreign staff colleges.

The timing of CSC attendance from point of selection will vary based on a number of factors. A quick analysis shows that about 60 percent of a given class is made up of officers selected that year, with 40 percent deferring attendance for reasons such as branch qualification, US Army Military Academy instructing or many other professionally important reasons.

CSC slating is made from the combined list of newly selected officers and the officers selected but deferred from previous lists. This list is prioritized into one branch-unique order of merit list (OML). It is important to note that the OML is established not to exclude officers from CSC attendance, but to prioritize officers for attendance. All officers selected for resident CSC attendance will attend a CSC. (Discount the one-time Department of the Army-directed "constructive credit" as a one-time Army fix to bring CSC backlog into line.) Slating factors include time on station (TOS) including DEROS, Year Group (YG), branch qualification status, below the zone promotion, and number of times deferred. These factors are assessed in a complex computer model that provides a baseline OML. This baseline is adjusted to ensure the branch complies with guidance received from the Chief of Staff of the Army and PERSCOM's commanding general. Each officer is assessed a numerical score, and the slating process begins with that score.

The officer who is relatively senior in terms of YG, has met all TOS requirements, needs bachelor quarters, and may have been deferred once already will be probably be higher on the list than a recently selected/promoted major who was just selected for CSC and just arrived at his duty position outside the continental United States (OCONUS). Between these two extremes is the remaining population of officers selected for CSC.

As a general rule, the more senior the officer, the higher his standing on the OML. Likewise, longer time-on-station raises the overall score and is applicable for the obvious stability factors (both personal and professional) and the dollars associated with permanent change of station moves. Officers who have previously been deferred will be slated ahead of recently selected officers, when all else is equal. The process is the same with branch qualification.

After the OML is established, a preliminary slating is conducted. In some cases officers slated high on the list may be deferred at their request (or their command's) based on branch-qualifying opportunities. Also, officers with unique language capabilities may jump into a school position to take advantage of a foreign service school with special language requirements. (This invariably provides Quartermaster officers an extra slot versus taking one from a peer). After a series of prescreens and briefs through the PERSCOM command structure, the list of slated officers is approved by the director of OPMD and released to the field.

The premises of the slating process are to put officers into school consistent with their professional development requirements and to act in a fiscally responsible manner. Quartermaster Branch endeavors to meet the professional and personal needs of each selected officer while adhering to Department of the Army slating guidance and Army requirements.

Enlisted Personnel Management Branch

LTC C. S. Vakas, Chief, Quartermaster Enlisted Personnel Management Branch
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Our first priority at PERSCOM continues to be taking care of our fine Quartermaster soldiers and their families. Service to you is the most important thing that we do in the Quartermaster Enlisted Personnel Management Branch. Each and every Quartermaster soldier deserves the best, and the 27 senior noncommissioned officers (NCOs) and Department of the Army civilians who work in the branch are committed to providing you first-class assignment and professional development support.

We are also charged to ensure the proper worldwide distribution of Quartermaster soldiers, and this leads to some inevitable challenges as we balance soldier wants with Army needs. We continue to make about

1,250 assignments every month. Your input is a vital part of the assignment process. Let us know what you want and we will always consider your preferences. Frequently our telephone lines are busy, but we are always interested in you and will make the time to discuss your assignment and professional development needs. Please be persistent and also consider using PERSCOM's alternative contact procedures.

Our *PERSCOM Online* newsletter is a good source of continuously updated information. We recently established direct web linkages to and from the Quartermaster Home Page for your convenience. Also note that you are now able to send E-mail directly to the specific assignment managers and professional development NCOs that represent you by clicking on their underlined names once you enter *PERSCOM Online*. E-mail is a great alternative to the telephone. You should receive an E-mail reply within two normal work days. Please make sure you include your complete name and social security number. Also provide your complete E-mail address in the body of your note and a work telephone number in case we need to call you.

Communication – whether by voice, E-mail or any of several other methods – is important, particularly as relates to your next assignment. All of the assignment managers want to fully consider your preferences. We make assignments six to nine months into the future. About a year from your normal permanent change of station, you should begin to communicate with us. Get your preferences in early so that your assignment manager can best work on your behalf.

E-mail is not a substitute for the traditional DA Form 4187 (Personnel Action). In many cases, the assignment manager will require you to follow up an E-mail discussion with a DA Form 4187. This ensures your chain of command fully supports your requests.

Promotion Within the Quartermaster Corps: SFC and MSG Selection Procedures

*CPT Bruce E. Cox, Deputy Branch Chief, Quartermaster Enlisted Personnel Management Branch
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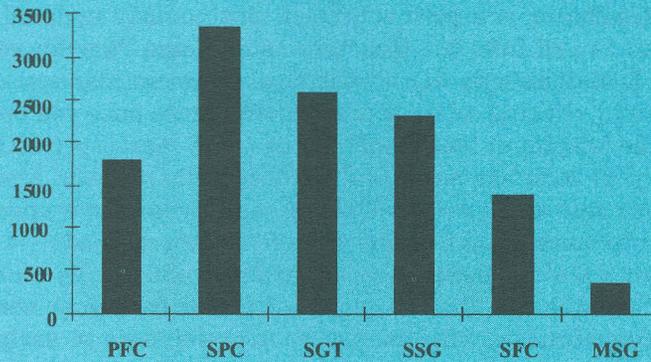
Recently, the master sergeant (MSG) selection board was released, with the Quartermaster Corps getting the best-qualified noncommissioned officers (NCOs) promoted to their new ranks and higher levels of responsibility. Questions about this process often center around the procedures to determine the number of selections and to evaluate the individual files. I will explain some of the logic used in determining selection rates and discuss some items necessary to prepare your file for a selection board.

For many soldiers (myself included until assignment to my present job at PERSCOM), the promotions process seems to be derived and operated in a cloudy environment, shortchanging military occupational specialties (MOSs) and year groups within MOSs. This is quite far from the truth. Detailed analysis is completed before each board convenes. The Quartermaster Branch submits recommendations based on the number of positions that we predict will be vacant by the next year. In other words, the branch recommends how many soldiers in each MOS are needed next year in that particular grade. Selection rates for the ranks of sergeant first class (SFC) and MSG vary widely from MOS to MOS. This is not due to selection bias but tied to individual MOS structure.

Each MOS's structure is unique, and this structure represents the proportion of grades to each other within the MOS. The old standard grade and distribution matrix outlined the preferred structure for any MOS (based on a mathematical formula). The implementation of the Change in NCO Structure (CINCOS) reshaped all MOSs to reflect the proponent-authorized posture for field units. This is based on assigning the proper number of privates first class to sergeants (SGTs), the proper number of SGTs to staff sergeants (SSGs), and so on throughout the grades.

Because of field requirements, there is grade band variation within each MOS. For example, each Army unit is authorized a supply sergeant. However, most units only have one or two supply clerks. This places the supply sergeant in positions where he normally supervises a handful of personnel from his MOS. However, in an Infantry unit, a SSG is usually in charge of numerous skill level 1 (SL1) soldiers and a number of SGTs of the same MOS. Therefore, there is a greater number of SL1 soldiers authorized throughout the Army for an Infantry SSG. This change in the mix of NCO to SL1 soldiers changes the balance of the MOS and creates greater promotion opportunity at different levels of rank for each MOS. This is best illustrated by the charts with this article. These charts represent two sample MOSs that show different grade distributions. The bars of the chart represent the level of authorizations (number of positions in the field for the MOS by grade):

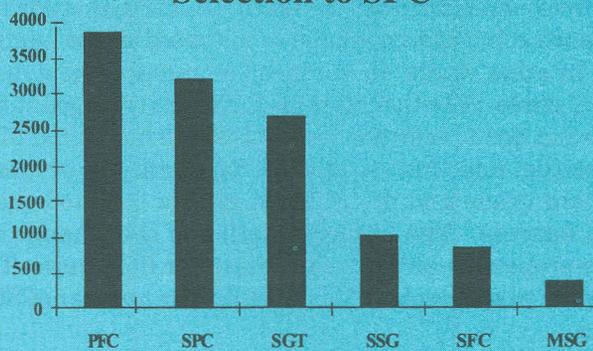
Sample MOS High Selection to SSG



In the case of this MOS, there are almost as many SSG positions authorized as there are SGT positions. In this type of MOS, promotion to SSG will be competitive but provide a solid opportunity for a SGT to be promoted to SSG. The promotion progression to SFC in this MOS becomes much more competitive, however, with fewer authorized SFC positions than authorized SSG positions.

The second MOS represented by a chart presents a different structure entirely. For this MOS, authorizations in the field are notably higher at different ranks. Notice in this MOS that the authorizations for SSG are much lower than those for SGT. In this case, progression from SGT to SSG is reserved for the most competitive soldiers. However, once a soldier makes SSG in this MOS, his progression to SFC will be easier. This is because there are nearly as many SFC positions as SSG positions. This creates an above-average opportunity for SSGs to make SFC during their career.

Sample MOS Low Selection to SSG/High Selection to SFC



As you can see from these two examples in charts, each MOS varies greatly from grade to grade. However, the structure of each MOS presents a clear picture of promotion opportunities as each soldier progresses from one rank to the next. For Quartermaster MOSs, promotion opportunity through the ranks tends to balance out across time over the career of each soldier. Most important on a personal basis is to make yourself as competitive as possible.

These two charts show the selection rates for Quartermaster and Chemical soldiers in the grades of SSG and SFC during the past few years. Although there is some fluctuation within the MOSs from earlier years, promotion rates have become more stable and the standing promotion lists that were out for two to three years have been eliminated.

| SFC Promotions | | | | | | | | | | | | |
|----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------------|-------|
| | 54B | | 77F | | 77L | | 77W | | 43M | | 57E | |
| | # SEL | % SEL | # SEL | % SEL |
| 94 | 84 | 13% | 96 | 54% | 4 | 57% | 12 | 92% | 1 | 100% | 3 | 100% |
| 95 | 75 | 10% | 20 | 15% | 2 | 22% | 36 | 88% | 2 | 17% | 20 | 57% |
| 96 | 83 | 11% | 48 | 24% | 1 | 10% | 16 | 32% | 2 | 22% | 6 | 15% |
| 97 | 35 | 6% | 81 | 31% | 5 | 46% | 10 | 32% | 2 | 18% | 10 | 31% |
| | | | | | | | | | | | | |
| | 92A | | 92G | | 92M | | 92R | | 92Y | | TOTAL ARMY | |
| | # SEL | % SEL | # SEL | % SEL |
| 94 | 257 | 36% | 234 | 45% | 9 | 15% | 2 | 4% | 366 | 20% | 8531 | 24% |
| 95 | 77 | 22% | 118 | 27% | 2 | 4% | 34 | 65% | 246 | 14% | 4151 | 13% |
| 96 | 94 | 32% | 78 | 15% | 1 | 2% | 9 | 18% | 107 | 7% | 3730 | 11% |
| 97 | 250 | 83% | 99 | 23% | 11 | 16% | 17 | 21% | 114 | 8% | 6135 | 19% |

| MSG Promotions | | | | | | | | | | | | |
|----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------------|-------|
| | 54B | | 77F | | 77L | | 77W | | 43M | | 57E | |
| | # SEL | % SEL | # SEL | % SEL |
| 95 | 21 | 5% | 31 | 27% | 4 | 29% | 6 | 21% | 0 | 0% | 4 | 20% |
| 96 | 29 | 7% | 7 | 6% | 2 | 29% | 6 | 14% | 0 | 0% | 2 | 8% |
| 97 | 50 | 12% | 16 | 13% | 0 | 0% | 3 | 11% | 0 | 0% | 2 | 7% |
| 98 | 37 | 10% | 26 | 21% | 1 | 20% | 0 | 0% | 0 | 0% | 4 | 17% |
| | | | | | | | | | | | | |
| | 92A | | 92G | | 92M | | 92R | | 92Y | | TOTAL ARMY | |
| | # SEL | % SEL | # SEL | % SEL |
| 95 | 68 | 25% | 35 | 6% | 2 | 8% | 9 | 17% | 141 | 19% | 3473 | 19% |
| 96 | 77 | 33% | 49 | 9% | 2 | 10% | 8 | 12% | 71 | 11% | 1352 | 8% |
| 97 | 133 | 48% | 53 | 10% | 2 | 14% | 2 | 3% | 69 | 11% | 4564 | 15% |
| 98 | 120 | 51% | 43 | 9% | 5 | 39% | 7 | 14% | 82 | 13% | 2504 | 16% |

Chief among a soldier's responsibility to his career is to keep personnel records updated. This means developing a "pack rat" mentality when you receive ANY administrative data about your military career or civilian education. Many soldiers call Branch to try to find certificates that have "dropped" off records. Although PERSCOM does maintain some records for SSGs and above, we do not usually have the ability to research and add lost items to your file. The Enlisted Records and Evaluation Center in Indiana is the official agency responsible for the maintenance of soldiers' records. Typically, if some of your administrative data is not on your microfiche, then there is no immediate record of the action. There are different steps to research every item that may have been erroneously omitted from a file and too many to list in this article. The best defense to counter this occurrence is to develop a folder for all personnel actions in case proof of completion of a course, an award presentation, or other actions disappear from your professional record.

Other important actions include updating your official photograph. All photographs should now be in the standard, digitized format. Most facilities have upgraded to the new camera system and your photos should remain current, especially before a board. An updated 2A and 2-1 should be included with all updates entered through the Standard Installation/Division Personnel System (SIDPERS) and show no pen and ink changes unless absolutely necessary. A professional-looking file is a good first impression for members of a promotion board. Conversely, a sloppy file is sends a signal to the board that the soldier is not concerned with attention to detail, even in regard to his own career.

Finally, it is important to mention some file enhancements that will improve your promotion potential. While there is no secret job that guarantees soldier promotion to the next rank, there are jobs that will enhance your file. Jobs such as drill sergeant, recruiter, and Active Component/Reserve Component assignments are non-mainstream jobs that can enhance your file. Many excellent NCOs will miss promotion opportunity because their files show little diversity. It is critical to do any job to the best of your ability to be competitive. However, when an NCO demonstrates the ability to perform well outside of his normal career field, this displays the adaptability and flexibility of an NCO and reflects very favorably to the promotion board panel. These are critical jobs for which the Army gets an enormous number of volunteers. However, prerequisites are tough, limiting selection to the very best. After all, the Army wants to put its best foot forward when selling or teaching the Army philosophy to new recruits and when assisting partners in the Army National Guard and US Army Reserve.

In this article two MOSs were used as models. During site visits by PERSCOM to installations, all MOSs and promotion potential are discussed. If you have questions about promotions based on the structure of your MOS, feel free to E-mail me and I can generally answer your questions. For review of your personal record, call your Professional Development NCO and for an assessment based on your professional military file.

OPMS XXI – Its Impact on Reserve Component Quartermaster Officers

MAJ Francisco Arce

The Army's Officer Personnel Management System (OPMS) XXI is the new system that will groom a generation of Reserve Component (RC) Quartermaster officers. It will prepare them for senior leadership and decision-making positions at all levels of the Department of Defense into the year 2025.

With the advent of the Reserve Officer Personnel Management Act (ROPMA) in October 1996, it quickly became apparent that the current management system in the RC was inadequate in terms of developing the "best qualified" Quartermaster officers who could successfully compete with their Active Component (AC) counterparts in Army XXI and the Army After Next.

Also, the RC continues to be an essential resource in the Army's worldwide missions. For example, as operating tempo has increased, RC Quartermaster units and individual soldiers have found themselves activated for duty in Bosnia, Haiti and Southwest Asia. This trend of the increased mobilization of RC Quartermaster assets is expected to continue and increase in scope. Therefore, RC Quartermaster officers must be able to meet the challenges put before them. OPMS XXI is the vehicle that will allow RC Quartermaster officers to maximize their abilities and provide relevant and expanding contributions as leaders in America's Army.

Success in the Reserve Component

In the past, success in the RC was determined by what control group the Quartermaster officer was in. Officers assigned to units or in the Active Guard Reserve (AGR) program were considered "players," while those assigned to the Individual Ready Reserve (IRR) or the Individual Mobilization Augmentee (IMA) program were not, regardless of the reason they were in that control group. Many RC Quartermaster officers were able to complete an entire career, from commissioning to retirement, in the same command. They accomplished this by networking their way into positions of increasing responsibility or by continually switching branches or functional areas to fill whatever vacancy happened to be available. The end result for those continually switching branches or functional areas were RC Quartermaster officers who became "generalists," knowing a little about the branches they served, but an expert in none of them.

To meet the Army's demand for highly trained specialists in Army XXI and the Army After Next, OPMS XXI focuses on branch and functional area requirements as the centerpiece of life cycle career management. Under the current OPMS, RC Quartermaster officers were expected to develop and maintain the knowledge and skills required to perform effectively in many different types of positions to remain "marketable" – positions within their basic branch and functional area, plus branch-immaterial positions. Under OPMS XXI, RC Quartermaster officers are expected to develop the skills and knowledge necessary to perform effectively in only two different types of positions – positions within their branch *or* functional area, and functional integrator positions. Where RC Quartermaster officers have served and how many different specialties they possess will not be as important as what branch and functional area positions they have held with demonstrated proficiency. The "best qualified" officer envisioned in ROPMA (and OPMS XXI) is one with demonstrated skills in a branch or functional area *through* progressive assignments and appropriate professional military education.

OPMS XXI will reduce assignment turbulence among RC field grade officers. They will migrate where their specialties are in the force. Reclassification will be limited. They will have the opportunity for more repetitive branch or functional area assignments within their designated specialty in other areas of the RC. Through repetitive assignments based on their skill and increased on-the-job experience, these officers will have the opportunity to develop more in-depth knowledge and expertise within their branch or functional area.

What every RC Quartermaster officer should know about OPMS XXI:

- ★ Excessive branch or functional area transfers will hurt your chances for advancement. You will track in a skill and remain in that skill as much as possible to be considered “best qualified.”
- ★ Do not be afraid to accept assignments in another component or program, such as IMA. Where you serve will not be as important as what assignments you have held.
- ★ You will have the opportunity to be assigned to the IRR to complete educational requirements throughout your career, such as Combined Logistics Officer Advanced Course (CLOAC) and Combined Arms and Services Staff School (CAS3). It is not a permanent assignment. This will be an accepted and encouraged component of career progression. The IRR will be used as a *temporary* “holding cell” for officers who are completing non-resident PME, or cannot actively participate in the Troop Program Unit (TPU) or IMA programs due to *temporary* conditions. Access to the IRR will be very limited and at the discretion of Career Management Officers (CMO). The IRR will no longer be a repository for nonparticipants who are nonmobilization assets.
- ★ You are encouraged to discuss your assignment preferences with your CMO, but understand that the needs of the RC come first.
- ★ You are encouraged to seek the advice and guidance of senior USAR Quartermaster officers, and provide mentorship to US Army Reserve (USAR) Quartermaster officers junior to you.
- ★ Self-development is just as critical as formal training. RC Quartermaster officers in Army XXI and the AAN cannot be taught everything they need to know.

Important New Career Management Changes for RC Officers

There are several changes for RC Quartermaster officers in the updated, and soon-to-be-released, Department of the Army Pamphlet 600-3 (Commissioned Officer Development and Career Management). As noted in the Quartermaster Life Cycle Developmental Model (Reserve), these changes are as follows:

- ★ The CLOAC and CAS3 have been integrated. The new course is called the Captains Career Course. AC, and some RC, Quartermaster officers attend a 20-week CLOAC, immediately followed by six weeks of CAS3. Most RC Quartermaster officers, however, will continue to attend the courses in the current format until course reconfiguration and other details are worked out. You must complete Quartermaster Officer Basic Course (MEL 7) by the second year (not the third) of service.
- ★ You must complete a degree before promotion to captain.

For more information on OPMS XXI, visit the Army Reserve Personnel Command (AR-PERSCOM) web site at <http://www.army.mil/usar/ar-perscom/arpercom>.

MAJ Francisco Arce is the Quartermaster Branch Personnel Proponent Integration Officer at the Army Reserve Personnel Command (AR-PERSCOM) in St. Louis, Missouri. Telephone (314) 538-2800 or DSN 892-2800. His E-mail address is FRANCISCO.ARCE@arpstl-emh2.army.mil.

Army Divisions Created This Century

Divisions are relatively new creations in the history of warfare, according to Dr. Susan Canedy of the US Army Training and Doctrine Command (TRADOC). France created the first division in 1794 made up of infantry, cavalry and artillery. The British led the rest of Europe by adopting its division in 1807.

The United States' first division appeared after the passage of the National Defense Act of June 1916. Within two months of America's entry into World War I, 28,000 soldiers of the First Expeditionary Division sailed to France. It was organized on a square structure with two infantry brigades, each having two regiments of three battalions and a machine gun company. The division field artillery brigade had two regiments of 3-inch field guns and one regiment of 6-inch howitzers. An engineer regiment and a field signal battalion augmented the combat arms.

After the Great War, the War Department retained the square with a reduced strength of 22,000. However, during the lean years between World War I and World War II, the surviving divisions were fully staffed on paper only.

With technological advances and improved weapons developed in the 1930s, the US Army examined its division structure. After limited tests of several designs in service schools in the first half of 1937, three division designs were tested in the field. The choices were an unmodernized contemporary division, a modernized and motorized contemporary division and a new and improved advanced division. The 2d Division tested them all in two months of extensive maneuvers around Fort Sam Houston, TX.

The new and improved division won out, became the triangular division and was activated in 1940. It was much leaner — about 15,000 strong — with three regiments of infantry with three rifle battalions each and no brigade headquarters. A battalion had three rifle companies and a company had three platoons. There were also four battalions of 105mm howitzers. A reconnaissance troop, a signal company, a military police company, an engineer battalion, a Quartermaster battalion and a medical battalion provided additional support.

Army Divisions Change Many Times

Armored and airborne versions of the triangular division also fought during World War II. Since then, the American division has changed three more times: from the triangular division to the pentomic division of 1957-62, the ROAD (Reorganization Objective Army Division) of 1964-1984 and the current Army of Excellence.

Only one pentomic division was ever fielded. Its organizations and tactics were created for a nuclear environment, which would require small, lethal and self-sustaining units. Success would depend on high mobility, rapid communications and devastating combat power. Five battle groups were planned for the infantry and airmobile divisions. A battle group was larger than a battalion but smaller than a regiment and could be employed singly or in combination. The armored pentomic division had 14,617 soldiers while the infantry and airborne divisions had 13,748 and 11,486, respectively.

The pentomic division, while lithe and mobile, lacked depth. Two new division designs were tested in early 1962. They became the ROAD divisions, of which five—infantry, armored, airborne, mechanized and airmobile — were eventually organized, each with 15,000 troops.

A ROAD division had a semi-fixed common base that included a division headquarters, three brigades, division artillery, a support command, an aviation unit, an engineer battalion, a signal battalion, a cavalry squadron and a military police company. Depending upon the type of division and mission, it could be tailored with other forces to give it flexibility.

By the mid-1970s ROAD divisions were found lacking as the Warsaw Pact expanded and the Sinai and Syrian battles of 1973 offered glimpses of modern warfare. After considerable study, the Army of Excellence division was designed and fielded between 1984-86. Major pieces of the Army of Excellence division had been part of an earlier Division 86 study. The Army of Excellence heavy division eventually settled at about 18,000 troops in nine maneuver battalions. Much of the field artillery, air defense artillery and aviation assets moved to the corps.

The Army of Excellence light division is a three-brigade organization with nine battalions of infantry containing about 10,800 soldiers. The light division was designed specifically to respond to contingency missions where early response was critical.

Development work began on a successor to the Army of Excellence division in 1994. Though the Army's new division for the 21st Century is smaller, its technological enhancements will make it more agile and lethal. It can also be tailored to better handle a wide range of missions. General William W. Hartzog, current TRADOC commander, has said that the only resemblance that the new division design has to today's division is that the organization is still called a division.

The organizational structure of the Army's newest division has not remained the same. The units in the organization are totally different inside, and they do different things with different equipment for different reasons. Nearly every part of the division organization for the 21st Century has fewer people. By 2000, the division will have new equipment so soldiers can operate more efficiently. By 2010, when the division is outfitted with systems now in the development phase, capabilities of the organizations will increase dramatically. Adoption of the new division is a major step to preparing the Total Army for the next century, when the military needs heavy and light forces and strike forces and special operations forces.

No matter what forms the Army's divisions have taken over time, a division is more than a large body of troops to those in military service. The division has come to be the unit that soldiers identify with — an embodiment of the Army family.

First ROWPU Rodeo Tests Best Water Purification Teams

"We don't supply the beans and bullets, but after a long day, we're the ones who supply the water when soldiers want to get a drink of water or wash up," commented one of the evaluators for the first XVIII Airborne Corps ROWPU (Reverse Osmosis Water Purification Unit) Rodeo. The rodeo was hosted in May by the 196th Quartermaster Company, 561st Corps Support Battalion, 101st Corps Support Group at Fort Campbell, KY.

Ten teams from Fort Bragg, NC, Fort Campbell, KY, Fort Stewart, GA, and Fort Story, VA, vied for the "Best Water Dog" award and several other prizes throughout the week-long competition. The rodeo idea evolved from a predeployment LANES training plan that the 196th commander developed with the Army Forces Command petroleum and water manager. (LANE training is a technique for training company/team-level and smaller units on a series of selected soldier, leader and collective tasks using a specific terrain.) The event included six LANES covering inventory, troubleshooting, site reconnaissance, ROWPU configuration and water purification. Each LANE was jointly evaluated by an NCO from the 196th Quartermaster Company and a civilian from the environmental contractor.

The two Fort Campbell teams won first and second place, while Fort Story's 82d Quartermaster



ROWPU Troubleshooting

Detachment took third and Fort Bragg's 364th Quartermaster Company took fourth. One of the Fort Campbell teams also won the award for being the fastest team to configure the ROWPU for operation and movement. Though billed as a competition, training was the real reason behind the event. "It's not who finishes first or who finishes last," remarked the 196th officer in charge. "This training event should be looked at the same way as a major weapon system, in that crew drills must be performed to sustain the level of proficiency required to be successful on the battlefield."

SLIC Course-Europe

In an effort to ease training of certified personnel and reduce costs, the US Army Quartermaster Center and School has opened a Sling Load Inspector Certification (SLIC) course in Germany for V Corps personnel. The course is identical to the one conducted at Fort Lee, VA. Personnel of the 7/159th Aviation Regiment at Giebelstadt are conducting the SLIC course. To attend, soldiers must rank E4 and above. The next scheduled course is 17-21 Aug 98. For more information, contact Robert J. Elliott, V Corps Schools Technician, at DSN 370-4910/4911.

Quartermaster OBC Adds SLIC Course

The Sling Load Inspector Certification (SLIC) course is now a part of the Quartermaster Officer Basic Course (OBC) resident training at Fort Lee, VA. SLIC enhances the lieutenants' training, thus providing the field units a lieutenant fully prepared as a platoon leader and fully qualified in the business of sling load operations.

Quartermaster Help Line

Visitors to the Quartermaster Home Page (<http://www.lee.army.mil/quartermaster/>) can E-mail ques-

tions and comments to the US Army Quartermaster Center and School. Messages from the field are routed to the appropriate training department or staff section for prompt reply. This service provides soldiers in the field with the opportunity to obtain timely information on Quartermaster-related subjects. It also helps to keep the Quartermaster School staff and facility abreast of the challenges that soldiers face after graduation. Dialogue between the school and field will help to refocus training to meet the needs of the Army and ultimately improve support to the warfighter.

Finance Mobile Training Team

The Deputy Chief of Staff, Logistics will fund development of a Finance Mobile Training Team (MTT), along with 35 iterations worldwide. Combining finance and logistics has proven a difficult task since the first day of fielding the Standard Army Retail Supply System (SARSS). This MTT training should bridge the gap between finance and logistics.

Instructors will explain the financial interface between SARSS and Standard Army Financial Inventory Accounting and Reporting System (STARFIARS), Standard Finance System (STANFINS), Defense Contract Administration Services (DCAS) and the Tactical Unit Financial Management Information System (TUFMIS) and then integrate examples of how to use the Integrated Logistics Analysis Program (ILAP) to support financial research. The audience for this training is the financial community, which includes resource managers, accountable officers, combat service support automation management officers (CSSAMOs)/logistics automation systems support officers (LASSOs), item managers, division material management center (DMMC) and corps materiel management center (CMMC) personnel, Unit Level Logistics System (ULLS) managers, shop officers, and Standard Army Maintenance System (SAMS) managers.

The course will provide 40 hours of training to 20 students. Classroom training involves slide presentations and student handouts. For more information about the Finance MTT, contact Ann Womack at DSN 687-3195 or (804) 734-3195.

92Y and Classroom XXI

The Logistics Training Department is on the cutting edge of new classroom technology. As part of this process, instructors in the 92Y (Unit Supply Specialist) Division are automating their course material, lesson plans and slide presentations. This means the students in the classroom receive their

training in a more professional way, with video, sound enhancement, computers and graphic displays. The instructor can use the Internet and other Microsoft software for training.

With a flick of a button, instructors can open a new world for the students to clearly see the course material with both a theater affect and sound. With Classroom XXI comes a new challenge for Quartermaster instructors – no more flipping slides. The instructors must now help each other learn how to use this equipment and how to develop new lesson plans and slides by using PowerPoint, Microsoft Word 97, Excel, the Internet, video and a sound system.

All this software is used, as well as other software applications to meet the ever-changing Classroom XXI environment. The 92Y instructors are training to meet this challenge.

Unitized Group Rations (UGR) on the Way

The UGR-Heat and Serve (H&S), 50-meal module, will replace the 18-meal tray pack module on 1 Oct 98. A modified version of the 100-meal module tested earlier, has an 18-month shelf life. The H&S module uses more commercial items and standardizes the size of UGR rations at 50 meals.

The UGR A-Ration module is being tested and introduced in the southeast and south-central United States. The ration has perishable and nonperishable components. Shelf life is six months, so it is basically ordered for immediate consumption. The ration consists of commercial and readily available items. When prepared, it is indistinguishable from a line item A-Ration meal. The response to the UGR-A from handlers, cooks and soldiers has been outstanding. Decision on worldwide rollout is anticipated in August/September 1998.

Subsistence Prime Vendor Update

Worldwide rollout of the Subsistence Prime Vendor (SPV) program continues. Deployment to Hawaii was completed during February 1998. The Caribbean area was completed during April 1998. Preparations for Europe (2 contracts, 22 countries) continue. Grafenwoehr and Hohenfels, Germany, will be first Army sites activated. Kitzengen, Baumholder and Hanau, Germany, and Vicenza, Italy, will follow in sequence. Also, plans are being finalized to include *Operation Joint Guard* and all Persian Gulf requirements in SPV ordering and delivery systems scheduled for Europe. Deployment to Alaska continues on line for August 1998. Korea is scheduled for the new system in Spring 1999.

New contracts are underway for services to begin in Spring 1999 for the states of South Carolina, Georgia, Alabama and Florida. These states were the original test bed for the SPV program in 1995, and their contracts are expiring.

Development of the Subsistence Total Ordering and Receipt Electronic System (STORES) continues. This ordering and receipt system will replace current Subsistence Prime Vendor Interpreter (SPVI) ordering systems when complete. Plans call for deploying the new system to Europe this summer and to Alaska this fall with the SPV program.

Korea and Japan will also receive the STORES with their Prime Vendor startup. Remaining sites will be retrofitted with the new system beginning in Spring 1999. For further information, contact Richard A. Harsh, Team Chief, Prime Vendor Project, at DSN 687-4832 or (804) 734-4832 or E-mail to harshr@lee-dns1.army.mil

Advanced Culinary Skills Training Turns Up Heat in the Kitchen

Class 98-002 of the Advanced Culinary Skills Training Course graduated in May after four weeks of training at the Army Center of Excellence, Subsistence, Fort Lee, VA. This course has grown remarkably during the last two years. The course has increased from three to four weeks and could still use another week. The number of classes per year increased from three to four this year and will jump to seven in FY99.

The increased number of classes resulted from a large requirement to train personnel in the Air Force, Navy and Marines. This says a great deal about the quality and high standards of the course. Class 98-002 graduated five Navy, three Army, two Marine and two Air Force personnel. Beginning in June, the course has three instructors (Army, Navy and Marine Corps).

The mix of instructors and training of other services illustrates the way Quartermasters execute missions throughout the world. Joint missions, such as Army soldiers and Marines, are now the rule instead of the exception. It also shows that each service has skilled food service professionals.

For more information, contact CW3 Shane M. Rich at DSN 687-3273 or (804) 734-3273 or E-mail richs@lee-dns1.army.mil.

Petroleum Advisory Group Conference

The Petroleum and Water Department will host the Petroleum Advisory Group (PAG), 16-18 Sep 98, at Fort Lee, VA. The Quartermaster General chartered

the PAG to identify operational, doctrinal and equipment problems or shortcomings and to resolve them.

Petroleum representatives from every major command, unified command, Joint Chief Staff and petroleum-related military organization will attend this annual meeting. PAG members will discuss current and future challenges facing the petroleum community, plus update the rest of the community on planned and ongoing major actions affecting petroleum. A major topic of discussion will be review of the petroleum and water concepts of support. These new concepts are currently being developed and staffed within the petroleum and water community by Integrated Concept Team members.

Field commanders or their petroleum representatives should contact the Petroleum and Water Department with any problems and topics they would like addressed by the PAG. E-mail to mckernat@lee-dns1.army.mil or phone DSN 687-2618.

Petroleum and Water Old-Timers' Reunion

The Petroleum and Water Old-Timers' Reunion will begin this September 18, at Fort Lee, VA, by honoring the 97th Quartermaster Battalion. The afternoon will include tours of the training areas and meeting for a social hour at the Fort Lee Officers and Civilians Club. On September 19, a picnic will be held at the Petroleum and Water Department (PWD).

More information about the biannual reunion is being mailed. PWD maintains a roster of attendees, but needs help in keeping it current. Call Linda Williams at DSN 687-1329 or (804) 734-1329 or write to Commander, U.S. Army Quartermaster Center and School, Petroleum and Water Department, ATTN: ATSM-PWD-A (L. Williams), 1241 Grant Avenue, Fort Lee, VA 23801-1801. Her E-mail address is williaml@lee-dns1.army.mil.

RC To Test Food Management System

The Reserve Component (RC) has agreed to test the FS 2000 Food Management Information System. The Army National Guard and US Army Reserve (USAR) are attempting to obtain RC Automated system boxes for units in the Fort Hood, TX, area to participate in the fielding test starting in July. As of 5 May 98, the USAR Command entered into a test at the 81st Regional Support Command units in the Atlanta, GA, area using the system modified to the USAR's specific requirements. Results of that test will be made available as received. For more information, contact Robert O'Day at DSN 687-4285 or (804) 734-4285 or E-mail to odayr@lee-dns1.army.mil.

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

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Quartermaster Home Page

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

Supplies for the 1st Division arrive at the front, delivered by 1st Division Motor Supply Train troops using mule-drawn supply wagons, France, 1918.



101st Support Battalion



Organized 17 February 1918 in the Regular Army as Motor Supply Train, 1st Division, at Menil-la-Tour, France.

Redesignated August 1918 as 1st Supply Train.

Reorganized and redesignated 23 March 1921 as 1st Division Train, Quartermaster Corps.

Redesignated 23 March 1925 as the 1st Division Quartermaster Train.

Inactivated 15 June 1931 at Fort Hamilton, New York.

Redesignated and activated 1 May 1936 at Fort Hamilton, New York, as the 1st Quartermaster Regiment.

Reorganized and redesignated February 1941 at Fort Devens, Massachusetts, as the 1st Quartermaster Battalion, and assigned to the 1st Infantry Division.

Reorganized and redesignated in 1943 as the 1st Quartermaster Company, an element of the 1st Infantry Division.

Reorganized and redesignated 2 January 1964 as Headquarters Company, 1st Supply and Transport Battalion, 1st Infantry Division (Mechanized) at Fort Riley, Kansas.

Deactivated and redesignated in May 1985 as the 1st Forward Support Battalion, 1st Infantry Division (Mechanized) at Fort Riley, Kansas.

Deactivated and redesignated 1 May 1987 as the 101st Support Battalion at Fort Riley, Kansas.

LORRAINE 1918 ★ PICARDY 1918 ★ MONTDIDIOR - NOYON ★ AISNE - MARNE ★ ST. MIHIEL ★ MEUSE - ARGONNE ★ ALGERIA - FRENCH MOROCCO ★ TUNISIA ★ SICILY (WITH ARROWHEAD) ★ NORMANDY (WITH ARROWHEAD) ★ NORTHERN FRANCE ★ RHINELAND ★ ARDENNES - ALSACE ★ CENTRAL EUROPE ★ VIETNAM DEFENSE ★ COUNTEROFFENSIVE ★ COUNTEROFFENSIVE PHASE II ★ COUNTEROFFENSIVE PHASE III ★ TET COUNTEROFFENSIVE ★ COUNTEROFFENSIVE PHASE IV ★ COUNTEROFFENSIVE PHASE V ★ TET 69/COUNTEROFFENSIVE ★ SUMMER - FALL 1969 ★ WINTER - SPRING 1970 ★ DEFENSE OF SAUDI ARABIA ★ LIBERATION OF KUWAIT ★

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“L” is for Loyalty

The Army defines Loyalty as “The correct ordering of our obligations and commitments: the Constitution, Army, unit, family/friends, self.”

The Army’s “building blocks” are its units – the companies, battalions, brigades, groups, divisions and corps – that are stationed here and abroad. Each unit in the Army today has its own unique history, customs and traditions.

Also a keen sense of pride and esprit, that both motivates its members and brings them together as one – TEAMWORK – which in the military leads to *unit cohesion*. As old soldiers are quick to remind us, “The history of war shows that cohesive units are tougher and survive better in combat.”

In addition to spirit and morale, really good units are commonly known to reflect a strong sense of LOYALTY as well. A recent Chief of Staff of the Army, General John A. Wickham Jr., has said: “Trust is the cornerstone of loyalty. If our subordinates, comrades and superiors trust us, loyalty follows easily.”

– Dr. Steven E. Anders, Quartermaster Corps Historian