Quartermaster

PROFESSIONAL BULLETIN

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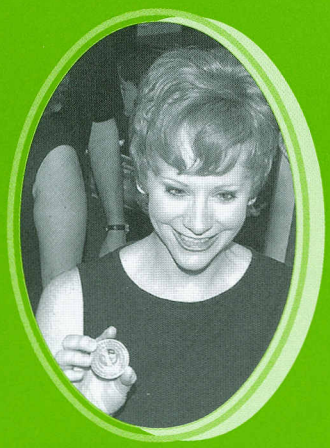
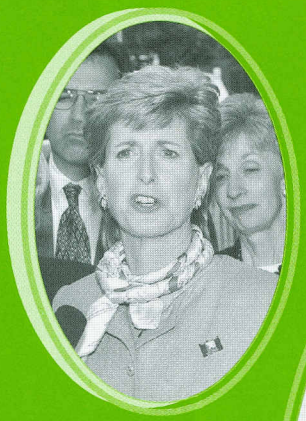
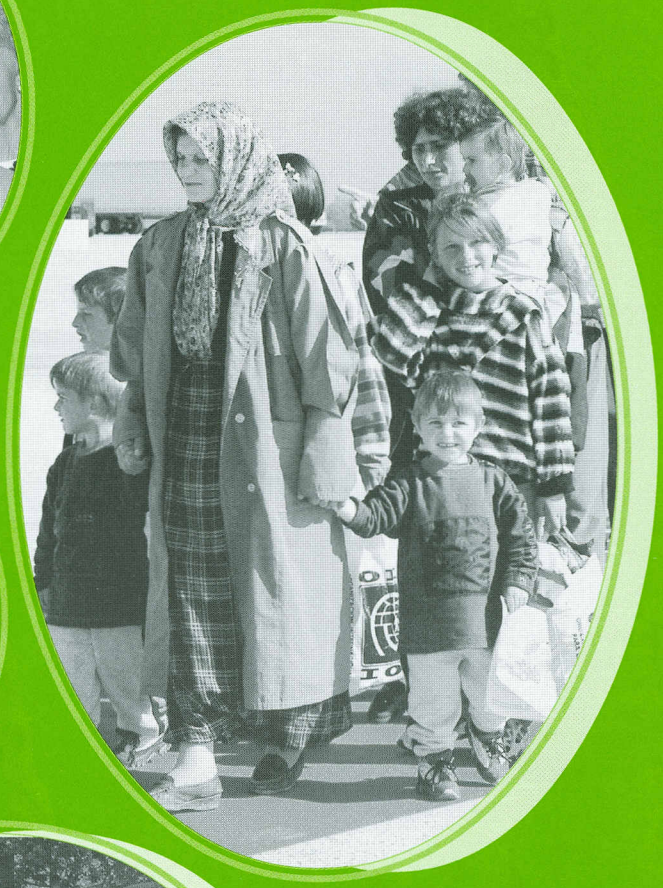
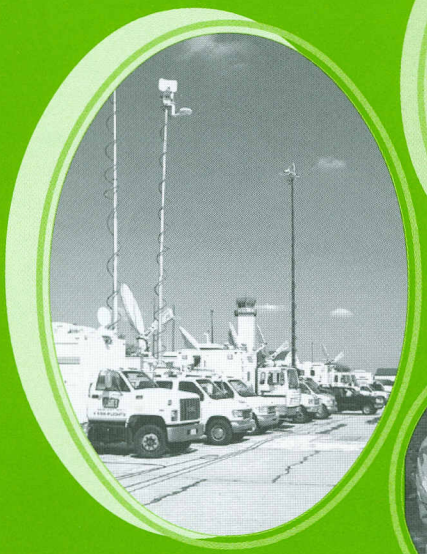
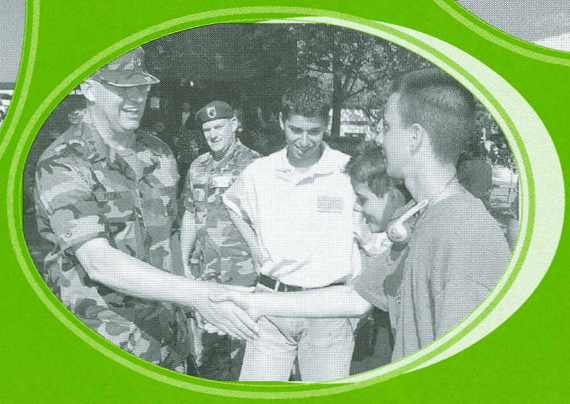
WARFIGHTERS' LOGISTICIAN











Operation Provide Refuge

From The Quartermaster General

Major General Hawthorne L. Proctor

This edition of the *Quartermaster Professional Bulletin* contains articles on combat service support (CSS) transformation and lessons learned from *Operation Provide Refuge*. I ask that you continue to stay abreast of future challenges for our Corps, the Army and the Department of Defense, but do not forget to look to the past to keep you on the right path.

This will be my final introduction of your *Quartermaster Professional Bulletin*. My next assignment will be the Director of Logistics Operations (J3) for the Defense Logistics Agency at Fort Belvoir, VA. I leave confident that the Quartermaster Corps is achieving its critical CSS transformation goals and will continue to support victory today and into the future.

Congratulations to my successor, Major General Terry E. Juskowiak. Major General Juskowiak is a true Warfighters' Logistician who has served in numerous campaigns to include *Operation Just Cause*, *Operation Desert Shield/Storm*, *Operation Uphold Democracy*, and *Operation Joint Endeavor/Guard*. He is currently serving as the Deputy Chief of Staff for Logistics at Headquarters, United States Army Forces Command at Fort McPherson, GA.

During my recent visit with Quartermasters in direct support of the 4th Infantry Division at the Division Capstone Exercise (DCX) conducted at the National Training Center, our soldiers were already trained on and employing new equipment such as the Laundry Advanced System (LADS), flatrack configured loads, fuel and water tankracks, and other transformation-based materiel initiatives. The Division Support Command was using digitized reporting to pass critical logistics readiness data using the Combat Service Support Control System (CSSCS).

However, simply keeping pace with Army Transformation is not enough. I have asked the Directorate of Combat Developments for Quartermasters to look forward and develop a transformation strategy that will help streamline the full spectrum of Quartermaster operations. Although controversial, the directorate's findings indicate that a multifunctional battlespace sustainment construct may provide some of the efficiencies required to achieve the footprint reductions in support of the Objective Force.

Certainly, we need to enhance unimpeded sustainment throughout the nonlinear battlefield of the future and eliminate some of the CSS operational and organizational doctrine that retains much of the linear-echeloned constructs established under the Cold War. No one would argue that we need CSS branch operations that support the warfighter, not proponent-based processes. The question arises as to how to best meet this challenge. Focusing the Quartermaster Corps branch vision, mission and objectives on a new sustainment paradigm based on functional integration may provide the answer.

As we continue to explore the efficiencies of functional integration, let's look back on a few of the

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The Quartermaster General
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Army Transformation: A Lesson in Leadership

Command Sergeant Major Larry W. Gammon

Robert F. Kennedy once said that "Few will have the greatness to bend history itself; but each of us can work to change a small portion of events, and in the total of all those acts will be written the history of this generation." Changes take place every day that help to decide the history studied tomorrow. Leadership changes are critical factors that help to shape our future. A key leadership change will take place this summer as we bid farewell to the 46th Quartermaster General of the Army, Major General Hawthorne L. Proctor, as he relinquishes command and moves on to his new assignment at the Defense Logistics Agency (DLA), Fort Belvoir, VA. All of us at the US Army Quartermaster Center and School wish him only the best as he moves up the road to DLA. His impact on the Corps and our Army will be remembered as *Army Transformation* continues to evolve and mature.

We would like to welcome Major General Terry E. Juskowiak, the 47th Quartermaster General of the Army. His record of success reflects that he will be a strong voice for Quartermasters everywhere and his leadership will assist logisticians through the cycle of change for the Army of tomorrow.

One of my responsibilities, as the Quartermaster Regimental Sergeant Major, is assessing the strengths and weaknesses of our Quartermaster Corps enlisted force. I try to ascertain the heartbeat of these great soldiers as I travel around the world. I spend many hours visiting Quartermaster leaders and soldiers in all types of organizations. I've had many opportunities to talk with soldiers about our Corps, our Army and the important jobs they perform as Quartermasters supporting our Army. I've personally witnessed the pride these Quartermasters have in themselves and their units as they perform their everyday missions with enthusiasm in all kinds of conditions. I also try to focus on their concerns that impact their ability to successfully perform their specific job-related duties. The one subject that seems to garner the most attention is *Army Transformation.* I notice an increased awareness any time that transformation is discussed. I'm reminded of a series of commercials from the 1970s and 1980s in which silence falls on a crowd as they stop to listen to what a certain individual had to say.

Change is inevitable.

Army Transformation isn't new. Our Army - just like our nation - has been in a state of transformation since its founding more than 225 years ago. Change is inevitable! Change has helped shape our Army and made us a stronger nation. There are many examples to elaborate this point. One example of transformation that had an immediate impact on our Army was the change in modes of transportation from horse and wagon to motor transportation in the early 1900s. I imagine General John "Black Jack" Pershing and his subordinates had many doubts and concerns as they chased Pancho Villa through the mountain trails, desert valleys and high plateaus of Mexico after Villa's attack on Columbus, New Mexico, in 1916. During this period, our Army was in the early stages of using motorized vehicles and aircraft in combat support units. I'm sure General Pershing had

many logistical considerations during the march into Mexico after Villa - worries he didn't have before the addition of the motor vehicle to his units. This was definitely an eye-opening experience, a transformation!

One of the most recent examples of transformation is the use of computers. Not all that long ago, we used stubby pencils and paper with carbon in between the pages to duplicate documents. Today we use a word-processing application to write operation orders on a computer, package the orders and send them via a distribution group on E-mail. Not bad! For those of us who grew up in the Army using only those stubby pencils, this was a major change or transformation.

We could go on and on citing examples of changes that have aroused our Army, specifically our Corps, and stirred emotions within the ranks. These periods of transformation, what I would like to call *significant emotional events*, helped make us a stronger Quartermaster Corps and Army. Take, for example, the desegregation of our Armed Forces. It wasn't until President Harry S. Truman signed Executive Order #9981 in July 1948, providing equal treatment and opportunity for African-American service members, that a concerted effort began to eliminate this inequity. Another example of change or transformation that caused initial consternation and doubts but later solidified our Army and our Nation was the abolishment of the Women's Army Corps in the 1970s. This action drew much criticism and debate from individuals on both sides of the issue. As with any change, it takes time to see the benefits.

Change always impacts people.

So what points would I like to get across about Army Transformation? First, any time that we use the word change or transformation, we should understand that people are always impacted. The Chief of Staff of the Army, General Eric K. Shinseki, emphasized this point when he announced the Army Vision entitled *Soldiers on Point for the Nation: Persuasive in Peace, Invincible in War*. This vision addressed three areas: people, readiness and transformation. General Shinseki said that "the Army is people, and the soldier remains the centerpiece of our formation."

Secondly, communication is essential for effective leadership. We've all heard the phrase "Knowledge is power." Well, that applies to understanding the Army Transformation process. We leaders have a responsibility to maintain a dialogue with our soldiers. Communication between leader and subordinate is crucial in determining the appropriate path to a successful transformation.

In summary, many changes over the last century helped shape our Corps, our Army and our Nation. The changes in modes of transportation, the desegregation of our Armed Forces, integration of the Women's Army Corps into the Regular Army, the use of automation and computer systems and many other changes have all contributed to transformations in our Corps and Army. However, we should never lose sight of one very important fact: people will always be affected by change so people should always be kept informed.

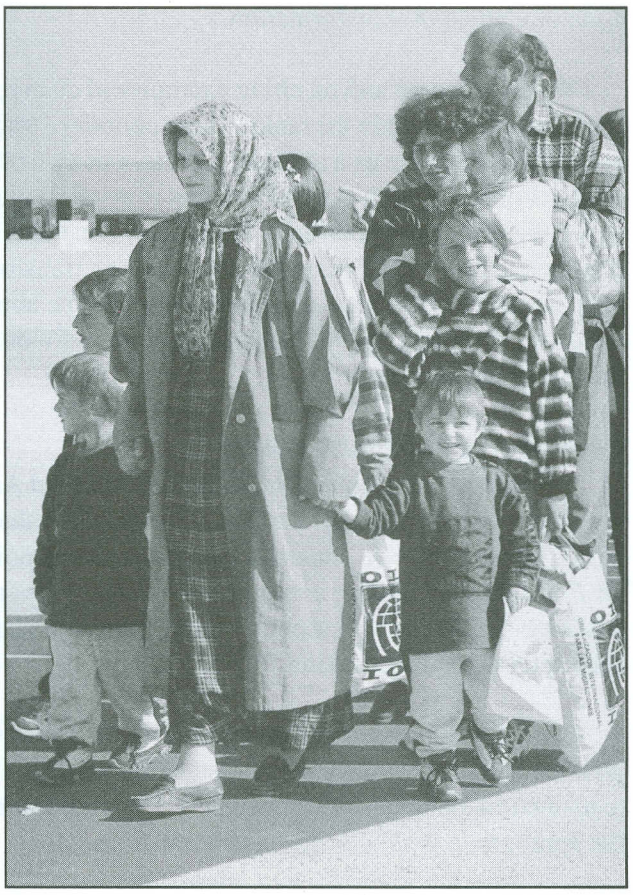
A lesson in leadership: *"The dialogue with soldiers must continue during our most recent Army Transformation."*

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.

Operation Provide Refuge: A Quartermaster Battalion's Lessons Learned

COL Joseph A. Brown *CPT Timothy L. Ruckman*

Authors' Note: **We would like to single out the soldiers of the XVIII Airborne Corps, US Army Reserve Command, and the New Jersey National Guard for their remarkable performance and extraordinary dedication to this humanitarian support operation. Once again, the young men and women of our armed forces clearly demonstrated that they are indeed the very best in the world.**



First Albanian Kosovo Refugees Arrive

Receipt of the Mission

A two-hour alert notification was all that the 530th Supply and Service Battalion (Airborne) at Fort Bragg, NC, received on 30 Apr 99. The battalion's mission was to deploy to Fort Dix, NJ, and to establish and operate reception, processing, billeting and dining facilities for Albanian refugees fleeing violence in their homeland of Kosovo. The mission, known as *Operation Provide Refuge*, had visibility at the highest levels of the federal government – to include the President – from its start to finish, from late April to mid-July 1999. To accomplish its mission, the 530th would have to rapidly deploy to Fort Dix, NJ, combine its efforts with many other units and nongovernmental agencies and work toward a common effort.

Strategic Setting

In the spring of 1999, the massive exodus of Albanian Kosovars driven from their homes by Serbian soldiers created unacceptable conditions in already overcrowded refugee camps in Macedonia. The burden on the Macedonian government and international relief operations was becoming insurmountable. President William J. Clinton agreed to accept up to 20,000 refugees for temporary resettlement in the United States.

Earlier in 1999, President Clinton had deployed US peacekeeping troops to Kosovo at the end of the North Atlantic Treaty Organization (NATO) air war against the former Yugoslavia. To date, US military still serve with NATO allies in the Balkan province to maintain a fragile peace.

Operation Provide Refuge was announced in the spirit of the President Clinton's National Security Strategy to prevent a humanitarian disaster with far more significant implications. Military and governmental speakers compared the similarities and symbolic importance of the resettlement of the 4,025 Kosovar Albanian refugees at Fort Dix in 1999 to the 12 million immigrants who began processing through Ellis Island, NY, in 1892. In fact, Brigadier General Mitchell M. Zais, the initial task force commander and the US Army Reserve Command (USARC) Chief of Staff, said that the "goal is to

welcome these disposed people to the United States as we wished our grandparents had been welcomed to this country."

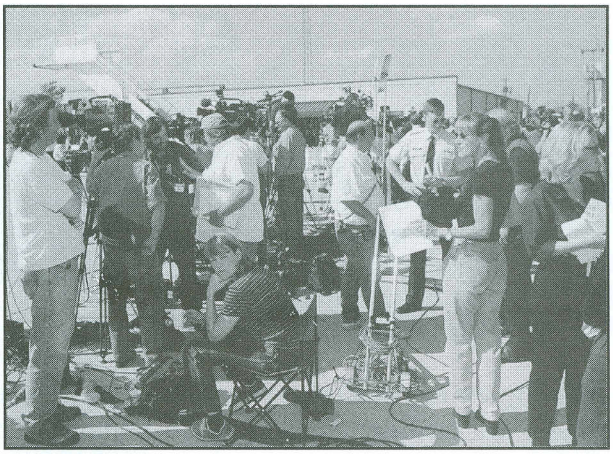
The strategic setting came together very much in the public eye. The Department of Health and Human Services was designated the lead federal agency. More than 40 other supporting agencies included the Department of Defense (DOD) and Department of State, as well as nongovernmental agencies such as World Relief Refugee Services. The DOD's principal player was Joint Task Force (JTF) Provide Refuge. The military's JTF was the largest component of this "team of teams."

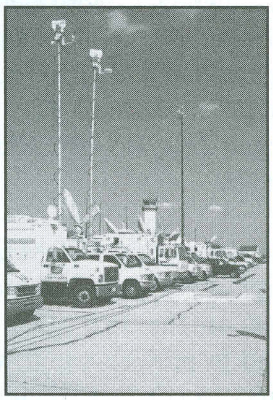
Objective

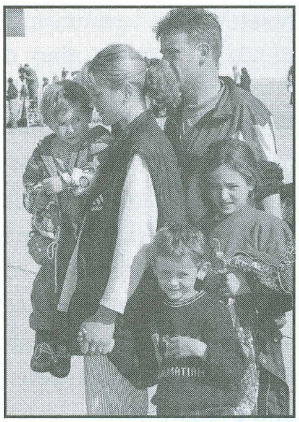
The US Department of State made it clear that bringing refugees to Fort Dix was a fallback plan. The first choice was to process as many refugees as possible in the southern European country of Macedonia. The continuous flow of fleeing refugees had made it evident that the United States would have to act on the fallback plan. *Operation Provide Refuge* was accomplished under intense scrutiny after the opening and operating of 14 previously mothballed barracks, three dining facilities and numerous other administrative and warehouse buildings. The "village," as it came to be known, was to temporarily house, process and plan for the onward movement of an estimated 20,000 refugees living in overcrowded camps. The 530th was to serve as the Village Task Force and was further augmented by agencies that included the Department of Health and Human Services, Army Forces Command, (FORSCOM), New Jersey National Guard, US Army Reserve Command (USARC), Fort Dix Garrison Staff and the American Red Cross.

Strategic Planning

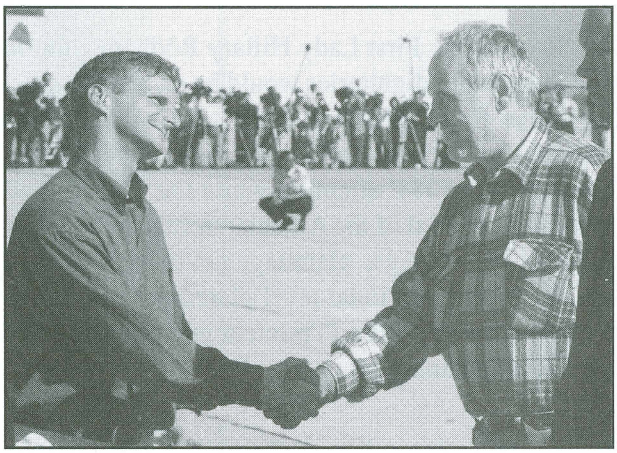
FORSCOM, as the lead military operational authority, announced the choice of Fort Dix for the following reasons: closeness of ethnic Albanian population in New York City, adjacent to McGuire Air Force Base, barracks easily transformed for refugee housing, and availability of contracting support. A formal memorandum requesting support was sent from the Secretary of the Department of Health and Human Services, Donna Shalala, to the Secretary of Defense, William Cohen. Based on the

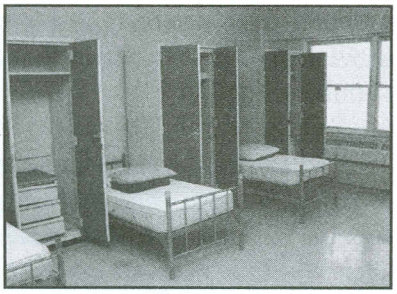






Immediately Facing the Media After Landing





Processing Into Converted Barracks Area

authority on the Immigration and Nationality Act (INA), the memorandum included requests for support in food services, billeting, laundry facilities, administrative facilities and transportation. FORSCOM had designated the USARC as the headquarters nucleus for a planned JTF, with Brigadier General Mitchell Zais, USARC Chief of Staff as the JTF commander.

Based upon the short notice, FORSCOM tasked the XVIII Airborne Corps at Fort Bragg to provide the USARC personnel on the JTF staff with additional manpower and to provide a unit with a headquarters and soldiers to conduct the refugee resettlement operation. Military police and medical personnel were also deployed from the XVIII Airborne Corps. The 1079th Garrison Support Unit, USAR, formed a headquarters commandant element to provide life support to the JTF's military members at Fort Dix. Also, New Jersey's governor offered the New Jersey National Guard for use on a limited basis. The first planeload of refugees was set to arrive on May 5. Interagency representatives and XVIII Airborne Corps personnel arrived early on May 3. The next two days were spent in nonstop rehearsals and preparations.

In addition, First Lady Hillary Rodham Clinton and many other dignitaries would be on hand to greet the initial flight. The First Lady's arrival became a tremendous logistical effort and huge media frenzy competing for JTF attention while the JTF worked toward the arrival of the Albanian refugees. The JTF handled the strategic planning, yet there remained the need for operational level planning. Task Force Village worked within JTF intent and overcame the shortened planning process.

Operational/Tactical Planning

There was very little early warning of a potential mission at the strategic levels of government and military, and even less for the 530th when it received the initial notification at Fort Bragg. This fact alone immensely challenged the planning process at the battalion level. From May 1 to May 12, the size of the battalion's Task Force Village grew from 3 to 219 soldiers. The three 530th officers who arrived May 1 quickly adapted and modified their plan of execution and task organization based on mission requirements. After decentralizing much execution to "make it happen" at first, the battalion headquarters was able to centralize most efforts to avoid over-obligation of resources based on dual requests.

Task Force Village systems were in place when Albanian Kosovar refugees began arriving. The 530th logisticians evaluated the systems for improvements and started writing standing operating procedures (SOPs) to standardize day-to-day business. The need for a continuity book was immediately identified. The number one lesson learned was flexibility: plan and work "outside the box." Numerous training opportunities had helped the 530th with the unique mission of humanitarian assistance. The timing of *Operation Provide Refuge* had come on the heels of multiple exercises in staff planning and soldier execution for the 530th.

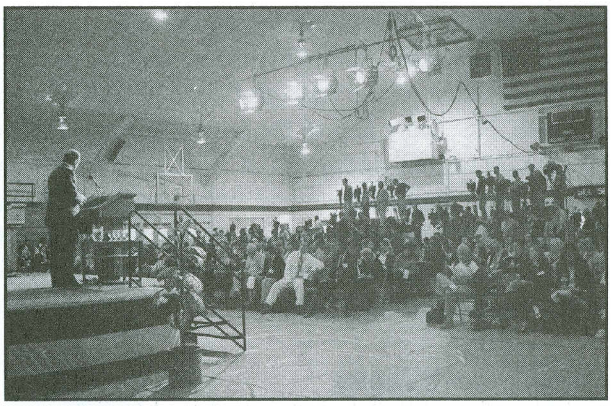
Readiness Background ...and Split Operations

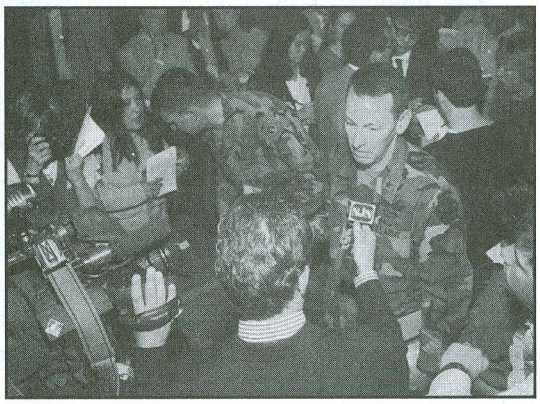
The 530th Supply and Service Battalion (Airborne) itself is a "team of teams." The 530th is the 1st Corps Support Command's (COSCOM) largest and most diverse battalion with 8 companies at the time of the operation and a total assigned strength of almost 900 soldiers. Historically, elements

the 530th have successfully provided logistics support in a variety of situations and locations.

As an example, from January through February 1998, the 530th successfully stood up a 550-soldier Logistics Task Force and deployed more than 350 pieces of rolling stock to a former Air Force base in Myrtle Beach, SC. The deployment was in support of the largest Joint Training Exercise ever conducted by the USACOM (now designated as the US Joint Forces Command). The 530th conducted intermediate staging base (ISB) operations that included hot refuel at night of rotary wing aircraft, laundry and shower services, dining facility operations serving more than 28,000 hot A-rations, and billeting support to more than 2,500 soldiers and US Marines. At the same time as the ISB in South Carolina, 1st COSCOM in North Carolina completed an external evaluation (EXEVAL) of the 530th while the remaining 575 soldiers of the battalion's rear detachment conducted uninterrupted split operations supporting XVIII Airborne Corps units at Fort Bragg. One result of those split operations in 1998 was the battalion's publication of a comprehensive 330-page ISB Handbook that has since become a prototype for a number of subsequent staging base operations.

In April 1998, the 530th planned, trained and deployed 28 officers and noncommissioned officers as observer/controllers to support a rotation at the Joint Readiness Training Center (JRTC), Fort Polk, LA. That deployment taught extremely valuable leadership lessons for the months to come. During the summer of 1998, the 530th followed the JRTC rotation with a unique training opportunity. The battalion planned, rehearsed and executed life support operations for three one-week camps for more than



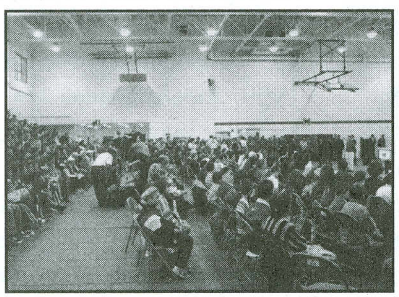


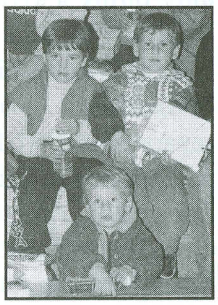
Presenting the Press the Military Mission

300 "at-risk youths" at Fort Bragg, NC. In the fall of 1998, the 530th deployed a Logistics Force of more than 200 soldiers to Fort Polk to support a combat support hospital, a US Marine Task Force and engineer elements during a JRTC rotation.

In anticipation of an early 1999 autumn hurricane season, a full-scale, battalion-level field training exercise (FTX) was being planned on disaster relief operations. Before the FTX was conducted, the 530th actually deployed for the *Operation Provide Refuge.* The Military Decision Making Process (MDMP) was

Welcoming Refugees to Their 'Village'





used in the planning and preparation for the disaster relief FTX. The MDMP and a recent leader reconnaissance of the Marine Corps base at Camp Lejeune, NC, were key to the battalion's success in the humanitarian operation at Fort Dix. The two missions overlapped in several areas, and preparation for the 1999 hurricane season drastically reduced reaction and response time for the 530th's mission in *Operation Provide Refuge*.

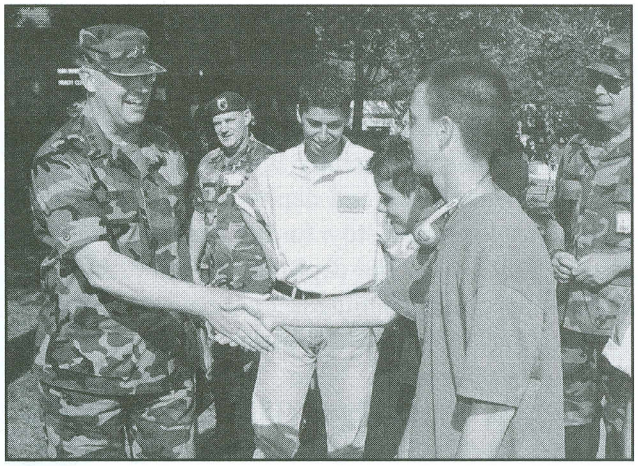
Commander's Intent

The intent of *Operation Provide Refuge* came from FORSCOM through the JTF to the Task Force Village soldiers actually conducting the day-to-day operations. Intent focused on treating refugees with dignity and respect. General Thomas A. Schwartz, FORSCOM Commander, used Ellis Island as a visual image for the operation. *Operation Provide Refuge* was not to offer a large fence, barbed wire and all the other negative visualizations normally associated with refugee camps of the past. General Schwartz further stressed the best approach as "people first, mission always."

Three Births, A Wedding and A Funeral – 'It Really Does Take A Village.'

A 1996 book by First Lady Hillary Rodham Clinton titled *It Takes A Village* became part of a theme for designing the refugee-processing center. The First Lady's book centered on rekindling a society that totally sustains and supports its families and individuals, especially its children. It was a 530th soldier who had read the First Lady's book and recommended naming the processing center's physical location the "Village"rather than a "camp" or a "compound."

The refugee population in the Village at Fort Dix experienced a complete life cycle from beginning to end. Within a couple of weeks, there were actually three births, a wedding and a funeral in the refugees' Village. The parents of the first baby born in the Village named him "Amerikan" in honor of the United States. A young Albanian couple who had been separated by Serb forces in Kosovo for many months was married in a simple wedding ceremony in a Fort Dix chapel. An elderly woman in her late 70s died on the aircraft on its way from Macedonia. More than 4,025 Albanian refugees were processed through the resettlement operation. On 16 Jul 99, the final refugee departed Fort Dix. JTF Provide Refuge terminated operations 30 Jul 99.



Major General Thomas J. Plewes, Commander, United States Army Reserve Command (USARC) and Chief, Army Reserve, Visiting the Resettlement Operation

Logisticians who represented units throughout the XVIII Airborne Corps and 1st COSCOM received praise from senior DOD leadership, many federal agencies and even the White House throughout *Operation Provide Refuge*. Despite the operation's stateside success, numerous "lessons learned" must be shared in order not to "relearn" these lessons in future contingency operations.

Lessons Learned

The interagency operations of *Operation Provide Refuge* had more similarities with humanitarian operations to support Hungarian refugees at Camp Kilmer, NJ, in 1956 and Vietnamese refugees at Fort Chaffee, AK, in 1975 than with more recent missions in Somalia, Rwanda and Guam in the 1990s. Those missions in New Jersey and Arkansas, conducted in the continental US rather than overseas, were more humanitarian than peacekeeping operations and were interagency rather than unilateral military operations. In fact, the rationale for selecting Camp Kilmer in 1956 was virtually the same for selecting Fort Dix in 1999: location near key transportation nodes and facilities in relatively good shape to receive refugees.

Many lessons at the strategic level from *Operation Provide Refuge* were identified. Although operations at Fort Dix relied almost exclusively upon

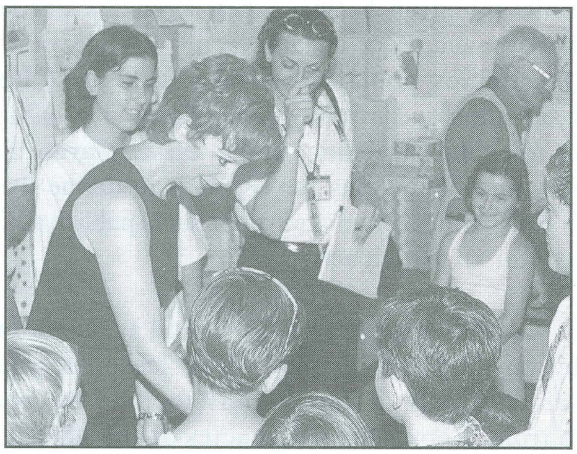
Army resources, all the military services have assets valuable for this type of humanitarian mission. The Reserve Component is an extremely valuable resource in this regard. Reserve units of all services can prepare for such missions while in an Annual Training Status.

Alert -- Mission Received

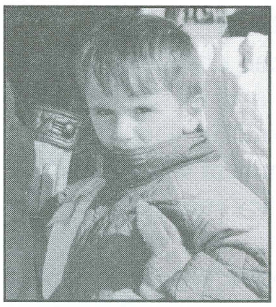
This historical odyssey began on 30 Apr 99, late in the afternoon of a Friday "Payday Activity Day." By telephone, the commander of the 530th learned that key personnel were to deploy immediately to establish a refugee resettlement center. The only two soldiers still in the battalion area, in addition to the battalion commander, were the battalion S4 (logistics officer) and the repair parts supply company commander.

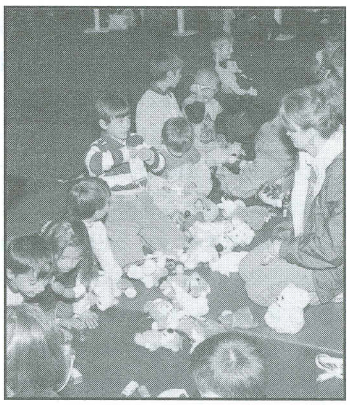
The 530th was ideally configured to conduct refugee resettlement center operations. One of the battalion's wartime mission-essential tasks is the support of RSOI (reception, staging, onward movement and integration) for military forces. The 530th had deployed to several major exercises to perform that mission in the previous 18 months.

The 530th was trained to "think outside the box," which made it easier to put together a task organization specifically tailored for *Operation Provide Refuge*. The unit's ability to deploy soldiers within 12 to 24 hours demonstrated the high state of readiness of both soldiers and leaders. Also, the 530th routinely conducts "split operations," in this case the ability to continue services to supported units at Fort



Reba McEntire, Country Singer and Actress, Greeting Children in Their Classroom





All photographs by the Public Affairs Office at Fort Dix, NJ

Bragg while simultaneously conducting support operations at Fort Dix. The command and soldiers embraced the refugee mission at Fort Dix as an opportunity to practice a wartime mission in RSOI, and this philosophy was a major contributor to mission success.

Deployment

The deployment of the 530th occurred in three phases with the first element arriving within 12 hours, the second within 24 hours and the main body within 2 days. Within 96 hours of alert, the 530th stood ready for resettlement operations for the first 450 of the Albanian Kosovar refugees. The initial reception was greatly aided by the Fort Dix garrison staff, who worked with the leaders and soldiers of the 530th to establish billeting and dining facilities for the arrival of the main body and future follow-on replacement personnel.

When alerted on 30 Apr 99, the 530th quickly task-organized, conducted an abbreviated MDMP and jumped straight into the execution phase. A 530th timeline to prepare for *Operation Provide Refuge* allowed only 48 hours to plan before the main body arrived, with an additional 72 hours to prepare for the reception of the first planeload of refugees. The key to an accelerated timeline is having a contingency plan already in place. The 530th had kept training as the primary focus, but had tried to identify what contingency operations the unit might be called upon to conduct. Although training on the unit's wartime mission always takes priority, history shows that soldiers must always be prepared for contingency operations, especially military operations other than war (MOOTW) and Army support to other services (ASOS).

Key to Interagency Operations

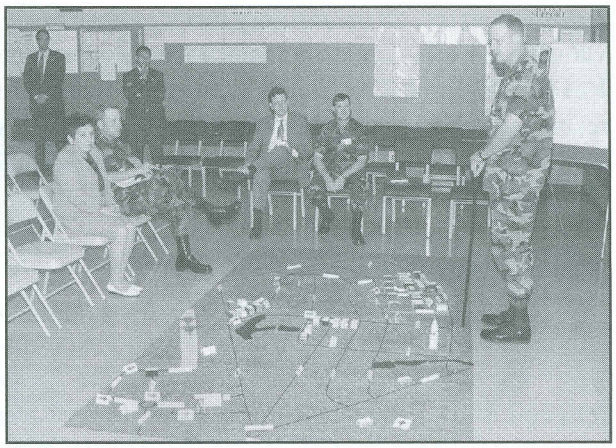
Although the battalion had conducted several operations that were joint and to some degree "combined" with allies, working with so many agencies of the federal government was completely foreign to the 530th. Interagency cooperation, by its very nature, is bureaucratic and can become dysfunctional without appropriate actions. Complex interagency interactions worked in *Operation Provide Refuge* because of the participants' consensus on a unified goal. The military by its very nature is designed to bring order to the chaos of the battlefield. The singular focus of *Operation Provide Refuge* was the mission at hand: supporting the Department of Health and Human Services in conducting refugee camp operations. The 530th Supply and Service Battalion (Airborne) is a perfect example of a military unit with the potential to provide a wide and diverse logistical capability to the interagency team.

This was a team of teams from all over America; you've done a magnificent job. You gave the refugees hope, shared kindness and were the human dimension of this operation – the fabric and soul of America. – ***General Thomas A. Schwartz, Forces Command, Army Commander at the closing ceremony of Operation Provide Refuge in July 1999***

With such a short time to respond, planners for *Operation Provide Refuge* did not follow a crisis action planning (CAP) process that was doctrinally pure, phase by phase, as outlined in Joint Publication 5-0 (Doctrine Planning Joint Operations). However, planning and execution at the strategic level occurred within the general framework of the CAP phases in a compressed timeframe. Another formal tool used at the operational level by both JTF Provide Refuge and its subordinate task force, Task Force Village – the 530th – was the formal MDMP. The CAP and MDMP proved immensely valuable in the highly complex and ambiguous environment of interagency operations.

C2 Challenges

At the unit level, an important lesson learned is that joint doctrine is the appropriate template for interagency operations. The principles of joint doctrine at the operational level of *Operation Provide Refuge* attributed to the mission's overall success because interagency operations are very similar to the environment of joint and combined military operations.



Former US Secretary of Health and Human Services, Donna Shalala, Receives Briefing

Because of the interagency character of *Operation Provide Refuge*, a single but combined operations center would have ensured more accurate and timely communications. Also, unity of command in interagency operations is hard to achieve and is not as defined or disciplined as the military chain of command. The design of a command and control architecture for such highly complex operations is crucial for success. An observation of several agencies in an after action review (AAR) midway through *Operation Provide Refuge* was that communication between key agencies needed improvement. Poor integration of the wide variety of agencies contributed to a lack of shared information and mission focus. For understanding the roles and capabilities of the various players, the recommendation was for agencies to define their responsibilities for refugee support and publish a JTF SOP for all participants.

Coordinating between the civil agencies and the military was difficult. The lesson learned was to clearly define the mission and the goal up front. Represent all agencies on the JTF staff and define the chain of command and the decision-making authorities.

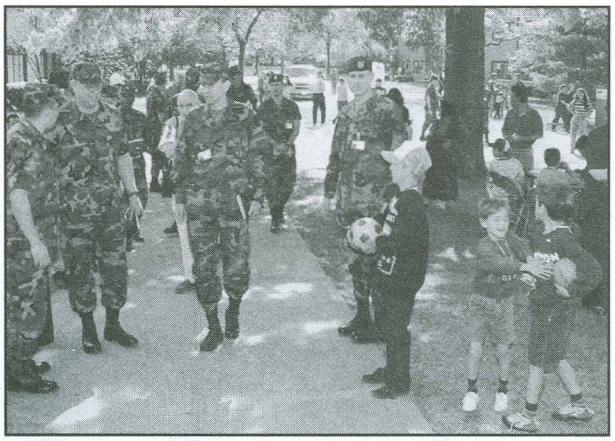
In a related issue, because turnover of personnel is characteriscally high in such operations, compile a "Continuity Book" for seamless transitions. A detailed 280-page Task Force Village Handbook was developed. The handbook also led to an easy transition between Task Force Village and the 1st COSCOM Troop Support Battalion as it assumed the mission at Fort Dix in the early part of July 1999.

Most Important Lesson

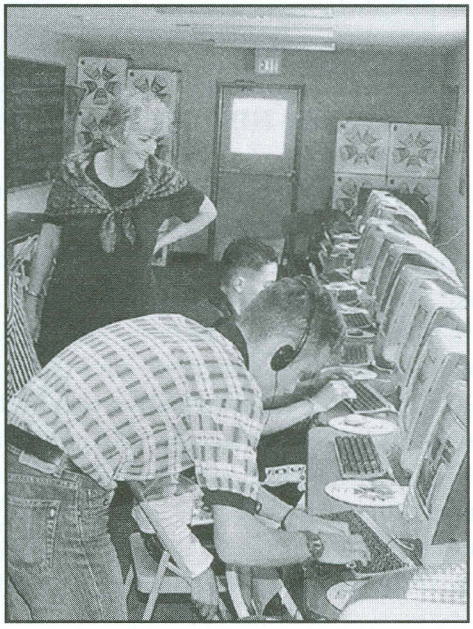
The most important lesson learned by the task force that ran the day-to-day operations of the refugee-processing center (Task Force Village) was to be innovative. Staying flexible and working "outside the box" were imperative.

> **. . .you have developed a force multiplier.** – ***Secretary of State Madeleine K. Albright***

The military's performance in *Operation Provide Refugee* was an overwhelming success by any standard. In many respects, this operation may have simply been a case of the "right" mission, at the "right" time, conducted at the "right" location and executed by the "right" people. We may never know the exact reasons why. One fact is certain. The logistician of the new millennium must have a greater appreciation of the diversity and complexity of the government and nongovernment players who will be partners with the military in future operations.



Settling In

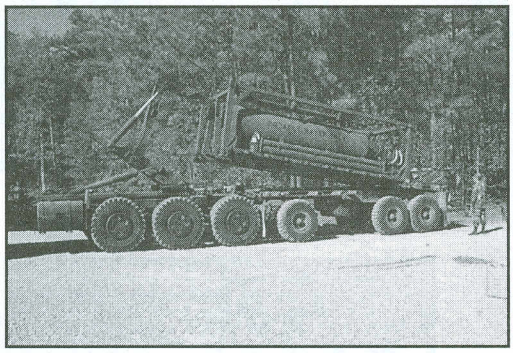


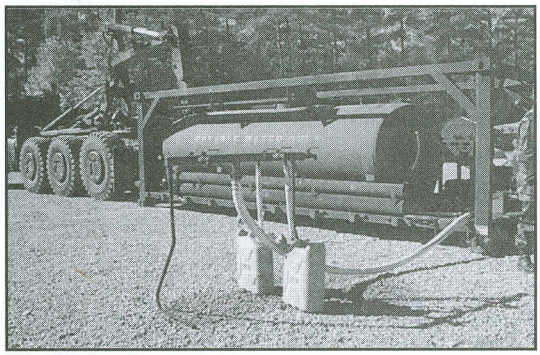
COL Joseph A. Brown was Commander of the 530th Supply and Service Battalion (Airborne), Fort Bragg, North Carolina, from 17 Jul 97 to 13 Jul 99. He is currently enroute to Hanau, Germany, where he will assume command of the 16th Corps Support Group, 3d Corps Support Command.

CPT Timothy L. Ruckman was the S4 Officer in Charge for the 530th Supply and Service Battalion (Airborne), Fort Bragg, North Carolina, from 12 Nov 98 to 2 Aug 99. He is currently attending the Petroleum Officers Course at Fort Lee, Virginia, and will be assigned to the 1st Infantry Division in Germany.

Rapid Acquisition Program for Transformation - A Quartermaster Story

LTC Philip R. LoSchiavo





Loading the HIPPO from the palletized loading system (PLS) trailer onto the PLS truck

Army Transformation - now more than ever - calls for quick, innovative solutions to make Quartermasters more agile on the battlefield and to make distribution systems more responsive to sustain the fight. This article tells part of a continuing story that describes one partnership aiming to get new water distribution capability into the hands of the soldier sooner. The partnership's acquisition strategy is the Rapid Acquisition Program for Transformation (RAPT), an accelerated Army process to procure and field systems from successful warfighting experiments.

Partnership

The partnership is between the US Army Training and Doctrine Command (TRADOC) Project Officer for Water in the Directorate of Combat Developments-Quartermaster at the US Army Combined Arms Support Command (CASCOM) and the Tank-automotive and Armaments Command (TACOM) Product Manager for Petroleum and Water Systems, part of the Force Projection Project Manager's Office. The partnership's RAPT proposal is the HIPPO, a water tank rack compatible with the Army's multifunctional Load Handling System.

The Office of the Secretary of Defense established the RAPT process in 1987 to accelerate Force XXI initiatives. The Army had requested a way to take advantage of emerging technology and to fill critical gaps in equipment capabilities. To qualify for Force XXI funding, a RAPT proposal must be based on a mature technology, satisfy an urgent warfighting need, demonstrate compelling success in experimentation, and be able to reach a favorable production milestone within two years. (Initially, RAPT was called the Warfighter Rapid Acquisition Program or WRAP.)

The partnership's proposal for the HIPPO stemmed from the US Quartermaster Center and School's longstanding realization of a shortfall in bulk water distribution that is mobile and flexible. As support for the Interim Brigade Combat Team was developing, this shortfall became even more noticeable. The proposed RAPT concept will not only support the Interim Brigade, but also the Army's Legacy Force of today and Objective Force of tomorrow.

Consensus

The FY02 RAPT cycle is currently underway, competing for $50 million in RAPT funding. At each step in the RAPT process, both the CASCOM combat developer and the TACOM material developer coordinated briefings to solicit support and build consensus from Army leadership.

RAPT candidates originate with proposals by the Army's battle labs through their chains of command.

The Commanding General of TRADOC forwards recommended candidates to a RAPT Army Systems Acquisition Review Council (ASARC). Candidates approved by the ASARC are forwarded to the Chief of Staff, Army. Upon his approval, RAPT proposals proceed to congressional notification and release of funds in the Army's Research, Development, Test and Evaluation (RDT&E) budget category. Approved RAPT candidates receive funding for two years. After two years, programs must compete for funding through the normal budget process.

HIPPO Replaces SMFT

With funding, the HIPPO will replace the Army's semi-trailer mounted fabric tank (SMFT) currently transporting bulk water. The SMFT comes in two sizes: a 3,000-gallon collapsible tank and a 4,750-gallon version (known as 3k and 5k, respectively). These large rubberized tanks can be mounted on the bed of an empty flatbed trailer, filled with water and driven by truck from origin to destination. Because the fabric tank must be emptied completely at its destination and is unstable with partial loads of potable water, the SMFT is truly an "all or nothing proposition." The flatbed trailer that hauls the SMFT also lacks off-road mobility and, therefore, cannot deliver water far forward. The SMFT has no pumps, making retail resupply impossible.

For the short term, the Interim Brigade Combat Team concept proposes three 500-gallon collapsible water tanks secured to a flatrack compatible with the Army's Load Handling System. However, this interim proposal for mobile resupply of water fails to maximize the Load Handling System's potential.

Other proposals include the 5,000-gallon bulk water trailer and the Family of Medium Tactical Vehicle (FMTV) water tanker. The 5,000-gallon bulk water tanker was a quick fix during *Operation Desert Storm* in the early 1990s. These trailers were a temporary solution to a problem with bulk water supply, and the 5,000-gallon tanks still in units are beginning to deteriorate. The FMTV water truck was proposed, but the idea never made it into production. Enter the HIPPO.

The HIPPO will consist of a 2,000-gallon water tank rack that meets International Standards Organization (ISO) requirements. The HIPPO is compatible with the Heavy Extended Mobile Tactical Truck-Load Handling System (HEMTT-LHS). The HIPPO will include a pump, 35-foot hose reel, and a filling stand for both canteens and 5-gallon water cans.

The HIPPO is capable of bulk and retail water distribution. The HIPPO can rapidly fill a unit's water trailer or other bulk container and also can use suction to refill its own tank from a bulk water source. The HIPPO is much more durable than the SMFT and more stable with partial loads. The HIPPO's off-road capability far exceeds the cross-country mobility of a 5-ton truck with stake and platform trailer.

A 3,000-gallon variant was initially procured and the concept explored, but the 2,000-gallon HIPPO is the strategy that the partnership is pursuing. The 3,000-gallon variant worked with the Army's Palletized Load System. However, the 2,000-gallon HIPPO was adopted because the Load Handling System is compatible with C-130 aircraft, whereas the Palletized Load System is not. This C-130 capability was desirable in light of other Army Transformation initiatives.

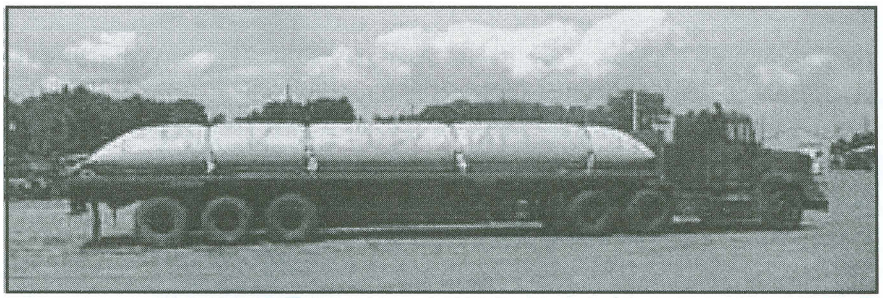
HIPPO Versatility

The HIPPO can perform its mission when mounted on the Load Handling System truck or trailer. Also, the tankrack can be dropped far forward, as units establish water points, freeing the Load Handling System to perform other missions. The HIPPO's pump is independent of the prime mover. An add-on kit will allow heating water in the HIPPO to prevent freezing or will allow cooling to increase the water's palatability. The water tankrack will be mobile whether filled, partially filled or empty.

The HIPPO supports Army Transformation by pushing water far forward. It is an Interim Brigade Combat Team enabler by providing the mobility necessary for unit distribution and eliminating the transfer of water from system to system. This enhanced bulk water delivery system will go as far forward as division and brigade.

The HIPPO recently completed a Concept Evaluation Program (CEP), proving that the HIPPO

can meet the emerging doctrine of providing potable water far forward. Three prototypes have been built. At a recent demonstration at Fort Lee, VA, the HIPPO met with resounding support. The HIPPO demonstrated its ability to both draw from and fill bulk containers and to fill canteens or 5-gallon water cans. The HIPPO also demonstrated mission performance whether mounted on the prime mover or independently operating on the ground. As part of the CEP, the HIPPO was demonstrated during rotations at the Joint Readiness Training Center (JRTC) and in April at the National Training Center (NTC) with the 4th Infantry Division.



A Semitrailer Mounted Fabric Tank (SMFT) for current bulk water distribution

Funding Expected

If accepted as a RAPT program, the partnership's strategy will consist of a one-year research and development phase followed immediately by a production phase. The RAPT funding is expected in FY02. The program is based on a Non-developmental Item (NDI) approach because the HIPPO's components are commercially available. The partnership envisions a combined RDT&E and production contract that will be awarded. Pending successful test completion and a Material Release/ Type Classification Standard decision, full production will begin in FY03.

The constantly changing needs of the warfighter coupled with the Army Transformation strategy necessitate seizing solutions that can rapidly be matured and fielded as systems to soldiers. The HIPPO meets the distribution needs, and the RAPT program is one way to get the HIPPO to the warfighters sooner.

Without the close partnership between the CASCOM Combat Developer and the TACOM Material Developer, realization of the HIPPO as a RAPT candidate would not be possible. Without constant dialogue, daily discussions about capabilities and trade-off analysis, the strategy would have been unworkable for streamlined acquisition initiatives.

LTC Philip R. LoSchiavo, an Armor officer, is the Product Manager for Petroleum and Water Systems, a member of the Force Projection Team, at the US Army Tank-automotive and Armaments Command (TACOM), Warren, Michigan. LTC LoSchiavo is a graduate of the Advanced Program Manager's Course and the Command and General Staff Officer's Course. He has a bachelor of arts degree in history, a master of business education degree, and a master of science degree in contracts and acquisition management. Previous Army assignments include a tour in the Pentagon and two tours to Germany.

For The Quartermaster General's look at present status and vision of the Corps' future, access www.quartermaster.army.mil, Quartermaster Current Events, *All Hands Brief.*

Professional Dialogue

Role of the Combat Service Support Automation Office

CPT Duayne M. Scott

The Army relies heavily on its Standard Army Management Information Systems (STAMIS) to accomplish its mission, especially in the combat service support (CSS) arena. Leaders who manage these systems must be aware of the resources available at their CSS Automation Office (CSSAMO) to maintain their STAMIS equipment and assist their functional operators.

The CSSAMO provides customer assistance for the Army's STAMIS systems, including software, limited hardware and technical support. The CSSAMOs also play an essential role in distributing new STAMIS equipment to the field.

As the primary point of contact for all software issues, the CSSAMO maintains a historical library of all base, interim and system software change packages used by supported STAMIS systems. The CSSAMO ensures distribution of software packages to its customers and installation in an organized and timely manner. The CSSAMO personnel test and verify software packages and collect information from the field about suggested future improvements.

Most new STAMIS systems are covered for six years by contracted maintenance established during the procurement process. These contracted support activities usually provide hardware support within 24 hours of notification. If a repair cannot be made onsite, the contractor will provide a one-for-one swap for the STAMIS. The CSSAMO also maintains STAMIS "floats," with the quantity and type dependent upon the STAMIS density of each supported system. This allows the CSSAMO to cover any possible shortfalls on behalf of the contractor, minimize STAMIS downtime, and maximize operational readiness of the unit. The CSSAMO will also monitor contract support maintenance to ensure warranty compliance, as well as identify and anticipate any unusual trends in maintenance.

The CSSAMO may replace keyboards, mice, power supplies, peripherals and other internal components depending upon prearranged service agreements with direct support units. The CSSAMO must provide responsive technical and functional support to its customers.

Technical and functional support covers all aspects of STAMIS operation to include the diagnosing and troubleshooting of software, hardware and communication interfaces. The CSSAMO personnel must have an in-depth comprehension of the intricacies of each STAMIS system. For this reason, the CSSAMO is staffed with the following military occupational specialties (MOSs): 920B (Supply Systems Technician), 251A (Information Systems Technician), 74F (Programmer/Analyst), 92A (Automated Logistical Specialist), 92Y (Unit Supply Specialist), 35J (Computer Automation System Repairer) and 63H (Tracked Vehicle Repairer). The CSSAMO officer in charge is in Functional Area 90 (Multifunctional Logistician). All of these specialists collocate and pool their varied experience to help their customers identify and resolve problems.

The CSSAMO, with guidance from the New Equipment Training (NET) teams, will usually spearhead new equipment fielding. This requires close coordination with the Property Book Office (PBO), Brigade/Battalion (BDE/BN) Support Operations, G6 (Automation), BDE/BN Signal Officer (SIGO), S4 (Logistics Officer) and

customer units. The CSSAMO works to simplify and consolidate all functions to reduce disruption to the unit and its mission. The decision to centralize or decentralize the fielding of new equipment depends upon the organization, available facilities and its geographical location. The CSSAMO will provide any new training related to the fielding, ensure that each new system is operational and then help the unit transfer files from the old to the new system. The PBO will normally have a representative at the site to expedite turning in and receiving STAMIS equipment. The G6 (Automation) section and responsible SIGO representative ensure reestablishment of STAMIS connectivity when the new STAMIS returns to the home station.

Since CSSAMO inception, personnel shortages and training shortfalls have plagued the CSSAMO operation. When combined, these factors severely reduce the quality and effectiveness of STAMIS support. The CSSAMO leaders must ration their functional and technical resources and focus their efforts toward the sustainment of their most critical STAMIS systems. For example, one manpower analysis by the US Army Force Integration Agency between 1994 and 1995 called for a 75 per cent increase in staffing in FY00 for the CSSAMO at the heavy division level. That manpower analysis was based on workload data collected by the US Army Training and Doctrine Command (TRADOC) Analysis Center at the White Sands Missile Range.

Also, until recently, there was no established training prerequisite or standard for CSSAMO personnel. All too often, technical specialists knew little of STAMIS functional operations and functional specialists understood nothing of hardware and communications maintenance. If a CSSAMO leader is lucky, on-the-job training can fill this void, but it proves insufficient in most cases. This lack of proficiency forces technical and functional personnel to depend on each other to diagnose and resolve most problems. This may not be an issue in a centralized CSSAMO, but this practice is inefficient and problematic during split-based and deployment operations. By the time CSSAMO personnel are cross-trained and fully adept at their mission, these soldiers rotate back to their primary career fields and the process begins again. Civilians are hired and augmented to fill some of the slots at the CSSAMO to increase continuity, but this is a temporary fix and does not fully address the chronic problems associated with inadequate training.

Personnel shortages have been identified and replacement personnel are trickling down into the ranks of the CSSAMO. Legacy STAMISs have been and are being phased out. New STAMIS are coming onboard equipped with contracted support maintenance, thus reducing the hardware support burden on CSSAMO technicians. The advent of the Global Combat Support System-Army (GCSS-A) promises a user-friendly operating environment based on Microsoft Windows, simpler supply and maintenance procedures, and consolidation of some STAMIS systems. These improvements should decrease some of the operator assistance calls that steadily stream in to the CSSAMO help desk.

The Army Logistics Management College (ALMC), Fort Lee, VA, is responsible for CSSAMO training. The ALMC has made considerable headway in standardizing the training in the past couple years. With oversight by Headquarters and Headquarters Company ALMC, a private company teaches a resident CSSAMO course at the Professional Education Center owned by the Arkansas National Guard in Little Rock.

Logistics Management Resources, Inc. (LMR) company's course at Little Rock has two interrelated phases with 120 hours of instruction. Phase I focuses 64 hours on STAMIS common core hardware and software overviews, Disk Operating System (DOS) and Windows Network (NT) familiarizations, and STAMIS connectivity and communications in garrison and field environments. Phase II consists of 56 hours of STAMIS-specific troubleshooting and diagnostic instruction broken down as follows: Unit Level Logistics System-Ground/Aviation (ULLS-G/A), ULLS-S4 (echelon above company), Standard Property Book System-Redesign (SPBS-R), Standard Army Retail Supply System (SARSS), Integrated Logistics Analysis Program (ILAP) and Standard Army Maintenance System, Levels 1 and 2 (SAMS 1 and 2). The company plans to offer nonresident, web-based training for the Phase I portion of the CSSAMO course as well as refresher training. The skills taught in these courses would reap countless rewards in the field.

CSS STAMIS Telecommunications on the Battlefield

CPT Charles P. Downie

Quartermasters who understand the telecommunication systems available for combat service support (CSS) on the battlefield will better influence the outcome of battle. Logisticians can use the transfer of data in the Standard Army Management Information System (STAMIS) over long distances as a combat multiplier.

Mobile Subscriber Equipment (MSE) provides the architecture for STAMIS conductivity. MSE, a voice and digital communication system, is arrayed to cover a geographical area in a tactical field environment. MSE components consist of the following: Digital Nonsecure Voice Telephone (DNVT), Digital Secure Voice Telephone (DSVT), Single Subscriber Terminal (SST), Mobile Subscriber Radio Terminal (MSRT), and facsimile equipment (TACFAX or BLACKJACK). The MSE network is the backbone of all CSS telecommunications assistance described in the following paragraphs.

Electronic Technical Manual-Interface

The Electronic Technical Manual-Interface (ETM-I) system works with the automated Unit Level Logistics System-Ground (ULLS-G) and the Standard Army Maintenance System (SAMS). The ETM-I uses these forms of data transmission to import or export electronic data: wire, radio frequency, Personal Computer Memory Card International Association (PCMCIA) or 3.5-inch magnetic floppy disks. The benefits of the ETM-I are profound in reducing paperwork for reporting orders and installing Class IX (repair parts). In fact, soldiers can complete Preventive Maintenance Checks and Services (PMCS) by using a hand-held computer. This PMCS information is transmitted to an ETM-I module on the ULLS-G system and the SAMS REHOST. The ETM-I system provides logisticians with "near real-time" status of combat power, faults/deadlines, and Class IX requirements. The ETM-I will eliminate filling out official forms on paper such as the DA Form 2404 (Equipment Inspection and Maintenance Worksheet), expedite identifying and recording maintenance faults, and electronically record PMCS completion. The ETM-I is currently fielded at Fort Bragg, NC, and Fort Hood, TX.

Wireless STAMIS Modem

A wireless STAMIS modem interfaces with STAMIS hardware to communicate supply and

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(Continued from previous page)

The CSSAMO plays an indispensable role in the maintenance and sustainment of STAMIS systems throughout the Army. As the Army continues to leverage automation, that role will continue to increase in importance. The Army's next and most critical challenge is funding to train all CSSAMO personnel to ensure readiness and mission accomplishment.

CPT Duayne M. Scott, a recent graduate of the Combined Captains Logistics Career Course at Fort Lee, Virginia, has more than eight years of experience in database management as a 75F (Personnel Information Systems Management Specialist). He is a graduate of Officer Candidate School. His previous assignments include Supply Support Activity Platoon Leader and Executive Officer, Company A, 123d Main Support Battalion (MSB), 1st Armored Division; Officer in Charge (OIC), Combat Service Support Automation Office (CSSAMO), Task Force Eagle, 1st Armored Division (Forward) in Bosnia-Herzegovia; and Supply and Maintenance OIC (Direct Support), CSSAMO, 1st Armored Division.

maintenance transactions via high frequency antenna over distances of three to five kilometers. This technology reduces the need for customer units to bring floppy disks ("Sneakernet") to the brigade support area (BSA). The wireless STAMIS modem not only enhances the direct support (DS) unit's ability to requisition repair parts and supplies, but also provides the customer units with the immediate status of their requisitions. This removes guesswork from the supply system for the customer, thus increasing confidence in the logistics system. The ULLS is targeted for the wireless STAMIS modem. The ability to transmit data over longer distances directly to the next higher STAMIS greatly reduces processing times. It is important to note that the wireless STAMIS modem interface with STAMIS hardware is self-sufficient because it does not use existing signal assets. This system is integral to the Force XXI initiative for shared information.

Tactical Terminal Adapter

The Tactical Terminal Adapter (TTA) is a field telephone with modem capabilities. The TTA allows computers to connect with a circuit switch. The TTA uses MSE to receive and transmit data. The TTA is hard-wired into a Small Equipment Node (SEN) using a communications landline. The positioning of both the SEN and the using STAMIS is a planning consideration. Ideally, the SEN will be centrally placed between the STAMIS's location and the tactical operations center (TOC) to make maximum use of dedicated signal assets. This positioning allows transmitting data point-to-point over the MSE network or allows linking into a concentrator that will convert data into a format to send over a tactical network. The TTA should be used sparingly because it uses voice lines that can congest the MSE voice system.

Combat Service Support Automated Information Systems Interface

The Combat Service Support Automated Information Systems Interface (CAISI) provides tactical network connections for CSS units. The CAISI translates various types of signal formats. The CAISI allows all existing STAMIS systems to interface with each other by using the tactical network. One CAISI can support up to 32 users. It is important to note that all data transmission takes place over the Tactical Packet Network (TPN), a system embedded in the MSE architecture. Each location of MSE on the battlefield also has a packet network switch to route all the traffic from the CAISI systems located throughout the geographical area.

Army systems that already exist can greatly increase the logisticians' ability to communicate throughout the battlefield. However, soldiers need extensive training to master these communications systems, and most systems need the type of communications architecture found in a brigade-level exercise involving all slice elements. Knowing about these tools is the most important step in developing both a CSS unit's standing operating procedures for communications and a training plan at home station. Understanding the interrelationship of these systems is critical in the transition to the Force XXI concept and the digitization of the Army.

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Subsistence Prime Vendor Program Progresses

The Army Center for Excellence, Subsistence (ACES) reports the Subsistence Prime Vendor system, now in its second generation of contracting, as a success story for the Army food program. The Army is providing representatives to technical evaluation panels, is participating in the recataloging process and is making every attempt to ensure that transition from one contract to the next is transparent to the end user.

As the system matures, The Army is partnering with prime vendors, manufacturers and others to improve catalogs, provide training and improve service. By adopting the Subsistence Prime Vendor program, the Army also can participate with user groups such as the National Association of College and University Foodservices and network with other leaders, thereby taking advantage of the experience of peers in private industry. For more information, contact Emily Prior at DSN 687-4862.

Reducing the Processing Time for Reports of Survey

CW4 Leslie M. Carroll

Leaders at all levels can contribute to reducing the total processing time for Reports of Survey - from the lieutenant assigned as the survey officer to the S4 (logistics officer) maintaining the Report of Survey Register. Using the following guidelines, a unit also may increase efficiency.

Initiator. The processing time for a Report of Survey begins with an initiator discovering loss or damage to equipment. The time on the survey neither begins at the moment the item was lost or at the moment the DA Form 4697 (Report of Survey) is initiated. I must stress this: the processing time for a Report of Survey begins with the **discovery** of the loss or damage.

The date of discovery **MUST** be mentioned in Block 11 of the DA Form 4697 in order to use the correct date to compute the processing time. Too often the initiator lists only the date of loss or damage, and this is assumed to be the date of discovery.

Situation: CPT Stone, a company commander, received a requirement 8 Dec 2000 from the central issue facility (CIF) for a Report of Survey against one of his soldiers with a permanent change of station (PCS) eight months before on 4 April 2000. Apparently, the soldier did not clear his records properly at the CIF before leaving. The CIF still shows that this soldier has a Wet Weather Parka.

Incorrect Solution: CPT Stone directs the unit's supply sergeant to type a DA Form 4697 with the following information in Block 11 (Figure 1):

> 11 DATE AND CIRCUMSTANCES
>
> PFC Riley PCS'd on 4 April 2000 without properly clearing CIF and failed to turn in the item listed above. PFC Riley was told to ensure that he out-processed the CIF and was sent back twice to turn in different items. PFC Clark is now at Fort Campbell KY. No one here has any recollection of his loss of the parka or why he failed to turn it in. His platoon sergeant, SFC Glass (EXHIBIT A) was unaware of PFC Riley's failure to clear CIF until this survey.
>
> EXHIBIT A ATTACHED

Figure 1. Incorrectly Completed Block 11 of DA Form 4697 (Report of Survey)

As seen in Figure 1, the only date in Block 11 is the date that the soldier "PCS'd" - leaving the approving authority with nothing else to use as the date of discovery. Also, the memorandum from CIF requesting the Report of Survey is not listed as an exhibit, thus leaving everyone except CPT Stone totally uninformed about why the initiator did not begin the survey until December 8, eight months after the initiator's soldier left for a new duty station. Using the information in Figure 1, if the start of processing was based on the date of December 10 (two days after CPT Stone incorrectly completed a DA Form 4697), this Report of Survey would already be late because of 251 days of processing time.

Helpful Hint: The commander should also check the clearance records kept at the company to find out how this soldier "slipped" through the CIF's outprocessing step. Copies of the departing soldier's hand receipt cleared by the CIF should be kept with the copy of his clearance papers. The company's copy of the hand receipt will keep the CIF "honest" and prevent the wrong soldier from being charged. A copy of the departing soldier's hand receipt from the CIF could be used as an exhibit attached to the Report of Survey, allowing the approving authority to make a simple decision to write off the loss with no further investigation required. The processing time for this Report of Survey for the Wet Weather Parka can then be reduced to 20 days or less, depending on how long the company commander took to initiate the DA Form 4697. (See Figure 2.)

11 DATE AND CIRCUMSTANCES

I was notifed on 8 December 2000 that PFC Riley had not cleared his CIF Hand Receipt (Exhibit A). I was informed by CIF that PFC Riley PCS'd without properly clearing CIF and failed to turn in the item listed above. However, upon further investigation, I have found that PFC Riley did clear CIF on 24 March 2000 (Exhibit B) and that CIF stamped his clearance papers (Exhibit C). According to SFC Glass, his platoon sergeant, PFC Riley had to return numerous times to clear CIF. He could not find his Wet Weather Parka so PFC Riley completed a Statement of Charges to cover the item with CIF (Exhibit D). CIF must not have filed his paperwork correctly to show his completion of turning in all of his CIF items.

Exhibits A - D Attached

Figure 2. Correctly Completed Block 11 of DA Form 4697 (Report of Survey)

Another Helpful Hint: The initiator's goal should be as complete a Report of Survey as possible, so that the DA Form 4697 does not have to go to a survey officer for further investigation. Assigning a survey officer adds time because the individual must review the entire investigation from the beginning. The initiator already has investigated the discovery and understands the situation. The appointing authority may need only one question answered in order to make a ruling, and the initiator may be able to answer that one question in less time than assigning the task to a survey officer.

Accountable Officer. Units should hand-carry all Reports of Survey to the accountable officer. The days allotted to the accountable officer are part of the 15 days given to initiate the survey. Allowing the survey to stay with the accountable officer more than three days is unacceptable.

If the Report of Survey is for damaged equipment, there is no requirement for a document number and therefore no requirement for the accountable officer to sign the DA Form 4697. So, leave blocks 14-16 blank, and do not waste time leaving the survey with the accountable officer.

Appointing Authority. The appointing authority should ensure that Reports of Survey are processed as soon as possible after being initiated. Also, appointing authorities should take a more active role throughout the entire process. Battalion or brigade S4s usually place Reports of Survey in the appointing authority's inbox. Not only should the *initiator* avoid placing the document in an inbox, but the *initiator* should also hand-carry the Report of Survey to the appointing authority. Then the *initiator* can answer all questions on the spot and make and attach any additional statements as necessary.

A more active role by the appointing authority will aid the survey officer's investigation and also help keep the processing time in check. Weekly counseling sessions with the survey officer will guide in completing the Report of Survey during the time allotted.

Survey Officer. The survey officer has 30 days to investigate and make findings. The survey officer will find it difficult to complete the investigation and findings within 30 days. Survey officers must understand that the 30 days include not only the investigation but also completion of findings and recommendations submitted to the approving authority.

Helpful Hints. Once assigned, a survey officer should schedule weekly visits with the appointing authority to guide and track the performance of duties. The chain of command should delay a survey officer's other duties until the survey is completed by **keeping the survey officer's name off all duty rosters. Also, a survey officer should not be permitted to take leave until the Report of Survey is completed.**

The survey officer's two major duties are determining proximate cause and then assigning an appropriate financial liability, if applicable. Survey officers should concentrate on their objectives. They should approach an investigation the same way a police officer approaches the scene of an accident - initially determining the cause of the accident and not concentrating on who is to blame. Culpability will easily be determined once proximate cause is found.

Most survey officers are unaware of how to begin. Appointing authorities can help by initially directing them to possible proximate causes based on experience and personal knowledge and then steering survey officers to investigate these possibilities first. Mentoring by the appointing authority throughout the investigation helps considerably. **The appointing authority can help a survey officer divide the investigation into steps, set time limits on each step and then monitor progress with weekly updates.**

Approving Authority. The survey officer should brief the approving authority immediately upon completion of the investigation. Reports of Survey should not sit on anyone's desk for a lengthy amount of time. Scheduling an appointment forces the appointing authority to read the results with the survey officer right there to answer any questions.

The approving authority keeps the DA Form 1659 (Report of Survey Register), which usually the S4 maintains. The register is the document used to determine the processing time. If the DA Form 1659 is not used correctly, inaccurate data will be passed to higher authorities. A little work is required in this area, but the time is well spent.

The DA Form 1659 (Report of Survey Register) is misleading about the correct computation of processing time. The AR 735-5 (Policies and Procedures for Property Accountability) spells out the computation of processing time as the difference between date of discovery and the approval date with notification times subtracted from the total. Yet the Report of Survey Register does not record the critical dates of discovery and notification dates as explained in AR 735-5. A way to make the processing time compute correctly is to add additional column headings and line out one entire column to prevent misunderstandings. Personnel who maintain or inspect the Report of Survey Register can make the following changes to the DA Form 1659 to end any confusion about the discovery and notification dates:

- Add "See Back of Form" to the Report of Survey Register's column for TOTAL PROCESSING TIME. Adding this notation will prevent incorrectly computing the time by subtracting the DATE SURVEY PREPARED from the DATE APPROVED, as assumed by the format of the DA Form 1659. (See Figure 3.)

REORT OF SURVEY REGISTER For use of this form, see AR 735-11; the proponent agency is DCSLOG			NAME OF ACTIVITY			LOCATION			PAGE NO.
SURVEY NUMBER	DOCUMENT NUMBER	ORIGINATOR (Accountable officer, or primary hand receipt holder)	DATE SURVEY PREPARED	DATE APPROVED	TOTAL PROCESSING TIME	PECUNIARY CHARGE[1]			Collection or Appral Status
						ACTUAL LOSS	AMOUNT CHARGED	LOSS TO GOVERNMENT	
					SEE				
					BACK				
					OF				
					FORM				
					////////				
					////////				
					////////

SERIAL NO.	1 Julian Date Discrepancy Found (See Block 11)	2 Julian Dae Individual Sent Notification	3 * Julian Date Returned or Julian Date Max. Time Achieved	4 # Days to Notfy (Col 3 - Col 2)	5 Julian Date Approved	6 Total Processing Time (Col 5 - Col 1 - Col 4)				Page No.
* MAXIMUM NOTIFICAION TIME ALLOWED PER PARAGRAPH 13-33 1. HAND DELIVERED - 7 DAYS MAXIMUM 2. MAILED TO ADDRESS IN THEATER - 15 DAYS MAXIMUM 3. MAILED TO ADDRESS OUTSIDE OF THEATER - 30 DAYS MAXIMUM										

Figure 4. Columns Added on Back of Report of Survey Register (DA Form 1659)

Column 4 # Days to Notify (Col 3 - Col 2). Subtract the Julian date in column 3 from the Julian date in column 2. The result is the amount of time that will be subtracted from the total processing time at the completion of the Report of Survey.

Column 5 Julian Date Approved. Insert the Julian date with which the approving authority signs the survey. The total processing time ends at this point. The time spent notifying individuals of the final decision, reviews and remission requests should not be used in determination of total time.

Column 6 Total Processing Time (Col 5 - Col 1 - Col 4). To compute total processing time, subtract the Julian Date in column 1 from the Julian Date in column 5 and than subtract the days spent in notification recorded in column 4.

Reducing the processing time of Reports of Survey is not difficult. Saving time can be as easy as using the hints in this article or simply adjusting the columns on the Report of Survey Register.

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Customer Wait Time

CPT Leslie A. Heddlesten

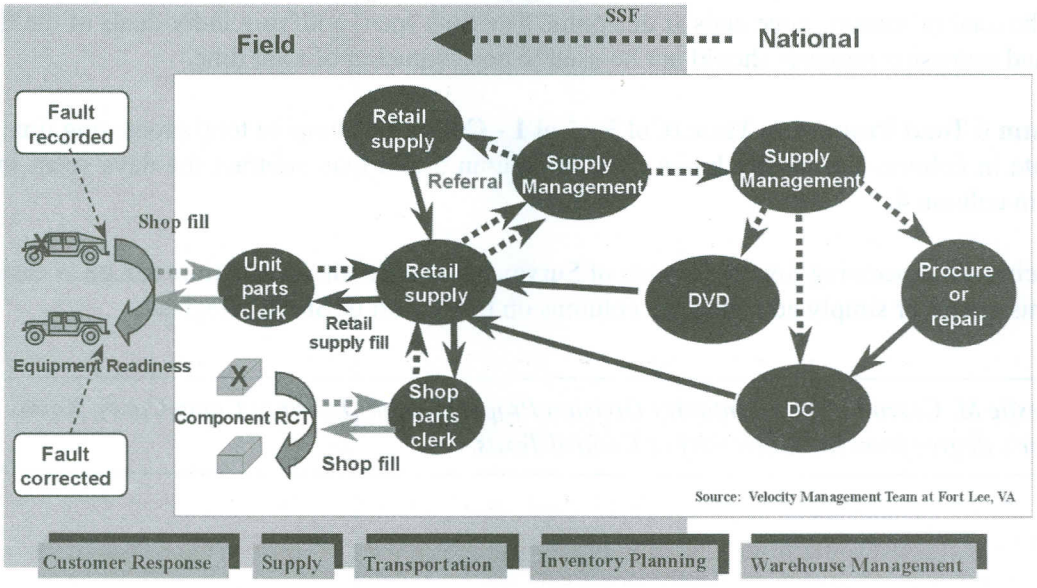
That which is measured will improve. Customer Wait Time (CWT) is a new and better performance metric that will measure the Requisition Cycle Time (RCT). Setting performance-based metrics or measurements will drive out unpredictability in supply support. Decreasing CWT will increase customer confidence in the logistics system.

CWT became an official Army metric in March 2001. CWT measures the time to satisfy a requirement by the end user. CWT simply equals the number of days a customer waits to receive an item. CWT begins with a requirement established in the Unit Level Logistics System/Standard Army Maintenance System (ULLS/SAMS) and ends with an acknowledged receipt recorded in ULLS/SAMS.

Until the Global Combat Support System-Army (GCSS-A) is fully fielded, the measured CWT time ends upon issue from the Supply Support Activity (SSA). Commanders will be able to access CWT performance data through the Integrated Logistics Analysis Program (ILAP) until the GCSS-A is fielded. The GCSS-A will have CWT built into its management module. This new CWT performance metric changes the focus from the SSA to the end user.

CWT is essentially an extension of the Order Ship Time (OST) metric currently used. CWT will not replace OST, because the Army must continue to track SSA replenishment time. OST had been the primary performance metric because of the Army's current Standard Army Management Information System (STAMIS) limitations. OST begins measuring time with the generation of a Standard Army Retail Supply System (SARSS) document number (DON) and ends when the SSA receives the part and closes the transaction. In the past, the Army could not capture the various segments of the supply chain to develop a CWT measurement; but that capability now exists with the ILAP.

Customer Wait Time Review
Army's Supply Chain



LEGEND:
DC Distribution Center
DVD Direct vendor deliveries
RCT Repair Cycle Team
SSF Single Stock Fund

The ILAP is a powerful automation system that captures the necessary information to fill the gaps that currently exist in supply movement data. True CWT is measured from the moment a fault is identified at the user level to the time the part is received at the user level. However, because of limitations in the STAMIS interfaces, the ILAP cannot measure the "tail" segment of CWT. In "tooth to tail" logistics, the tail includes both the time it takes a unit to pick up a part once the part is in the customer's bin at the SSA and then the time to correct the fault on the broken equipment. Therefore, this "tail" segment will be captured through other means, currently under development.

CWT is superior to OST as a metric because CWT measures the actual performance of the Army's supply chain. An end-to-end metric, CWT measures the time a requirement is entered into ULLS-G/ ULLS-S4, SAMS-1 and the Standard Property Book System-Redesigned and then passed to the SSA. Eventually, CWT also will measure the time it takes for units to pick up material at the SSA to the time the item is actually received at the unit or direct support level. CWT also will show the performance of the various sources of supply. In addition to the SSA, these include maintenance returns, direct vendor deliveries (DVDs), referrals and national providers such as the Army Materiel Command and Defense Logistics Agency.

CWT also will track requisitions both with and without backorders. The Army's Velocity Management (VM) team produced the diagram in this article to show the supply chain as it includes all areas that are measured under CWT.

The Velocity Management team helps discover ways to optimize the supply chain with its methodology of *Define, Measure and Improve* the Army logistics system, leaders and operators. Velocity Management focuses on simplifying logistical processes, substituting speed for mass and implementing improvements. Velocity Management works through three process improvement teams (PITs), one focused on CWT. The CWT team and the Department of the Army (DA) are developing DA standards to measure how well commanders get parts into the hands of soldiers. The CWT PIT is currently working on segment analysis for the total supply chain.

The information captured with CWT allows managers to track performance at all levels of the supply chain and to make improvements where necessary. Measuring CWT as a step in decreasing CWT improves the Army's supply system.

NOTE: The author personally thanks CW4 Matthew A. Anderson Sr., Velocity Management Change Agent, US Army Combined Arms Support Command, Fort Lee, VA, (andersonm@lee.army.mil) who was a subject matter expert for her research on Customer Wait Time.

CPT Leslie A. Heddlesten, who is currently a student in the Combined Logistics Captains Career Course at Fort Lee, Virginia, was commissioned through Officer Candidate School at Fort Benning, Georgia. Previous assignments include the 26th Quartermaster Supply Company, 485th Corps Support Battalion (Forward), and Supply Support Activity Accountable Officer and Battalion S4, 18th Corps Support Battalion, 16th Corps Support Group in Hanau, Germany.

Beret Brief by the Quartermaster Regimental Command Sergeant Major

For proper wear of the Army's new black beret, as well as fitting and shaping the beret, see CSM Larry W. Gammon's *Beret Brief* at **www.quartermaster.army.mil**, Command Group, The Regimental Command Sergeant Major Page.

Be A Winner in Supply Excellence Award (SEA) Competition

CPT Kevin Price

The annual Army Chief of Staff's Supply Excellence Award (SEA) program is a comprehensive evaluation designed both to enhance supply readiness and to encourage the best supply operations. Although all units nominated to compete for the SEA are well qualified, certain aspects of unit performance will separate the winners from the rest of the pack. Commanders, unit supply soldiers and Supply Support Activity (SSA) personnel can enhance their unit's success by focusing on three general areas in addition to the normal preparation for evaluation.

Conceived during the Total Army Worldwide Supply Conference in 1984, the SEA program was implemented two years later. The US Army Quartermaster Center and School, the main proponent for the SEA Program, added SSAs and direct support (DS) units during the 1997 competition. In 1998, US Army Reserve (USAR) and Army National Guard (ARNG) units were included in the worldwide evaluations.

The SEA program aims to increase the overall supply and logistical readiness of Army units through positive incentive awards that recognize the Army's most outstanding supply rooms and SSAs. The SEA competition is a two-way evaluation. At the same time that the SEA evaluation team is evaluating units, the units give feedback and recommendations on Army supply procedures that are fed up through the channels for review and potential revision.

Active Army, USAR and ARNG units are all eligible to compete in the SEA evaluations. However, to compete at the Armywide level, units must first be selected by their respective major command (MACOM). Each MACOM has a different process for selecting the supply activity to represent the MACOM during the SEA competition, so interested units should contact their MACOMs for specific guidance. The points of contact (POCs) for MACOMS are located on the Quartermaster Home Page at www.quartermaster.army.mil/ under Units & Departments, Logistics Training Department (LTD), Supply Excellence Award Program.

Nearly all supply activities nominated for the SEA evaluations demonstrate superior performance. However, to differentiate the "very best" from the "rest of the best," SEA evaluators have noticed trends in three general areas: the initial visual assessment, the internal and external standing operating procedures (SOPs,) and the supply activity's communications capabilities. By focusing on these areas, units can enhance their success during the SEA evaluations.

Initial Visual Assessment

As in other aspects of life, first impressions can be lasting ones. The evaluator's initial visual assessment of the supply room or SSA will create a mood for the rest of the evaluation. In addition to general appearance, evaluators will be checking for aisles free of clutter, neat and organized storage bins, and storage placards that are both accurate and legible. Safety signs (such as "Hazardous Materials" and "Eye-Wash Stations") should be adequate and easily visible, and all fire extinguishers should be easily accessible with current certifications. Another aspect of the initial evaluation is physical security. Units should refer to AR 190-11 (Physical Security of Arms, Ammunition and Explosives) to make sure that items are secured properly and that the key control procedures are correct.

Standing Operating Procedures

The second area of inspection with a high degree of scrutiny is the internal SOP. Normally, a well-written and thorough SOP corresponds to a well-run and efficient supply operation. According to last year's SEA after action report, about 20 per cent of the internal SOPs were lacking in one or more areas. The SEA team has collected exceptional SOPs and will provide them to units upon request. All soldiers

in a supply activity also must be trained on the unit SOP. The SEA evaluators will spot-check soldiers' knowledge of procedures, as well as their use of procedures. Soldiers who are utilized properly are working within their military occupational specialties (MOSs) and are cross-trained on multiple areas of supply room or SSA operations.

The Quartermaster General has recently given the SEA team the additional task of evaluating customer service and support. For units that support other customer units, a comprehensive external SOP will usually result in satisfied and informed customers. In addition to clearly stating operational procedures, an external SOP defining the customer responsibilities can alleviate potential lapses in customer support and satisfaction. Just as with the internal SOP, the external SOP should be disseminated widely and easily accessible.

Communications Capabilities

As supply units head toward the Global Combat Support System-Army (GCSS-A), quality communications and connections have never been more critical. Easy access to a local area network (LAN), or at least a modem, is increasingly important for file transfer protocol and connectivity between the Army's different automated supply systems. Furthermore, supply activities need the capability to tap into the vast resources on the Internet. For the SEA evaluation, units will need to access the most current publications and forms found at the US Army Publishing Agency Home Page (www.usapa.army.mil), as well as the Logistics Integration Agency (LIA) website (www.lia.army.mil) that allows units to submit changes to Army publications and view changes currently in progress. If a supply activity does not have adequate connectivity, command involvement should be encouraged in upgrading communications capabilities.

Only supply rooms or SSAs with consistently superior performance will have an opportunity to compete for the SEA. By determining the evaluation guidance in advance and then carefully preparing for the competition - taking special note of the three areas discussed in this article – a unit can maximize the chance of winning the SEA and well-deserved recognition.

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ONLINE Publicatons and Forms

The US Army Publishing Agency has digitized a wide range of Army regulations, circulars and pamphlets as well as OF, SF, DA and DD Forms on the Internet. **www.usapa.army.mil**

For field manuals, professional bulletins, training circulars, STPs, MTPs and ARTEPS, access the Army Doctrinal and Training Digital Library's world wide web site. **www.adtdl.army.mil**

In addition to Army technical and equipment publications (except engineering and medical), the Logistics Support Agency (LOGSA) has one the Army's best logistics portals. **www.logsa.army.mil**

The Army Field Feeding-2010

CPT Walter J. Sowden

During Army Transformation to the Objective Force, a need to revise the current combat feeding concept is evident. Quality field feeding has always been a key ingredient for mission success. The Army Field Feeding-2010 (TAFF-2010) is being developed to match the speed and agility of warfighters in the Objective Force.

Concurrently, while supporting operations of the Army's Objective Force vision for the future, TAFF-2010 will maintain quality support to today's soldiers and continue the Army's transition to the Interim Force. TAFF-2010 will integrate all associated field-feeding items across doctrine, training, leader, organization, mission and soldier (DTLOMS) requirements. This includes rations, distribution, storage, refrigeration, training, automation and organizational structure for both field and garrison requirements. TAFF-2010 is under development by several agencies, including the Army Center of Excellence, Subsistence (ACES), Natick Soldier Support Center, and Defense Support Center Philadelphia (DSCP). The director of the Directorate of Combat Developments-Quartermaster (DCD-QM) at the US Army Combined Arms Support Command (USACASCOM) chairs the agency developers. Prototype equipment will be tested and refined during a proposed FY02 Concept Experimental Program (CEP).

A critical element of TAFF-2010 is successful modernization of the Army's field kitchen and field-feeding equipment. As field-feeding doctrine evolves from Force XXI to the Interim Brigade Combat Team concept and eventually to the Objective Force, more flexible, mobile, diverse and responsive units and equipment are necessary. Today the Army has approximately 4,277 Mobile Kitchen Trailers (MKTs). Soldier support will improve drastically with the fielding of the Mobile Kitchen Trailer-Improved (MKT-I), Containerized Kitchen (CK), and eventually the Battlefield Nutrition Delivery System. The field kitchen fleet will be reduced by half during the next 25 years.

The MKT was fielded more than 25 years ago. Since then, both the mission and technology of field feeding have changed significantly. For modernizing the Army's primary field kitchen, the five key initiatives are the Modern Burner Unit (MBU); Kitchen, Company Level, Field Feeding-Enhanced (KCLFF-E); Mobile Kitchen Trailer-Improved (MKT-I); Containerized Kitchen (CK); and Battlefield Nutrition Delivery System. These improvements address deficiencies of the MKT and move closer to needs of the Objective Force.

Modern Burner Unit (MBU). The MBU is the cornerstone of MKT modernization. For a safer work environment, the MBU is replacing the M2 burner now used in all field-feeding systems. The MBU reduces the logistical burden of using military gasoline (MOGAS) and supports the single fuel on the battlefield initiative by burning the less volatile JP-8 fuel. The MBU eliminates the pressurized fuel system of the M2 and uses electronically controlled components to decrease the production of hazardous emissions. The MBU is ignited in place electronically. This feature saves time by eliminating the pre-heating required with the M2. The MBU's electronic ignition also reduces the hazards associated with lighting and carrying lit burners into the kitchen.

Kitchen, Company Level, Field Feeding-Enhanced (KCLFF-E). The KCLFF-E is used for field feeding of company-sized units. It is designed to heat, deliver and serve one heat-and-serve ration per day for up to 200 soldiers. It also has a limited capability to provide perishable and shelf-stable meals prepared by cooks. The major components of the KCLFF-E are a heater cabinet, cook pot cradle, burners, work/serving tables, beverage dispensers, M59 Field Range Cabinet, ice chest, a griddle and Insulated Food Containers. Two Quartermasters with the 92G (Food Service Specialist) military occupational specialty operate the KCLFF-E, with assistance from the unit being supported. Hot meals may be delivered to soldiers in dispersed units or

remote sites by using the Insulated Food Containers. Prime movers for the KCLFF-E are the High-Mobility Multipurpose Wheeled Vehicle (HMMWV) or larger vehicle.

Mobile Kitchen Trailer-Improved (MKT-I). The MKT-I will address the operational and functional deficiencies of the MKT, including operation during cold weather conditions, exhaust of cooking byproducts, and interior lighting. Upgrading MKTs with MKT-I equipment will expand the usefulness of the MKT. The MKT-I includes the following components: fluorescent lighting, 110-VAC convenience receptacles, exhaust/circulation fan, vinyl-coated polyester fabric walls, cold weather rubber matting and ground skirt, durable electric can opener for tray pack rations, new griddle top and new ice chest. These items are authorized for purchase by individual units.

Containerized Kitchen (CK). The CK is a mobile field kitchen that can support 800 soldiers with up to three hot, cook-prepared or heat-and-serve meals per day. The 800-soldier-per-day capability was demonstrated April 2000 during the Initial Operational Test and Evaluation at Fort Bragg, NC. The CK will be deployed to meal preparation sites, generally at battalion level. One CK will replace two MKTs and provide more food preparation capability. The CK consists of a combination of existing military kitchen equipment and commercial components together in an expandable 8×8×20 International Standards Organization (ISO) container. The CK will be mounted on a tactical trailer and towed. Major features of the CK include electrical power from an on-board Tactical Quiet Generator (TQG), an environmental control for heating and cooling, and refrigerated storage of 60 cubic feet. Cooks in the CK will be able to roast, grill, boil, fry and bake. The CK will have running water, a protected serving line, and ventilation of exhaust and cooking byproducts. The CK will begin fielding in FY01.

Battlefield Nutrition Delivery System. The Battlefield Nutrition Delivery System is still in the research and development phase. The equipment will tentatively involve a trailer or "HMMWV-mounted thermal fluid heat transfer/cogeneration technology system." The Battlefield Nutrition Delivery System will not replace the CK. The Battlefield Nutrition Delivery System is a replacement for the MKT. Capable of feeding up to 400 soldiers, the Battlefield Nutrition Distribution System is being developed for the Objective Force, with the first unit scheduled for fielding in FY10. Researchers for the future system list potential benefits as improved mobility, 80 per cent less equipment weight, 52 per cent reduced fuel consumption, 63 per cent reduced deployment footprint, 70 per cent reduced transportation footprint, and moving parts for the heating/generation system reduced from more than 40 to less than 4.

In summary, the way the Army plans to conduct operations is changing drastically. The Objective Force will be faster, more lethal, more spread out and operational in more diverse environments. Field feeding will directly affect the morale, capability and health of the combat soldier. Commanders will continue to require the best nutrition money can buy, and soldiers will continue to demand variety and well-prepared meals. The Army's goal of the right ration at the right time is an ever-evolving challenge that TAFF-2010 is working to meet.

CPT Walter J. Sowden is a recent graduate of the Combined Logistics Captains Career Course at Fort Lee, Virginia.

Army Food Program Publications

The Army Center of Excellence, Subsistence (ACES) at the US Army Quartermaster Center and School, continues to work with the US Army Publications Agency and Office of the Deputy Chief of Staff for Logistics to review AR 30-22 (The Army Food Program) and create its companion publication, DA Pamphlet 30-22. The DA pamphlet will have procedures and detailed information that mirror the chapter structure of AR 30-22. A user will be able to look up policy in a chapter of the regulation and then get operating guidance in the same chapter of the pamphlet. No hard copies of these publications will be provided to users. The regulation and pamphlet will be published electronically on the Logistics Integration Agency homepage. For more information, contact Emily Prior at ACES, DSN 687-4862 or E-mail to priore@lee.army.mil.

Crossing the James: Logistics of the Move to Petersburg

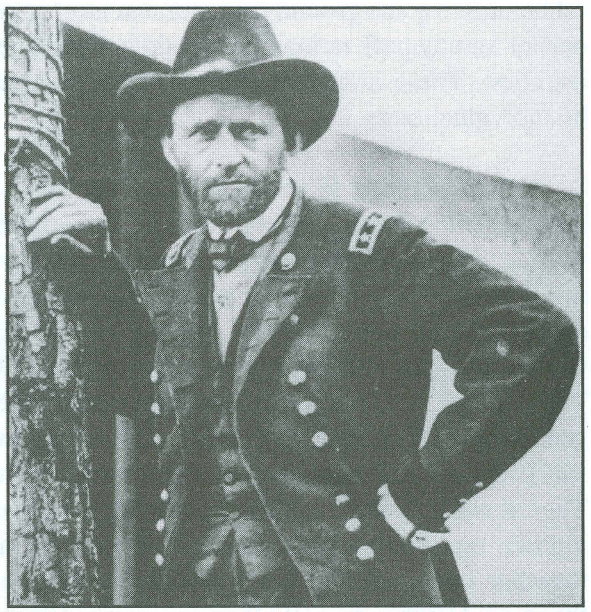
MAJ Donald Gunn

We must destroy this Army of Grant's before he gets to the James River, if he gets there it will become a siege, and then it will be a mere question of time. -

General Robert E. Lee
June 1864

The Overland Campaign

The March 1864 appointment of Lieutenant General Ulysses S. Grant to command of all the armies of the United States brought significant changes to the conduct of the war in the eastern theater of the War Between the States. Gone were the days when commanders could count on weeks or months to refit and rest their battle-weary units in preparation for the next campaign. Grant was convinced that the key to defeating the Confederacy was the application of constant pressure across all fronts. This plan would place a consistent strain on the South's limited manpower and fragile lines of communication, eventually forcing the capitulation of their military forces.



General Ulysses S. Grant

In Virginia, General Grant began his Overland Campaign in May 1864 when the Army of the Potomac crossed the Rapidan River and clashed with the Army of Northern Virginia in the Wilderness near Fredericksburg. Days later, they met again at battles in and around Spotsylvania Court House and the North Anna River. Despite heavy losses, Grant continued to hammer at General Robert E. Lee and marched on toward Richmond. A series of flanking movements brought the Union Army to the outskirts of the Confederate capital at Richmond where the soldiers faced strongly defended entrenchments near Cold Harbor. On June 3, 1864, Grant ordered a frontal assault against these positions. His army was devastated, with 7,000 blue-coated soldiers falling in a few short hours. In the 30 days from the Wilderness to Cold Harbor, the Union Army lost 55,000 men.

The heavy fighting and constant movement of the Virginia campaign was especially challenging for Grant's quartermasters. In addition to daily subsistence and forage requirements, the Army was expending enormous amounts of small arms and artillery ammunition. Ammunition trains made repeated trips to the rear, taking casualties to field hospitals and bringing ammunition forward to the front.

Two days after the disastrous assault at Cold Harbor, Grant made the decision to continue his move south. His objective was to interdict the critical rail and road junctions at Petersburg. To accomplish this, he would have to quietly withdraw 100,000 soldiers from a 10-mile front, traverse 50 miles of swampy ground and cross

a tidal river a half-mile wide. Engineers completed secondary positions behind the main Union line at Cold Harbor on June 11. The same day, Grant ordered Major General George Gordon Meade to prepare the Army of the Potomac for movement on June 12.

Movement to the James River

Cavalry troopers and infantry from Major General Gouverneur Kemble Warren's 5th Corps were the first to pull out of the trenches of Cold Harbor at 1800 on June 12. The first obstacle in the path to Petersburg was the Chickahominy River that ran east to west below the Union position at Cold Harbor. Arriving at Long Bridge before midnight, Warren's soldiers encountered Confederate pickets who were driven away with a well-placed volley of musket fire. The engineers immediately went to work clearing away the old span and deploying their pontoons across the two branches of the Chickahominy. By midnight the cavalry was crossing the bridge, followed closely by the infantry. Once across the river, Warren's corps was assigned the task of feinting toward Richmond and covering the right flank of Grant's movement.

At sunset on June 12, activity began along the length of Union lines at Cold Harbor. Major General William Farrar Smith's 18th Corps departed for White House on the Pamunkey River, where they boarded river transports to join another Union army operating on the Bermuda Hundred peninsula near City Point, Virginia. Major General Winfield S. Hancock's 2d Corps and Major General H.G. Wright's 6th Corps withdrew to the secondary line of trenches erected days earlier by the engineers. At 2300 Hancock's men departed to follow Warren's corps across the Chickahominy at Long Bridge. They were followed by the 6th Corps who headed to Jones Bridge four miles downstream. Major General Ambrose Burnside's 9th Corps departed from the right flank of the line and followed Wright's corps to Jones Bridge. Bringing up the rear of the Union withdrawal were cavalry troopers and a scattering of pickets left on the lines until almost daybreak on June 13. Soldiers' accounts of the march recall a bright moonlit evening obscured by the choking dust of thousands of shuffling feet.

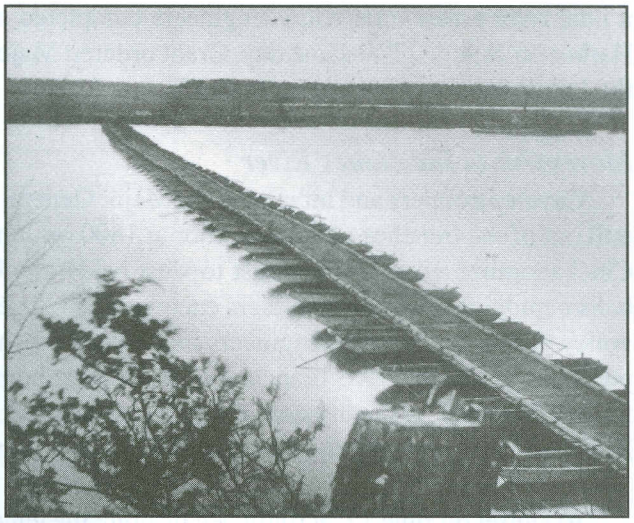
Unit	Commander	Destination
2d Corps	Hancock	Long Bridge
5th Corps	Warren	Long Bridge
6th Corps	Wright	Jones Bridge
9th Corps	Burnside	Jones Bridge
18th Corps	Smith	Boats to Bermuda Hundred

At daybreak on June 13, Lee discovered that Grant and his Union Army were gone. South of the Chickahominy, Federal engineers began laying out 12 miles of defenses to protect the crossing site on the James River. By late that afternoon, Hancock's men had arrived from Long Bridge and settled into these positions. That evening Grant's headquarters moved to Wilcox's Landing on the James River. During the night engineers and 2d Corps soldiers felled hundreds of trees to clear the way for the bridge across the James. The wetlands that dominated the terrain throughout the peninsula required the military engineers to spend time improving the approaches to all the bridges during the movement. The pontoon bridge for the James River included the building of a 150-foot pier across a swamp on the north side. During the morning of June 14, the pontoons at Jones Bridge were removed as the last of the infantry crossed over the Chickahominy River. At Wilcox's Landing, the 2d Corps left their defensive positions and began crossing the James River by boat.

The Supply Train

Grant's supply train bypassed the Chickahominy crossings at Long and Jones bridges and continued to travel eastward to Cole's Landing. The pontoon bridge there was the longest of the Chickahominy crossings, measuring 1,200 feet. The swampy terrain around the span required extensive use of corduroy approaches and piers. The terrain also required all the available pontoons in the engineer regiment plus those brought

downstream after the disassembly of the Long and Jones bridges. The 1,200-foot span was completed after dark on June 14, and the supply train began moving across the pontoon bridge at Cole's Landing during the night. The longer route to the Cole's Landing crossing kept the supply train from encumbering the movement of the infantry, a constant concern of Grant and his quartermasters.



The 1,200-foot Pontoon Bridge Built Across the Chicahominy River

Photographs from the National Archives, Washington, DC

Pontoon Bridge Above Jones Landing, From the North Side

Quartermaster Improvements

The chief quartermaster for the Army of the Potomac was Colonel Rufus Ingalls, a reformer and veteran of many campaigns. As early as 1862, Ingalls set to work reducing the number of wagons on the march with the army. He recognized that the large baggage trains that accompanied those early armies reduced mobility, were a financial burden and required excessive manpower to secure. His early reforms not only prescribed what should be carried on these wagons, but also tied the number of wagons authorized to the actual headcount within the regiment. Similar restrictions were eventually adopted throughout the Union Army, although abuses continued throughout the war.

In addition to limiting the size of the trains, Ingalls also took steps to regulate their organization. Early in the war, wagon trains were organized at the regimental level with no centralized authority or marching orders. This led to mass confusion during major campaigns, with trains jockeying for position and becoming inextricably bogged down at every intersection and narrow point in the road. Ingalls ordered that trains be organized at brigade or division level with the senior quartermaster in overall command of the movement.

Rufus Ingalls also created the concept of supply trains by separating bulk supplies into special trains for ammunition, subsistence, quartermaster and hospital stores. General supply wagons were to be marked to indicate their contents. Baggage wagons were to be marked with their corps badge, division color and the number of their respective brigade. These procedures allowed for streamlined traffic control and the efficient return of empty wagons to the advance depots for resupply.

The supply train that moved from Cold Harbor to the James River contained several thousand wagons and was some 50 miles in length. A soldier assigned to the security detail for the train reported that it took 14 hours for the supply train to pass his position. When supply trains were grouped together on the march, they were organized with small arms ammunition to the front, followed by artillery ammunition, subsistence, forage and then sutlers. This arrangement allowed quick access to the most important supplies and assumed that the most critical resources were safest at the front of the column. During the movement to the James River, the supply train was organized at army level with brigade and regimental quartermasters placed among the trains where they were responsible for a given number of wagons. The nighttime movement, dusty roads and difficult terrain

Brigadier General Rufus Ingalls (pointing) is depicted as the Theater Quartermaster briefing Union leadership at a logistics summit held at City Point, Virginia, in March 1865, just before the fall of Petersburg. The other leaders (left to right) in this painting by Don Stivers at the US Army Quartermaster Museum are Colonel Richard N. Batchelder (Quartermaster with open map), President Abraham Lincoln, General Ulysses S. Grant and Colonel Henry W. Benham, an Engineer officer. At its height in Spring 1865, City Point was one of the busiest port and rail cities in the world.

required strict adherence to the march order. The huge train was delayed several hours by the building of the pontoon bridge at Cole's Landing. Nevertheless, Grant expressed satisfaction with its progress. The train was protected by troopers of General James Harrison Wilson's cavalry division along with soldiers detailed from the infantry regiments.

Bridging the James

On the afternoon of June 14, three miles downstream from Wilcox's Landing, 450 engineers began construction of a pontoon bridge across the James River. Work began simultaneously from Weyanoke Point on the north bank and near Windmill Point on the south. The river was 80 to 90 feet deep at this point and tides ranged three to four feet. The bridge was constructed with 101 wooden pontoons, carried a roadbed 11 feet wide, and was lashed to 6 schooners that anchored themselves upstream to hold the bridge against the current. Three of these schooners held a 100-foot removable section that allowed gunboats and other vessels to pass through the bridge. Further upstream, General Benjamin F. Butler had five stone-laden ships sunk in the channel to prevent Confederate gunboats from coming downstream to interfere with the operation. The bridge took nine hours to complete and was ready to receive traffic at 0100 on June 15. When complete, the bridge was 2,100 feet in length, making it the longest floating bridge in military history.

Shortly after its completion, troops and trains began to make the crossing. Many would report that the bridge was quite stable, while others were happy to reach firm ground on the south side of the James River. The infantry of 9th Corps, a division of the 6th Corps, and Wilson's Cavalry Division all crossed the James River on the bridge. However, most bridge traffic consisted of the massive supply train arriving from Cole's Landing. Crossing with the supply train were the cannon, limbers and caissons of the artillery, ambulances, baggage wagons and a herd of more than 3,500 beef cattle.

Among the soldiers crossing the pontoon bridge that first day were General Grant and his headquarters staff. General Lee crossed over the James River from Richmond the following morning. Three hours after troops began crossing the James River pontoon bridge, Hancock's 2d Corps completed its crossing of the James by boat. Unfortunately, they were delayed by difficulties in communications and arrived too late to assist the 18th Corps in the initial assault on Petersburg on the evening of June 15.

City Point

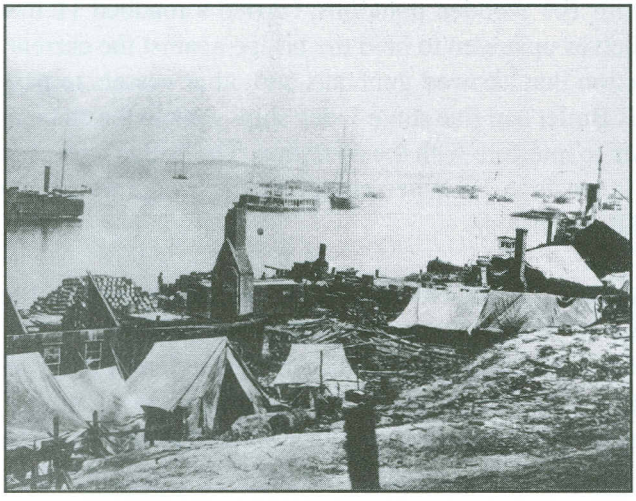
After crossing the James River, the wagons of the supply train parked in and around the small hamlet of City Point and the City Point Railroad. A supply base had been established at City Point, Virginia, in the weeks

before the James River crossing by troops of Major General Butler's Army of the James. City Point was an ideal location for a supply base because of its location at the confluence of the James and Appomattox Rivers. This allowed large sea-going vessels to dock at the waterfront.

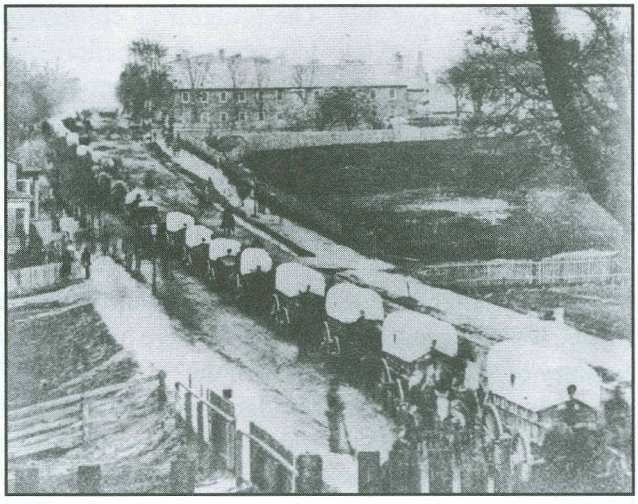
Recently promoted to theater quartermaster, Rufus Ingalls went to work expanding the logistics operations at City Point. Separate storage areas were built to store different classes of supply such as subsistence, forage, clothing, ammunition, medical supplies and camp equipment. On a daily basis, 40 steamboats, 75 sailing ships and 100 barges were operating out of the wharves at City Point. More than 1,800 employees, many of them former slaves, worked as blacksmiths, bakers, wheelwrights, carpenters, blacksmiths, saddlers, teamsters, laborers and clerks. The Railroad Construction Corps employed another 2,000 to 3,000 employees. By Autumn 1864, 20 miles of rail lines stretched from City Point to the rear of the Union siege lines. Eighteen trains a day made the trip to the front delivering supplies and evacuating casualties to the hospital complex at City Point.

After the initial assaults against Petersburg failed, the two sides settled into a prolonged siege. While the supply base at City Point grew, Grant systematically strangled Lee's links to the outside world. When the last link to Petersburg fell in April 1865, he was forced to abandon Petersburg and the Confederate capital at Richmond. As Lee had predicted a year earlier, once a siege began, it was only a matter of time.

Note: Wilcox's Landing is preserved in a county park located one mile south of the Grant's Crossing historical marker on Route 5 near Charles City Court House, Virginia. The southern terminus of Grant's James River pontoon bridge is marked at the Flowerdew Hundred historical site off Route 10 near Hopewell, Virginia.



City Point (now Hopewell), Virginia in 1864



First Union Wagon Trains Into Petersburg, 1865

MAJ Donald Gunn is a training developer/writer in the Training Directorate, US Army Combined Arms Support Command, Fort Lee, Virginia. A Distinguished Military Graduate of the University of Tampa, he holds a master's degree in business administration from the University of Florida. He has served in the 101st Airborne Division, United States Southern Command, and United States Army South. His military education includes the Quartermaster Officer Basic Course, Combined Logistics Officer Advanced Course, Battalion Motor Officer Course, Petroleum Officer Course, Combined Logistics Captains Career Course, and Air Assault School.

(Continued from Inside Front Cover)
Corps' accomplishments over the past two years. I am especially proud of the recent Supply-Chain Management Symposium and the three Quartermaster candidates approved by the Department of the Army for the FY01 Rapid Acquisition Program for Transformation (RAPT): the HIPPO water tankrack compatible with the Army's Load Handling System, CAMEL unit water pod system, and the Authorized Stockage List Mobility System (ASLMS). The US Army Quartermaster Center and School (USAQMC&S) recently completed the new military occupational specialty (MOS) 92S training strategy and is developing the training support packages (TSPs) for the Quartermaster Basic Officer Leader Course. A new 923A Petroleum Warrant Officer MOS has been submitted for approval. Our Association of Quartermasters has implemented the Catharine Greene Award to recognize the outstanding contributions of Quartermaster spouses and also presented its first $2,000 scholarship to a Reserve Officers' Training Corps cadet at Campbell University.

Thanks to all, especially the team at the USAQMC&S, as well as all Quartermasters past and present. Your contributions to the transformation of citizens to soldiers, sustainment of warfighters and the outstanding legacy of Army service for 226 years have been exemplary. It has been my honor and my privilege to serve you as the 46th Quartermaster General. Continue your excellent service to our Army and its warfighters. *We are what we repeatedly do. Excellence then is not an act, but a habit.* - Aristotle

Major General Hawthorne L. Proctor, 46th US Army Quartermaster General, has held many command and staff positions. His most recent assignments include Deputy Chief of Staff for Logistics and Operations, US Army Materiel Command; 26th Commander of the Defense Personnel Support Center; and the first Commander of the Defense Supply Center Philadelphia, Pennsylvania; Director of Plans and Operations, Office of the Deputy Chief of Staff for Logistics; Executive Officer for the Deputy Chief of Staff for Logistics, Department of the Army; and Commander, 45th Corps Support Group (Forward), Schofield Barracks, Hawaii. Other key assignments include Chief, Combat Service Support Career Division, Enlisted Personnel Management Directorate, US Total Army Personnel Command; Director, Supply and Professional Development Department, US Army Quartermaster Center and School, Fort Lee, Virginia; and Commander, 25th Supply and Transport Battalion, 25th Infantry Division (Light), Schofield Barracks. Before assuming battalion command, overseas duty included assignments in Korea, Vietnam and Thailand.

2001 Hall of Fame, Distinguished Members and Units of the Regiment

During Regimental Week in 2001, the Hall of Fame formally inducted seven new members: MG Felix J. Gerace (Retired), Chester A. Kowalczyk, COL Alvin Hulsey (Retired), COL Will H. Horn (Retired), CW5 John F. Zimmerman (Retired), CW5 James E. Revels (Retired) and CSM Anthony D'Amato (Deceased). The Hall of Fame now has 80 members in Mifflin Hall at Fort Lee.

Regimental Week, June 11-15, celebrated the 15th anniversary of the Quartermaster Corps joining the US Army Regimental System on June 13, 1986. Participants also paused to celebrate the life and contributions of former Fort Lee Commander and Quartermaster School Commandant, MG Fred C. Sheffey Jr., who died last July. The theme for 2001 was *Quartermasters: Supporting Victory Through Transformation.*

The 24 Distinguished Members of the Regiment for 2001 are BG Jesus A. Mangual, Philip Brandler, COL Wayne D. Taylor, COL George M. Parker, COL Paul C. Diamonti, COL Stephen E. Broughall, Jr., COL Joseph A. Brown, COL John J. Erb (Retired), COL Robert J. Swift (Retired), COL Wilburn H. Harmon (Retired), COL John D. Broderick (Retired), Ms. P.J. Carr, Ms. Shirley M. McCarthy, LTC Juneus Oba (Deceased), LTC James F. Fagan (Retired), LTC Ned R. Ash (Retired), Ms. Emily Prior, CW5 David A. Morton, CW5 Paul L. Simmons, CW5 Robert Gowin, CW4 James C. Tolbert, CSM Mark A. Rudd, CSM Archie L. Turner and CSM James M. Fisher.

The six new Distinguished Units of the Regiment are the 4th Forward Support Battalion, 35th Supply and Service Battalion, 383d Quartermaster Battalion, 485th Corps Support Battalion, 553d Corps Support Battalion and the 609th Quartermaster Graves Registration Company.

SAFETY SAVES

Risk Management: A Living Process

Every operation or event requires a risk assessment. The leader is responsible for having a risk assessment done and then ensuring that soldiers use the assessment during planning and execution of the operation. For example, during parachute jumps, it became very clear that the Military Improved Reserve Parachute System (MIRPS) included potential hazards that must be addressed. Leaders became actively involved. The following Risk Management Work Sheet was completed to ensure control of MIRPS hazards.

RISK MANAGEMENT

A. Mission or Task: Use of the Military Reserve Parachute System (MIRPS) during parachute operation

D. Prepared By: LTC Grigley, Aerial Delivery and Field Services Department (ADFSD);

E. Task	F. Identify Hazard	G. Assess Harzards
1. Prejump Training (Rotary/Fixed Wing Aircraft)	1. Accidental premature activation of MIRPS during approach, loading or inside a rotary wing aircraft	1. High (ID) **ID = seldom**
2. Jumpmaster. Personnel Inspection (Rotary/Fixed Wing Aircraft)	2. Accidental premature activation of MIRPS during approach, loading or inside a rotary/fixed wing aircraft due to improper seating of reserve parachute locking pins.	2. High (ID)
3. Loading Aircraft (Rotary/Fixed Wing Aircraft)	3. Accidental premature activation of MIRPS during approach or loading a rotary/fixed wing aircraft due to improper seating of reserve parachute locking pins prior to aircraft takeoff.	3. High (ID)
4. In Flight Procedures (Seat belt fastened in Rotary Wing Aircraft)	4. Accidental premature activation of MIRPS inside a rotary wing aircraft during flight while seatbelt is fastened.	4. High (ID)
5. In Flight Procedures (Seat belt fastened in Rotary Wing Aircraft)	5. Accidental premature activation of MIRPS inside a rotary wing aircraft during flight while seatbelt is unfastened.	5. Moderate (IE)
6. In Flight Procedures (Jump Doors Closed in a Fixed Wing Aircraft)	6. Aircraft premature activation of MIRPS inside a fixed wing aircraft during flight.	6. High (ID)
7a/b. In Flight Procedures (Jump Doors Open in Fixed Wing Aircraft)	7a. Accidental premature activation of MIRPS inside a fixed wing aircraft during flight with canopy contained.	7a. High (ID)
	7b. Accidental premature activation of MIRPS inside a fixed wing aircraft during flight with canopy pulled outside the aircraft.	7b. High (ID)

K. Determine overall mission/task risk level after controls are implemented (circle one)

LOW (L) **MODERATE (M)**

Who Has Risk Decision Authority For Risk Level Identified?

SOLDIERS

Michael L. Davis

WORK SHEET

B. Date/Time Group: NA **Begin:** Any Time **End:** Any Time		**C. Date Prepared:** 3 January 2000
CPT Michaelis (ADFSD) and Mr. Michael Davis (USAQMC&S Branch Safety)		
H. Develop Controls	**I. Determine Residual Risk**	**J. Implement Controls ("How To")**
1. Conduct Prejump Training IAW Chapter 8, FM 57-220. Stress jumper protection of rip-cord grip by placing right hand and forearm over front of reserve during loading and flight.	1. Moderate (IE) **IE = unlikely**	1. **FM 57-220 (Static Line Parachuting Techniques and Training)** is used for the entire mission.
2. Jumpmaster check 1st and 2nd locking pins on reserve parachute for proper seating IAW Change 1, FM 57-220 leaving protective flap open for final inspection during aircraft loading.	2. Moderate (IE)	2. FM 57-220
3. Jumpmaster makes final check of reserve parachute locking pins. Stress jumper protection of ripcord grip.	3. Moderate (IE)	3. Additional USAQMC&S ADFSD safety requirements to procedures outlined in FM 57-220.
4. Jumpers protect reserve parachute from premature activation by protecting the ripcord grip.	4. Moderate (IE)	4. Same as above.
5. Affected jumper immediately exits aircraft.	5. Moderate (IE)	5. Same as above.
6. Affected jumper and jumpers around will contain the canopy. Safety personnel will collect the activated reserve parachute and issue the jumper another reserve.	6. Moderate (IE)	6. Same as above.
7a. Affected jumper and jumpers around will contain the canopy. Safety personnel will detach the affected jumper's static line from the anchor line cable, moving the affected jumper forward out of the way of other jumpers. The affected jumper will be issued another reserve and jump on the next pass.	7a. Moderate (IE)	7a. Same as above.
7b. Affected jumper must exit the aircraft as quickly as possible.	7b. Moderate (IE)	7b. Same as above.
HIGH (H)	**EXTREMELY HIGH (E)**	
(The Asssistant Commandant, US Army Quartermaster Center and School, will sign here.)		

CAREER NEWS

Professional Development

As the Army transformation continues in the 21st Century, we at the Quartermaster Branch, US Total Army Personnel Command (PERSCOM) will update Quartermasters about some changes, developments and trends in the assignment and professional development areas. **For more information about Quartermaster Corps officer and noncommissioned officer (NCO) issues, access the PERSCOM web site at www.perscom.army.mil and the Office of the Quartermaster General web site at www.quartermaster.army.mil/oqmg/ (Officer Proponency, Warrant Officer Proponency and Enlisted Proponency). Quartermaster warrant officers can access their PERSCOM Quartermaster Warrant Officer Page at www.perscom.army.mil/OPwod/tolbert.htm.** 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 telephone number, E-mail address, FAX number, and telephone Interactive Voice Response System (IVRS) instructions and telephone number. Enlisted soldiers can get their pocket cards at their personnel servicing battalions.

Professional Life Cycles for Lieutenants and Captains

LTC Michael Chambers, Chief, Quartermaster Officer Personnel Management
Chamberm@hoffman.army.mil, DSN 221-5266

Lieutenant Years

Officers accessed into the Quartermaster Corps will be designated 92A Quartermaster (Supply and Materiel Management). The Quartermaster Corps requires training for you to perform duties in a wide range of logistical areas. You will attend the Quartermaster Officer Basic Course at the US Army Quartermaster Center and School, Fort Lee, VA, for an introduction to the general functions of logistics and for training in general military subjects such as leadership, military justice, weapons and tactics. You also will receive instruction in all Quartermaster areas of concentration (AOCs) to give you sufficient background to become a Quartermaster Supply and Materiel Management Specialist capable of filling any Quartermaster lieutenant position (except aerial delivery positions). Some officers will receive additional training in Aerial Delivery and Materiel (AOC 92D). By regulation, these Quartermasters are the only officers who may fill parachute rigger positions. However, these officers also will retain their 92A qualification and eligibility for assignment to a 92A position.

As a lieutenant, you will normally be assigned at company level to gain troop experience and build a solid leadership foundation. The following are some of the positions you may fill:

- Class II, III(P), IV and VII Warehouse Officer in Charge (OIC) for clothing; packaged products of petroleum, oils and lubricants (POL); barrier materials; and major end items
- Class IX, Repair Parts Warehouse OIC
- Accountable Officer and Technical Supply Officer
- Supply Platoon Leader
- POL Platoon Leader
- Water Platoon Leader
- Laundry and Shower Platoon Leader
- Rigger Platoon Leader
- Company Executive Officer/Motor Officer
- Battalion Assistant S4 (Logistics Officer)
- Assistant Support Operations Officer

Captain Years

Upon promotion or selection to captain, you will attend the Combined Logistics Captains Career Course (CLC3) at the Army Logistics Management College, Fort Lee, VA, to prepare yourself for Quartermaster branch qualification. The CLC3 prepares you as a company commander and/or supply and service staff officer for multifunctional logistical organizations. During CLC3, you will receive advanced tactical and technical training as well as instruction in advanced distribution management, materiel management and multifunctional logistics.

Immediately after CLC3, officers will attend the Combined Arms and Services School (CAS3) at Fort Leavenworth, KS. Upon completion of both CLC3 and CAS3, some officers will attend follow-on modules tied to their projected assignments. Other officers will attend specialized courses relating to various Quartermaster AOCs such as the Aerial Delivery and Materiel Officer Course (92D), and Advanced Fuels/ Water Management (92F).

After promotion to captain, you must aggressively seek company command to enhance professional development and then complement your command with staff experience at the battalion, brigade or division level. The following are some of the positions you may fill:

- Company Commander
- Forward Support Company
- Forward Support Battalion
- Main Support Battalion
- Corps Support Battalion
- Field Services Company
- Headquarters Company
- Headquarters Detachment
- Rigger Company
- Advanced Individual Training (AIT) Company
- Basic Training Company
- Recruiting Company
- Supply and Maintenance Company
- Battalion S4
- Brigade S4 or Assistant S4
- Supply and Services Officer
- Support Operations Officer
- Distribution Management Officer
- Material Management Officer
- School Instructor
- Aide-de-Camp
- Logistics Officer

Senior Service College Board Process and School Preference

LTC Lee Hansen, Lieutenant Colonel Assignments Officer
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I recently completed the Senior Service College (SSC) Board for which PERSCOM began preparing more than 120 days before the 3 Apr 01 convening date. The SSC board announcement is distributed a minimum of 120 days before the board's date to convene. The SSC Board meets annually in the 3d quarter of a fiscal year.

The selected officers receive a CD-ROM by mail that includes a congratulatory letter, information on various colleges and fellowships, a distance education application, and instructions about accessing the online SSC Preference Sheet. Generally speaking, Quartermaster officers can request to attend the Army War College, Air War College, Naval War College, Marine War College, National Defense University (National War College or Industrial College of the Armed Forces) or receive an SSC fellowship. Contact your assignments officer for specific qualifications for each college and fellowship.

I receive many questions about the SSC slating process. In summary, the many SSC considerations such as Army requirements, professional development considerations, professional and academic qualifications, and officer preferences are the key factors in slating. Slating announcements are made via worldwide message in early spring. The first step is for the selected officers to submit their school preferences, in rank order, online by accessing the SSC Preference Statement in the PERSCOM Knowledge Center.

The next step is downloading preferences from the SSC Preference Database to the SSC Slating Model. An official Slate Committee generates the slate. Next, PERSCOM's commanding general is briefed on the slate.

What if a Quartermaster is an alternate selectee? The order of merit list (OML) is used to fill seats of deferred principals. Notification of an officer's alternate status will not occur until after the announcement of the colonel selection results. Alternates not activated to principal status will compete again, without advantage, during the next year's board if otherwise eligible. Alternates who do not meet slating criteria for activation will not be deferred.

PERSCOM does have deferments known as operational deferments. The director of the Officer Professional Management Directorate and PERSCOM's commanding general can grant operational deferments on a case-by-case basis. Generally, an officer will attend SSC as scheduled.

Here is another interesting point that I would like to share about SSC Joint Professional Military Education (JPME). The National War College and the Industrial College of the Armed Forces are designated as JPME schools. Upon graduation, 50 per cent plus one officer attending must be assigned to a joint duty assignment. Therefore, officers who are already 3L will not be slated to these colleges.

I often get questions about nonresident SSC. I will outline the general eligibility requirements. Eligibility is the same as for resident SSC. However, officers selected and enrolled in the nonresident course are no longer eligible for resident SSC. To be eligible for nonresident SSC, the officer must be either on the most recent SSC OML or a promotable lieutenant colonel (LTC (P)) on the most recently released colonel promotion list.

To enroll in nonresident SSC, eligible officers must return an enrollment memorandum to PERSCOM's Quartermaster branch. The requests for nonresident enrollment by LTC (P)s on the most recently released O6 list (list of LTCs eligible for promotion to colonel) will be filled in OML order. Nonresident SSC is a very demanding two-year course with two, two-week resident phases. The course requires at least as much time as a graduate-level program. Officers will receive an Army Evaluation Report upon graduation or course termination.

Now, how do you determine your Military Education Level/Military Education Status (MEL/MES) coding for SSC and the Army War College Distance Education Course (AWCDEC)? Officers selected for resident attendance are coded MEL A/MES 6, Senior Service College Selectee. Two months after enrollment, MEL A/MES 1 and the appropriate Military Career Development Course Completed (MCRDCC) war college code is annotated on the Officer Record Brief. Officers who participate in the AWCDEC will be awarded a MEL A/MES 1, AWCDEC graduate and the MCRDCC AWCDEC code after completion of the first phase (mid-course). There is a two-year service obligation for resident and nonresident SSC.

In closing, I will discuss constructive or equivalent credit for SSC. Officers may only apply for constructive credit when they are past SSC eligibility. Applications must be submitted according to Paragraph 3-8, AR 351-1 (Individual Military Education and Training). I wish all of you the very best for your selection to SSC.

Army Congressional Fellowships

MAJ Mickey Martin, Major Assignments Officer
Micky.Martin@hoffman.army.mil, DSN 221-5267

The US Army Congressional Fellowship Program is one of the most competitive opportunities available to all Army majors. One-year fellowships provide congressional experience to top Army officers and civilians, beginning each August. Officers selected for fellowships attend the Force Integration Course and participate in a Congressional Training Program. After the classroom phase and orientation to Headquarters, Department of the Army, congressional fellows serve as staff assistants to members elected to Congress. Typically, congressional

fellows draft legislation, arrange congressional hearings, write speeches and floor statements, and brief members for committee deliberations and floor debate.

Army officers in the program incur a three-year service obligation. Within five years of completing the fellowship, officers will be assigned to a position requiring knowledge of congressional activities. Each spring, an Army selection board convenes to select fellows. Commanders and supervisors are encouraged to submit their top candidates for this prestigious opportunity.

Eligible nominees must meet the following criteria:

- Have active federal commissioned service of not more than 19 years from the beginning of the fellowship (normally September of each year).
- Hold the rank of major or lieutenant colonel.
- Have completed CGSC/CSC or its equivalent.
- Not be competing for any other Army-sponsored program, fellowship or scholarship.
- Be available for a two-year utilization assignment immediately following fellowship.
- Be branch qualified at current rank.
- Have no adverse actions pending.
- Have a strong interest in the legislative process and public affairs.
- Be able to complete the full fellowship year.
- Meet all stabilization requirements.
- Meet height/weight requirements according to AR 600-9 (The Army Weight Control Program).
- Receive approval from their career branch and development branch, PERSCOM, **before competing.**

Applicants must send requests in letter format with endorsement by the first field supervisor. All combat service support branches have the potential to compete for the US Army Congressional Fellowship. However, the program is currently configured so that PERSCOM annually provides nominees from specific branches or functional areas. Applications to the Future Readiness Officer at PERSCOM must arrive not later than 31 December of the previous year. Point of contact in the Quartermaster branch is the Future Readiness Officer. I encourage each of you to learn more about the program and strive to compete for this opportunity.

Training With Industry for Quartermasters

MAJ Michael McKinney, Captain Assignments Officer
Michael.McKinney@hoffman.army.mil, DSN 221-5268

The Army's Training With Industry (TWI) program is designed to provide competitively selected officers with extensive exposure to managerial techniques and industrial procedures within corporate America. This work-experience training is normally not available either through the military school system or the civilian university system. Work in industry is followed by an Army utilization assignment for two years. Participants also incur an active duty service obligation of three days for every one day in TWI, up to a maximum of six years.

The Army's main objective in sponsoring TWI is development of a group of soldiers experienced in higher-level managerial techniques. TWI provides an understanding of the relationships between certain industries and specific Army functions. Once integrated back into an Army organization, the TWI participants use corporate information to improve the Army's ability to conduct business with industry. Participants may also be exposed to innovative industrial management practices, techniques and procedures that can benefit the Army.

All TWI participants are assigned to the Student Detachment, Fort Jackson, SC, with duty at the industry. Duty at an industry location cannot exceed 12 months. Businesses available for Quartermaster officer participation in TWI include the following:

- Labatt Food Service, San Antonio, TX
- Sun Company, Inc., Philadelphia, PA
- ExxonMobil Fuels Marketing Company, Fairfax, VA
- SuperValu, Tacoma, WA
- Army and Air Force Exchange Service (AAFES), Dallas, TX
- DynCorp Aerospace Technology Center, Fort Worth, TX (FA90 position)
- Logistics Management Institute, McLean, VA (FA90 position)

Eligibility Criteria: Commissioned officers must be on active duty; have a minimum of three and not more than 19 years active federal commissioned service (AFCS). Other than Regular Army (OTRA) officers must have enough service time left after completing TWI to fulfill their active duty service obligations. All applicants must be able to fulfill their obligations incurred by TWI, must have a secret security clearance at a minimum, must have potential for future long-term service, be branch-qualified at current rank, meet height/weight requirements, and meet any additional requirements set by PERSCOM.

For more information about TWI, review AR 621-1 (Training of Military Personnel at Civilian Institutions). Commissioned officers interested in applying for TWI must submit the following to their assignment officer at PERSCOM: DA Form 1618 (Application for Detail as Officer Student at a Civilian Educational Institution or at Training With Industry), resume (MUST be in this order: name, home address, home telephone number, work address, work telephone number, grade, work experience, education, special skills and interests), official college transcripts, and official military photograph.

Although subject to change each year based upon the needs of the Army, TWI utilization tour options include any of the assignment options for a particular TWI program listed as follows:

Labatt

- Army Center of Excellence, Subsistence (ACES), Fort Lee, VA
- Subsistence Officer, Defense Logistics Agency (DLA)-Europe, Germersheim, Germany
- Chief, Cadet Mess, United States Military Academy (USMA), West Point, NY

SuperValue

- Supply and Services Officer, I Corps, G4, Fort Lewis, WA
- Project Officer, Subsistence Branch, US Army Combined Arms Support Command (USACASCOM), Fort Lee, VA
- Project Officer, USACASCOM, Fort Lee, VA

ExxonMobil Fuels Marketing Company and Sun Company, Inc.

- Petroleum Officer, DLA Headquarters, Alexandria, VA
- Fuel Operations Branch, 200th Theater Army Materiel Management Center, Germany
- Liaison Officer, Headquarters, 49th Group, Fort Lee, VA
- Petroleum Quality Surveillance Officer, Headquarters, 49th Group, Fort Lee, VA
- Group Petroleum Operations Officer, 49th Group, Fort Lee, VA
- Battalion S2/3, 240th Quartermaster Battalion, 49th Group, Fort Lee, VA
- Battalion S2/3, 505th Quartermaster Battalion, Okinawa
- Petroleum Operations Officer, 505th Quartermaster Battalion, Okinawa
- Petroleum Instructor/Writer, US Army Quartermaster Center and School, Petroleum and Water Department, Fort Lee, VA
- Petroleum Logistics Officer, DLA-Pacific, Camp Smith, HI

AAFES

- Executive Assistant to Commanding General, USAE, AAFES, Dallas, TX
- Project Officer, USACASCOM, Fort Lee, VA
- Experimental Logistics Officer, USACASCOM, Fort Lee, VA

To apply for TWI, submit requests and completed packets to PERSCOM's Quartermaster branch no later than the end of February of each year. For more information, contact MAJ Michael McKinney at (703) 325-5268 or DSN 221-5268 or E-mail to Michael.McKinney@hoffman.army.mil.

Competing for the 'Know Your Neighbor' Olmsted Scholarship

CPT Michael E. Sloane, Future Readiness Officer
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So many incredibly talented and hardworking Quartermaster officers in the field are not familiar with the Olmsted Scholarship. Annually, the PERSCOM Olmsted Scholarship Selection Board convenes to select seven of the Army's top captains to present as Olmsted Scholarship candidates. The PERSCOM board normally convenes in January, and the Olmsted Foundation Board usually makes the final selection of three scholars in April. Applicants are notified upon release of the board results.

The Olmsted Scholarship Program provides two years of study in foreign university graduate schools for Army captains with outstanding academic abilities in fields of their choice. The theme for the Olmsted Scholarship Program could be "Know Your Neighbor." The purpose of creating the Olmsted Scholarship Program is the conviction that the greatest leaders must be broadly educated in domestic and foreign affairs.

This nation's military leaders meet citizens and military leaders of many nations because of the leadership role the United States has assumed in the world today. Relationships between nations require a unique consideration of many political, economic and military factors. It is not enough to know one's own strengths, weaknesses and general characteristics. The solution to difficulties that arise between nations requires a knowledge and depth of understanding of the particular nations involved.

The Olmsted Scholarship Program includes the vision of military officers and their families immersing themselves in a foreign culture while representing the US government. The scholar is expected to become familiar with the institutions, characteristics, customs and people of the host nation. The family is expected to travel extensively and acquire a familiarity with the host country. Scholars have formed warm and enduring friendships with natives of the host country.

After completing the required two years at the foreign university, the officer may have the opportunity to attend Command and Staff College (CSC), if selected, and return to a troop assignment for field-grade qualification.

Nominees must meet the following eligibility criteria for the Olmsted Scholarship:

- Be a Regular Army captain.
- Have a strong record of military performance.
- Have a minimum of three years active federal commissioned service (AFCS) and not complete the 11th year of AFCS by the date that the Olmsted Foundation Board meets for a final decision on scholarship candidates.
- Achieve minimum Graduate Record Examination (GRE) score of at least 500 (Verbal) and 500 (Quantitative).
- Have a minimum undergraduate study Grade Point Average (GPA) of 3.0.
- Meet requirements of AR 600-9 (The Army Weight Control Program).

- Be branch-qualified at current grade.
- Have a minimum Defense Language Aptitude Battery (DLAB) score of 85.
- Meet all stabilization requirements.
- Receive approval from the Combat Service Support Division (CSSD) before competing.
- Be able to complete the full scholarship.

Officers nominated for the Olmsted Scholarship Program cannot compete for any other Army-sponsored program, fellowship or scholarship. Requests to compete for the Olmsted Scholarship must be in letter format with endorsement by the first field supervisor. Submit requests to your Future Readiness Officer. Point of contact in the CSSD Professional Services Branch is Greg Hill at DSN 221-5296 or (703) 325-5296.

Voluntary Indefinite Status

CPT Dina M. Nehring, Lieutenant Assignments Officer
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Many Quartermasters ask questions about the voluntary indefinite (VI) status for other than Regular Army (OTRA) officers. I will provide some useful information on how this change in status works. OTRA officers are considered for VI status at the same time they are considered for promotion to captain. If selected for promotion, they are simultaneously selected for VI.

Beginning with the FY93 Captains Promotion Board, OTRA officers were considered for VI status. Officers selected for retention are extended on active duty until offered integration in the Regular Army (RA) upon promotion to major. Officers who do not accept Regular Army status but who entered active duty before 14 Sep 81 may remain on active duty in a VI status until completion of 20 years of active federal commissioned service.

An officer's first year in a VI status is a probationary period. Headquarters, Department of the Army (HQDA) may initiate action to revoke an officer's VI status for cause during this probation. The officer must be notified in writing of this action and given an opportunity to provide rebuttal information. The PERSCOM commanding general will review the officer's file and any rebuttal before deciding whether or not to revoke the officer's VI status. After the one-year probationary period, an officer can be eliminated only in accordance with AR 600-8-24 (Officer Transfers and Discharges).

Warrant officers are considered for VI status by the appropriate field promotion authority, concurrent with eligibility for promotion to CW2. Warrant officers not recommended for promotion to CW2 are not recommended for continuation on active duty and also are subject to separation according to AR 600-8-24.

Warrant Officer Tenured Service

CW4 James C. Tolbert, Career Manager for Quartermaster Warrant Officers
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Throughout the professional life cycle of Quartermaster warrant officers, there are three types of tenured service from appointment to retirement. In some cases, tenure of service depends on promotion to the next higher warrant officer grade and may determine the length of time a warrant officer may serve on active duty.

Obligated Voluntary Service. The first of the three types of warrant officer tenure is Obligated Voluntary Service. Newly appointed warrant officers are required to take an oath at appointment to the rank of W01. By taking the oath, newly appointed W01s incur a six-year service obligation that begins upon graduation from the Warrant Officer Basic Course: hence the first type of tenured service called Obligated Voluntary Service. The warrant officer must complete a DA Form 71 (Oath of Office - Military Personnel). Normally this form is

completed while the officer is attending the Warrant Officer Candidate Course at Fort Rucker, AL. A commissioned officer or warrant officer must administer the Oath of Office.

Voluntary Indefinite Service (VI). The second type of warrant officer tenure is Voluntary Indefinite Service (VI). At promotion to CW2 and at the option of the individual, the warrant officer can choose to accept or decline VI. The warrant officer must initiate a memorandum to accept or decline VI. By accepting VI, the warrant officer will incur an additional one-year service obligation to the existing six-year obligation. This means a new Active Duty Service Obligation (ADSO) of seven years from the date of graduation from the Warrant Officer Basic Course.

By accepting VI, warrant officers share greater flexibility in their separation and retirement plans. Warrant officers who accept VI are eligible for both military and civilian educational programs such as the Degree Completion Program as well as numerous military courses. Also, VI warrant officers are eligible for more diverse assignment choices, including special commands and nominative assignments, and they receive consideration for Continuation of Overseas Tours (COTs)/In-Place Consecutive Tours (IPCOTs) and Foreign Service Tour Extensions (FSTE). In essence, warrant officers who accept VI are viewed by commanders, promotion boards and career managers as professional officers who have made a commitment to an Army career. In contrast, warrant officers who do not accept VI may be separated at the expiration of their initial service obligation date or from any previous ADSO that extends beyond their initial service obligation date.

Regular Army. The third type of warrant officer tenure is Regular Army. Upon selection to CW3, warrant officers are also selected for integration into the Regular Army. Upon promotion to CW3, a warrant officer must accept Regular Army integration according to the Regular Army orders provided by PERSCOM. In accepting Regular Army tenure, the warrant officer must complete a DA Form 71. Declining Regular Army tenure is also declining promotion to CW3. Warrant officers who decline Regular Army tenure and promotion to CW3 must separate from the Army within 90 days of declining or upon expiration of any previous service obligation. If the warrant officer has at least 18 years of active federal service but not 20 years, the warrant officer will be separated from the Army because the 18-year lock-in does not protect warrant officers who decline integration into the Regular Army.

Promotion Tenure. A warrant officer's selection or nonselection as a result of promotion selection boards further determines warrant officer tenure while on active duty. CW3s and CW2s will be separated from the Army if they are not selected twice to the next higher grade and have not attained at least 18 years of active federal service by the 1st day of the 7th calendar month after approval of the promotion board's results.

However, CW3s and CW2s who are not selected twice to the next higher grade and have attained at least 18 but less than 20 years of active federal service will be retained until they reach 20 years of active federal service. Officers twice nonselected to the next higher grade who have attained 20 years of active federal service by the time the promotion results are approved must separate (retire) from the Army by the 1st day of the 7th calendar month following approval of the promotion board results.

For all CW4s and for CW2s and CW3s in selected military occupational specialties (MOSs), a Selective Continuation Board (SELCON) is held concurrently with the promotion board for officers who are twice nonselected to the next higher warrant officer grade. Upon selection for SELCON, these officers are offered the opportunity to accept or decline continued service. For CW4s, they can serve until their 24th year of warrant officer service. The CW3s and CW2s in selected MOSs may serve up to three years from the 1st day of the 7th calendar month following approval of the promotion board results. Officers who decline SELCON must separate from the Army by the 1st day of the 7th calendar month following approval of the promotion board results.

What To Expect as a New Warrant Officer

WO1 Reginald W. Cheek

Getting ready for a new assignment and not knowing firsthand what challenges to expect as a Quartermaster warrant officer, I asked myself: What am I to prepare for? After talking with many senior warrant officers and gathering as much information as I could, these are my conclusions. I hope this article will be a help to every Warrant Officer 1 (WO1) entering the Corps in the future.

After in-processing all the different echelons as a W01, sit and talk with the commanders of each echelon. Usually the S-1 (Adjutant) schedules the appointments. Then "shadow" or follow around the soldier you are replacing to learn as much as possible to help your transition.

Next, you may want to schedule an in-brief with the section where you are now in charge. Consider an in-brief that consists of an introduction of yourself, an explanation of your goals and your expectations of the section. Remember that policy and procedures, such as formations for physical training and office hours of operation, usually are standard so you do not have to spend time announcing those to the section. The noncommissioned officers (NCOs) explain these policies and also enforce them.

Next, observe the operation. Many of my mentors have advised 60 to 90 days as a timeframe for observation. During this observation period, you will need pad and pencil to make notes for yourself about the solutions to problems you observe. Keep in mind that you may have to make on-the-spot corrections to keep consistency in the mission from time to time. If your operation is compartmentalized, consider spending two to three days or maybe a week in a section until you are comfortable with that section. Look for the discipline of the soldiers in a section, morale of the personnel, resources available and use of resources in mission-essential ways.

Also observe soldier competence and policy enforcement to the Army standard. Find out how many soldiers are assigned to each section. Accountability by your soldiers is critical. For example, are soldiers licensed on the equipment used to complete the daily mission?

Try not to stay isolated in your operational area. Be familiar with company training because company training will aid in planning your mission requirements.

Communicate with the NCOs in your area of operation. After all, NCOs are the backbone of the Army. My expectations for NCOs under my supervision include the following:

- Set the example as an NCO. My example of this expectation is to obey and respect your bosses even when they are not looking.
- Display great work ethics.
- Do your best even when your work environment is difficult.
- Enforce policies and procedures, carry out day-to-day missions, be tactically and technically proficient, and take no shortcuts.
- Be responsible for your actions.
- Most importantly, instruct your NCOs to keep you informed at all times.

As a new warrant officer, I believe this information that I gathered by talking with soldiers already in the field and these conclusions from my own experience will lead to success in a leadership position. The goal is a rewarding career as an Army warrant officer who will leave a great mark on the Quartermaster Corps as a "Quiet Professional." - *WO1 Reginald W. Cheek is a Supply Systems Technician, Warrant Officer Training Division, Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, Virginia.*

Knowledge Is Power for the Enlisted Assignment Process

MSG Michael Walker, Assignment Team Lead Career Advisor,
Quartermaster Enlisted Personnel Management
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I have worked enlisted personnel for 20 years in a variety of challenging jobs, all entailing personnel support to my fellow soldiers in the field. After being a part of many personnel agencies over the years and supported by the same, one thing I believe is very true: Soldiers must take responsibility for their own career management.

Currently working as an Assignment Team Lead Career Advisor at PERSCOM, I receive many telephone calls from the field about assignment and personnel issues that could have easily been resolved if the soldier was better informed about assignment procedures and career decisions. We in the Quartermaster branch have the awesome responsibility of managing thousands of soldiers' careers through school selections and assignments. In spite of our efforts, I often feel that it is not enough. The reality is that Quartermaster soldiers must be better informed about their own career management. The saying that "Knowledge is power" is so true regarding personal career management. Noncommissioned officers (NCOs) must know the personnel system cold. This is imperative not just for our own career management, but also for the young soldiers who look to us to teach them.

As a senior career advisor at PERSCOM, I feel that one of my most critical challenges is giving advice on the personnel systems process. I share this challenge with my fellow Quartermaster Professional Development NCOs (PDNCOs) and Assignment Managers. I want to use this forum to address those issues that we at the Quartermaster branch face daily from the field. In this article, I will discuss the enlisted assignment process.

As we all probably know by now, the Army's primary goal is to fill and maintain divisions and Armored Cavalry Regiments (ACRs) at 100 percent. So, when you ask me what assignments are available, my answer will be to "pick the division at the location where you would like to go." That does not mean there are no other assignments available. If priority for filling personnel is going to Army divisions and ACRs, it does mean there is a good chance I can accommodate your location of choice if within the Army's priority fill. We do consider and attempt to meet an individual soldier's assignment preferences, but the Army's needs drive the system.

From a professional development perspective, divisional assignments offer tough but career-enhancing opportunities. As part of the process, PERSCOM does look at soldiers' past assignments to support the equalization of desirable tours for soldiers and their families with hardship tours by selecting the most eligible soldiers from among those of similar military occupational specialties (MOSs) and grades. PERSCOM's monthly fill requirement dictates where Quartermaster soldiers are assigned, and we make every attempt to assign tours fairly. At the same time, we try to assign Quartermasters where they will have the greatest opportunities for professional development and promotion.

If this were a straightforward procedure, the process would be simple. However, we are not just dealing with numbers. We are dealing with a lot of human factors that affect the assignment system. Some of these are compassionate situations, tour curtailments and extension, and deferments and deletions - all impacting the assignment system. This is where being better informed on assignment procedures that relate to any of these conditions can alleviate undue hardship on soldiers and their families and also contribute to effective assignment management.

There is also the challenge of selecting the best-qualified soldiers for special assignments, such as drill sergeant and recruiter. Both of these programs have a major impact on NCO development and contribute vitally to the influence and development of our young soldiers. Without a doubt, both duties contribute greatly to an

NCO's career. This process requires the tedious screening of many personnel records to select the best-qualified candidate. Needless to say, your records should be an accurate reflection of your caliber and potential to be competitive for assignment selection.

This article is just a small overview of the assignment process. Most important is your understanding of how you can help us better manage the assignment system. Know your Assignment Manager and your PDNCO. Their names, E-mail addresses and telephone numbers are in the Directory portion of the PERSCOM web site (www.perscom.army.mil). I strongly recommend using E-mail instead of telephone calls to communicate with them. Understand what your personnel detachment's role is and what the staff can do for you.

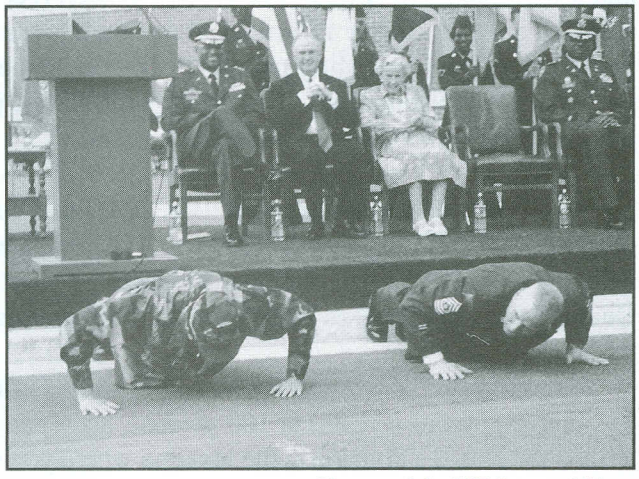
NCOs, be involved with assisting your soldiers with their careers. All soldiers, be knowledgeable about the assignment process and plan your careers accordingly. Understand that tough assignments are a fact of military life. Make these assignments work for you.

US Army Women's Museum Officially Opens As Dignitaries Profile Past, Present and Future

"Today, women account for nearly 16 per cent of the Army's Active and Reserve Components, and women are currently entering the Army at even higher rates," said the Acting Secretary of the Army at the opening ceremony for the new US Army Women's Museum, 11 May 01, at Fort Lee, VA. "This fiscal year they represented over 22 per cent of new recruits. Moreover, women serve today across the force in occupational specialties that range from medical specialists to attack helicopter pilot."

Dr. Joseph W. Westphal, who now is Assistant Secretary of the Army for Civil Works, was the keynote speaker for the museum's official dedication during a weeklong Army Women's Reunion for 700 veterans at Fort Lee. The US Army Women's Museum - representing the legacy of the first female corps to the female soldier of today – has artifacts such as metal bunks from a World War II barracks, large collection of archives, more than 300 videos and 40 exhibits displayed in 13,325 square feet of space. The museum's gallery portrays scenes from all major US conflicts, from the Revolutionary War to the current peacekeeping mission in Kosovo.

Formerly known as the Women's Army Corps (WAC) Museum for 44 years, the museum had been at Fort McClellan, AL, until McClellan was closed in 1999 during the Pentagon's plan to consolidate military bases. The Army agreed to open a new museum at Fort Lee, which was home to the first WAC training center from 1948 to 1954 before such training moved to Fort McClellan. At Fort Lee, the museum was renamed the US Army Women's Museum to broaden the museum's focus beyond the WAC, which was disbanded in 1978 to end gender separation in the Army.



Photograph by SGT Raymond Piper

The Sergeant Major of the Army Jack L. Tilley (right) and MAJ Zulma Guerrero, 244th Quartermaster Battalion Executive Officer, faced off in an impromptu pushup break during the grand opening ceremony for the new US Army Women's Museum. She edged out SMA Tilley by one pushup 'for the Corps.'

"Today, women we recruited in the 1970s are beginning to make their way into senior positions," said Dr. Westphal. "They now comprise 11 per cent of Army colonels and nearly 12 per cent of the top three enlisted grades. This is still too low for an Army that is nearly 16 per cent female, but the trend is definitely going in the right direction."

For further information, access the US Army Women's Museum web site at www.awm.lee.army.mil, or contact Ms. Jerry C. Burgess, museum director, at DSN 687-4326 or E-mail her at burgessj@lee.army.mil.

QUARTERMASTER UPDATE

Fort Stewart ROWPU Team Takes Title For Second Year

For the second year in a row, the water treatment specialists from the 703d Main Support Battalion (MSB), Fort Stewart, GA, won for the best team overall among six teams competing in the annual ROWPU Rodeo sponsored by the Petroleum and Water Department of the US Army Quartermaster Center and School, April 22-27, at Fort Lee, VA. Also, SGT Rodney Brundige, the 703d team leader, scored the highest on the written examination.

The 801ST MSB, Fort Campbell, KY, took second place overall. Third place went to the 123d MSB, Dexheim, Germany.

This was the fourth such championship that has two phases. The goal is to test skills and training of "junior leaders" in water purification units around the world. In the preliminaries, 32 teams competed against each other, March 11-24, at Fort Story, VA, to determine the teams to advance to the John Marigliano Tactical Water Championship at Fort Lee in April.

Teams in the ROWPU (Reverse Osmosis Water Purification Unit) Rodeo (Regulated On-site Demonstrated Efficiency Objective) were evaluated by WATEC Inc. training specialists. WATEC Inc., FORSCOM's water purification training contractor, also designs the competition lanes. From beginning to end, each event was timed as teams were evaluated on the 600-gallon per hour (GPH) ROWPU and the 3,000-GPH ROWPU. The ROWPU itself is a mobile desalination plant that allows water purification teams to provide potable water to dining facilities, hospitals, laundry and shower facilities, and to soldiers themselves in the field.

Roundup of ROWPU Rodeo 2001 Winners

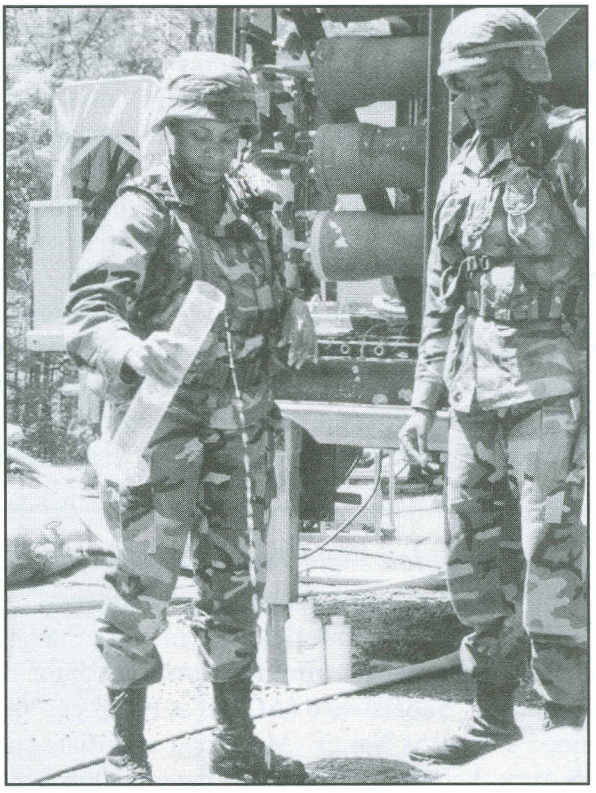
Best Overall Team - 1st: Company A, 703d Main Support Battalion (MSB), Fort Stewart, GA **2d:** Company A, 801st MSB, Fort Campbell, KY. **3d:** Company A, 123d MSB, 1st Armored Division, Dexheim, Germany.

Top Score, Written Exam - SGT Rodney Brundige, team leader for Company A, 703d MSB, Fort Stewart GA.

Best Team on 600-GPH ROWPU – 1st: Company A, 123d MSB, 1st Armored Division, Dexheim, Germany. **2d:** Company A, 801st MSB, Fort Campbell, KY. **3d:** 196th Quartermaster Company, Team Two, Fort Campbell, KY.

Best Team on 3,000-GPH ROWPU – 1st: 559th Battalion, 202d Quartermaster, Hunter Army Airfield, Savannah, GA. **2d:** 82d Quartermaster Detachment, Fort Story, VA. **3d:** Company A, 703d MSB, Fort Stewart, GA.

Best Team on Reconnaissance – 1st: Company A, 703d MSB, Fort Stewart, GA. **2d:** Company A, 801st MSB, Fort Campbell, KY. **3d:** 559th Battalion, 202d Quartermaster, Hunter Army Airfield, Savannah, GA.



Photograph by SGT Raymond Piper

Soldiers from Hunter Army Airfield measure a water sample so they can test for its chemical content during realistic competition.

Major General James M. Wright Deployment Center Dedication

The deployment processing center at Rhine Ordnance Barracks in Vogelweh, Germany, has been dedicated in memory of Major General James M. Wright, Quartermaster who commanded the 21st Theater Army Area Command from 1995 to 1997. He is widely credited for taking the idea behind the deployment center and making it a reality. MG Wright died of pancreatic cancer 6 Feb 00, six months after Army retirement as the 45th Quartermaster General.

The unit he commanded has since been redesignated as the 21st Theater Support Command. Major General Wright was described as a "brilliant logistician and planner" during the dedication ceremony 17 May 01 attended by the Wright family and other military dignitaries including Major General Hawthorne L. Proctor.

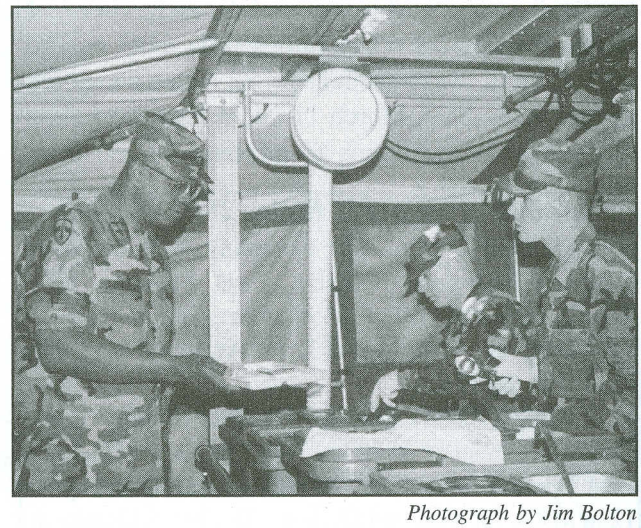
The Major General James M. Wright Deployment Center fills a vital role in the movement of US Army, Europe toward a more mobile, lethal force supporting contingency operations and exercises from the Arctic Circle to the Horn of Africa. It is also the staging area for the Immediate Ready Force capable of deploying anywhere in the theater within 48 hours. Twenty-four, full-time soldiers train and manage more than 200 soldiers in the day-to-day operations of the center, which means flights every day. Since its inception in 1997, the center has handled 1,100 sorties, 22,000 passengers and 5,000 pieces of equipment or pallets deploying from and redeploying to the nearby Ramstein Air Force Base.

Food Irradiation Field Test at Yakima, Demonstrations and Briefings in Progress

To conduct the first field test in more than 40 years, Quartermasters from the Army Center of Excellence, Subsistence (ACES) at Fort Lee, VA, joined a team of Natick (MA) food scientists and US Army Veterinary Command personnel in April 2001 at Yakima Training Center, WA. The test was to determine acceptance of irradiated foods in the Army's operational ration program. Irradiation extends the shelf life of fresh foods and also reduces the possibility of foodborne illness on the modern battlefield.

More than 160 soldiers of the 555th Engineer Brigade participated as volunteers who consumed irradiation-pasteurized meats approved by the Food and Drug Administration and inspected by the US Department of Agriculture for the study. Soldiers ate Unitized Group Rations-A (UGR-As) that included irradiation-pasteurized beef patties and chicken breasts from commercial manufacturers. This study also provided the participants consumer education on the irradiation process.

The Senior Food Safety Officer at ACES and the Senior Food Technologist from the Department of Defense Combat Feeding Program at Natick presented a comprehensive report at the Army Worldwide Food Conference in June at Atlantic City, NJ.



Photograph by Jim Bolton

The Quartermaster General, MG Hawthorne L. Proctor, was the first in line to try the irradiated chicken at Fort Lee, VA, in May during a food services demonstration.

To educate senior leaders at the "Home of the Quartermaster Corps," the ACES hosted a demonstration 24 May 01 in Training Area 42 at Fort

Lee, VA. The event to highlight the potential uses for irradiated food and to dispel fears of "radioactive food" within Army food service was held during the installation's Safety Stand Down Day. Participants could sample irradiated chicken, view a video prepared by Iowa State University, and complete user surveys.

"Irradiation gives us another tool to put in our kit bag to take care of our soldiers," said MG Hawthorne L. Proctor, The Quartermaster General. CSM Larry W. Gammon, Regimental Command Sergeant Major, said that the potential for decreasing or eliminating foodborne illness on the battlefield could be a combat multiplier.

Although countries around the world use this pasteurization process, food irradiation has not been used to a measurable degree in the Army field feeding system. Food service officials said the Department of Defense may have to wait for more commercial food companies to take the lead in consumer acceptance before adopting irradiated foods for widespread use in military rations. An advantage to the Army is the longer shelf life of irradiated food products because the Army stores food products for long periods of time in warehouses and on ships.

Army Deployment Excellence Award

The Army Deployment Excellence Award Program - the Army's newest - will have its first presentations by the Army Chief of Staff at the Pentagon on 26 Sep 01. Its first evaluation board will convene 18 Jun 01 to evaluate major command (MACOM) nominations, followed by onsite evaluations for each category of Active Army, US Army Reserve and Army National Guard. The Deputy Chief of Staff for Logistics (DCSLOG) and the Army Deputy Chief of Staff for Operations and Plans (DCSOPs) cosponsor the program.

Any table of organization and equipment (TOE) and table of distribution and allowance (TDA) unit or fixed military installation with a deployment or deployment support mission is eligible to participate. Units and installations compete in one of three functional areas: Deploying Unit, Supporting Unit, and Installation. The Deploying Unit function is further divided into Small Unit (team, detachment) and Large Unit (company to brigade.). The first award competition year began on 1 Apr 00 and ended on 31 Mar 01. For more information, visit the awards web site at www.deploy.eustis.army.mil/DEA/dea.htm.

Quartermaster Museum Receives National Award of Excellence

The Army Historical Foundation awarded the US Army Quartermaster Museum its Award of Excellence in Museum Programs in 2001 for developing the Rites of Passage Values and Heritage Program for Quartermaster Advanced Individual Training (AIT) soldiers at Fort Lee, VA. The foundation's award is an effort to promote and encourage the teaching of Army history through the Army's museums.

More than 45,000 soldiers and officers have gone the Rites of Passage since its inception in 1998 at the Quartermaster Museum. The program provides instruction on Army values and heritage by using Quartermaster history for examples. Conducted entirely by personnel of the 23d Quartermaster Brigade, the program uses artifacts to tell the stories of Quartermaster loyalty, duty, respect, selfless service, honor, integrity and personal courage. Each Rites of Passage ceremony ends with awarding the Quartermaster Regimental insignia to each AIT soldier, signifying passage into the Quartermaster Corps. The program also is provided to Quartermaster Officer Basic students at Fort Lee.

The Rites of Passage program is "simple, concise, comprehensive and transportable," said Emma-Jo Davis, former Army chief curator and chair of the Army Historical Foundation's awards subcommittee. "It is the kind of program I wish would be used by all Army museums."

Army Food Program Publications

The Army Center of Excellence, Subsistence (ACES) continues to work with the US Army Publications Agency and Office of the Deputy Chief of Staff for Logistics to review AR 30-22 (The Army Food Program) and create its companion publication, DA Pamphlet 30-22. The DA pamphlet will have procedures and detailed information that mirror the chapter structure of AR 30-22. A user will be able to look up policy in a chapter of the regulation and then get operating guidance in the same chapter of the pamphlet. No hard copies of these publications will be provided to users. The regulation and pamphlet will be published electronically on the Logistics Integration Agency homepage. For further information, contact Emily Prior at ACES, DSN 687-4862 or E-mail to priore@lee.army.mil.

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6 June 1944: 244th Quartermaster Battalion trucks land on Normandy Beach. For its actions on D-Day, the unit will earn the French Croix de Guerre with Palm

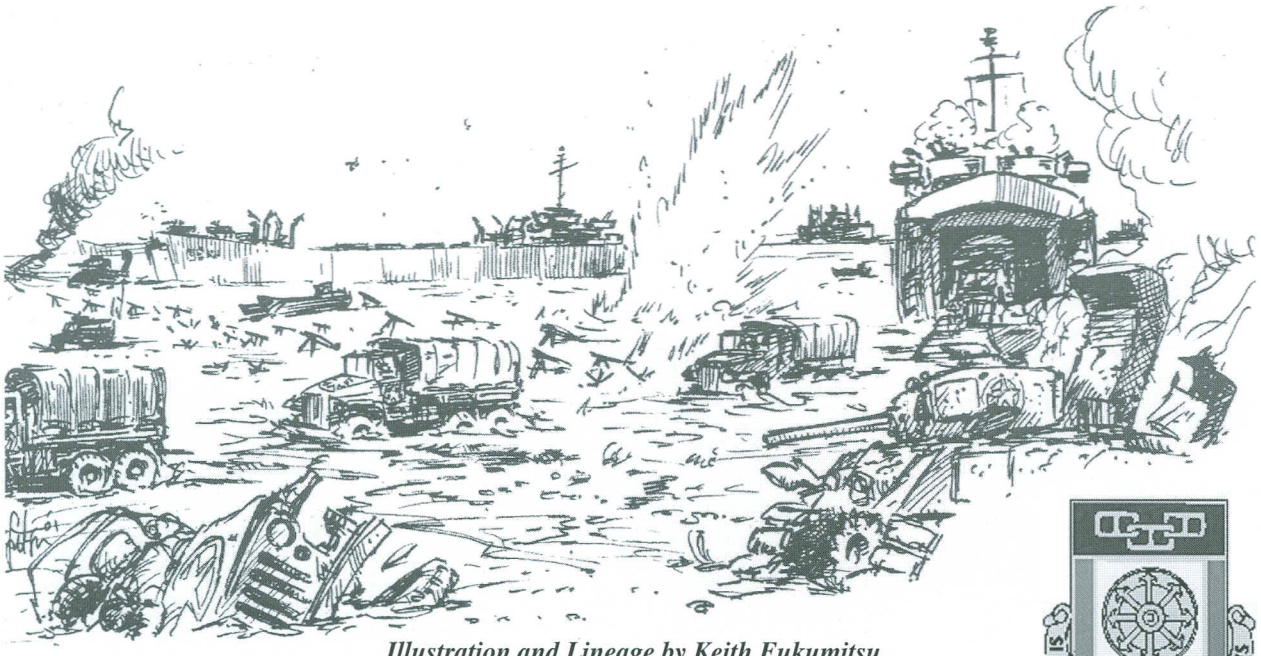

Illustration and Lineage by Keith Fukumitsu

244th Quartermaster Battalion

Constituted 12 January 1942 in the Army of the United States as Headquarters and Headquarters Detachment, 244th Quartermaster Battalion (Service) and activated 25 January 1942 at Camp Shelby, Mississippi.

Redesignated 1 April 1942 as Headquarters and Headquarters Detachment, 244th Quartermaster Service Battalion.

Redesignated 14 February 1944 as Headquarters and Headquarters Detachment, 244th Quartermaster Battalion.

Inactivated 18 September 1946 in Germany.

Redesignated Headquarters and Headquarters Company, 244th Quartermaster Battalion and allotted to the Regular Army on 26 October 1961; concurrently, Companies A and B constituted in the Regular Army.

Activated 8 November 1961 at Fort Lee, Virginia.

Inactivated 6 July 1962 at Fort Lee, Virginia.

Activated 24 June 1963 at Fort Campbell, Kentucky.

Inactivated 17 June 1965 at Fort Campbell, Kentucky.

Assigned to United States Army Training and Doctrine Command 12 February 1987; concurrently, Headquarters organized at Fort Lee, Virginia.

*** NORMANDY * NORTHERN FRANCE * CENTRAL EUROPE ***

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Headquarters, Department of the Army

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