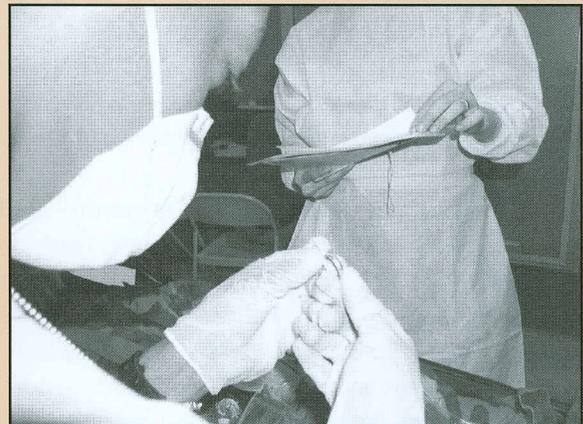
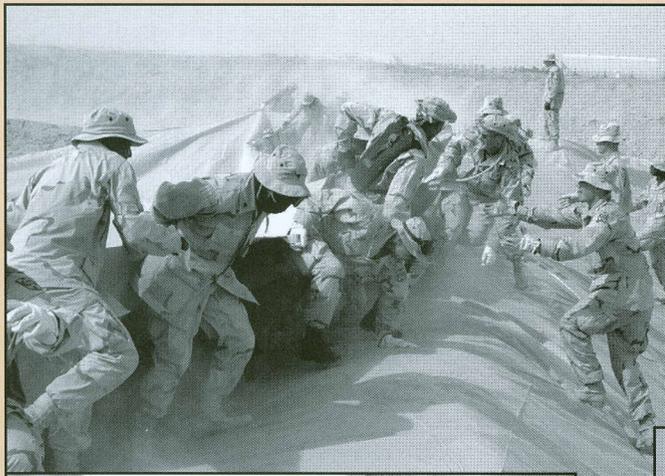
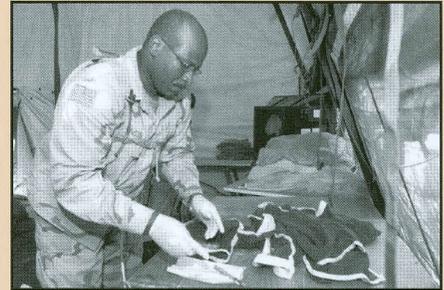
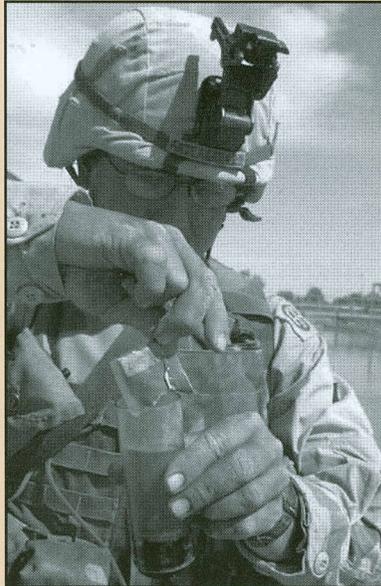


Quartermaster

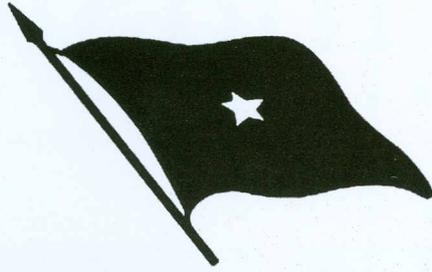
PROFESSIONAL BULLETIN
SUMMER 2003
WARFIGHTERS' LOGISTICIAN

PB 10-03-2



Quartermaster Missions in Southwest Asia

For one commander's vantage point on Logisticians and Special Operations Forces, see page 7.

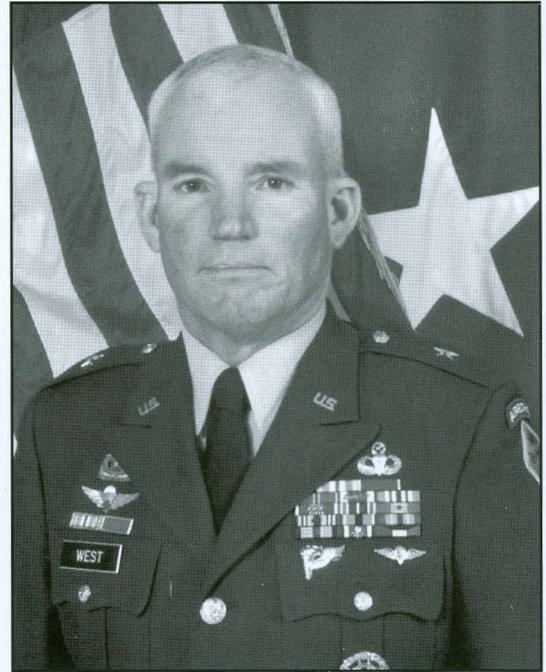


From The Quartermaster General

Greetings, fellow Quartermasters. It is an honor and a privilege to serve as the 48th Quartermaster General and Commandant of the US Army Quartermaster Center and School. I want to thank Major General Terry E. Juskowiak, the 47th Quartermaster General, for his leadership and vision, and for making the transition a seamless process. I look forward to getting out to visit Quartermasters in the field and gaining first-hand knowledge of Quartermaster soldiers' concerns and requirements.

During my tenure as The Quartermaster General, training will be the number one priority for the Quartermaster Center and School. Warfighters in the field expect us to produce soldiers who are tactically and technically competent, who are physically and morally fit, and who can immediately contribute to their unit of assignment. They should expect no less. It is my responsibility to ensure that the Quartermaster Center and School is providing enlisted soldiers, noncommissioned officers, warrant officers and officers with the appropriate skill sets to succeed in the field army.

Along with these training responsibilities comes the responsibility for maintaining the overall health and welfare of the Corps - now and into the future. In order to remain relevant to the transforming Army, it is imperative that Quartermasters are fully engaged in the full spectrum of maneuver sustainment from concept development to fielding of new equipment (to include future combat systems) and training soldiers to operate and sustain that equipment. I look forward to leading the charge as we continue to support Army Transformation.



Brigadier General Scott G. West

As I am fond of saying with reference to Fort Lee, VA: "The Corps starts here, but it doesn't live here." Our Corps lives in Korea, Kuwait, Kosovo and Kentucky, among many other places worldwide. This edition of the *Quartermaster Professional Bulletin* illustrates that point. There are several articles in this edition addressing the ongoing support provided by Quartermasters in Afghanistan and Iraq. Quartermasters represent one of every six soldiers in support of contingency operations worldwide - more than any other branch!

The overwhelming success of United States (and coalition) forces in Iraq is a reflection of the sustainers on the ground who fed, fueled and watered the Warfighters - making possible the swift and decisive advance into Iraq. During *Operation Iraqi Freedom*, the Quartermaster Corps deployed 50 active duty units and 16 Reserve Component units to support combat operations. Fort Lee's 49th Quartermaster Group (Petroleum), the Army's only active duty petroleum group, is the largest Quartermaster organization in the area of responsibility (AOR) with more than 2,900 soldiers under its command and control.

In support of *Operation Iraqi Freedom*, Quartermasters have emplaced more than 176 miles of Inland Petroleum Distribution System (IPDS) pipeline - the longest IPDS pipeline ever constructed - and have pumped more than 78 million gallons of fuel. The desert environment demands that water treatment specialists provide about 1-1/2 million

(Continued on Page 5)

Quartermaster

PROFESSIONAL BULLETIN

www.Quartermaster.army.mil

The Quartermaster General
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OUTSIDE FRONT COVER: Cover photographs are from the Department of Defense Joint Combat Camera Center; the 49th Quartermaster Group (Petroleum), Fort Lee, VA; and Bernard Bogan, the US Army Training and Doctrine Command's Civilian Instructor of the Year for 2002 at the Mortuary Affairs Center, US Army Quartermaster Center and School, Fort Lee.

INSIDE BACK COVER: The full pages on battalion-size units that Keith K. Fukumitsu, Quartermaster, has researched and illustrated for each edition since 1991 now are archived on the Quartermaster Home Page under Professional Bulletin, Quartermaster Unit Lineages, at www.quartermaster.army.mil.



The Total Force



Command Sergeant Major Bradley J. Peat

The Quartermaster Corps has a long and storied history serving our Army and our nation. As the second oldest branch in the Army, the Corps has been sustaining soldiers for more than 228 years. Quartermasters are currently 127,000 strong, 12.5 percent of the Army's total force. Today, 42 out of every 100 Quartermasters are serving in combat units. Quartermasters in the Reserve Component, the Army National Guard (ARNG) and the US Army Reserve (USAR), nearly double the active duty force. With the global war on terrorism, *Operation Iraqi Freedom* in Iraq and *Operation Enduring Freedom* in Afghanistan, Corps assets continue the tradition of providing superb support to our nation's warfighters. The current success story in Iraq, a tribute to the sacrifice, dedication and professionalism of the men and women serving our great nation, continues to add to the distinct heritage of the Quartermaster Corps. I am proud of our soldiers and would like to personally extend my heartfelt thanks for your service to the Quartermaster Corps.

Ninth Annual Quartermaster Corps Sergeants Major Conference

This year the conference will bring together Quartermaster command sergeants major (CSMs) and sergeants major (SGMs) from the Total Army because USAR and ARNG senior enlisted personnel have been invited to attend. In addition, all master sergeant graduates from the US Army Sergeants Major Academy (USASMA) are encouraged to attend. The conference is considered a valuable forum for the leadership to exchange ideas as the Quartermaster Corps and the Army transform for the

future. The 2003 conference will include a full schedule of activities and will focus on this theme: *Quartermasters Supporting the Army at War and Transforming*. The ninth annual Quartermaster Corps Sergeants Major Conference will be held the week of 8-11 Sep 03, at Fort Lee, VA. For more information, please refer to the Quartermaster Corps Homepage at www.quartermaster.army.mil.

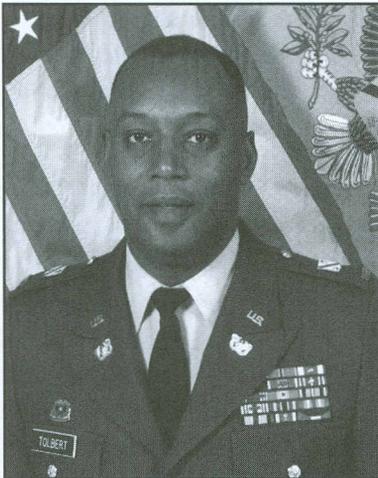
New Designation for CMF 77

Effective October 2003, the military occupational specialties (MOSs) of 77F (Petroleum Supply Specialist), 77L (Petroleum Laboratory Specialist) and 77W (Water Treatment Specialist) will be redesignated to Career Management Field (CMF) 92 as 92F, 92L and 92W, respectively.

Future Initiatives: MOS Certification Program

In the area of self-development, the US Army Quartermaster Center and School is looking into certification programs that will give accreditation for certain MOS training. In doing so, leadership hopes to validate the Army's educational requirements system, training and career development. The accreditation will identify and improve opportunities available to support Quartermasters in their military career field development and civilian education.

Command Sergeant Major Bradley J. Peat has served in a variety of leadership positions. These include Command Sergeant Major, 24th Corps Support Group, Fort Stewart, Georgia; and Command Sergeant Major, 548th Corps Support Battalion, Fort Drum, New York.



‘Ride change rather than manage it.’



Chief Warrant Officer Five James C. Tolbert

One of the 63 Army and Training and Leader Development Panel (ATLDP) recommendations has targeted the distinctive insignia of the Warrant Officer Corps: “The Eagle Rising.” The distinctive warrant officer insignia was approved more than 82 years ago on 12 May 1921. Three years earlier, congressional action formally established the Army Mine Planter Service as part of the Coast Artillery Corps. Then, a total of 40 warrant officers were authorized to serve as masters, mates, chief engineers and assistant engineers on mine-planting vessels. Also during this time, brown became the official color of the Army Warrant Officer Corps. The brown color for the rank insignia evolved from the brown strands on the burlap bags that the mine planters used.

It is unclear who created the official insignia of the Army Warrant Officer Corps. “The Eagle Rising” was adapted from the Great Seal of the United States. The Warrant Officer Corps insignia consists of “The Eagle Rising” with wings displayed standing on a bundle of two arrows that symbolize the military arts and sciences, enclosed in a wreath. This distinctive insignia has remained unchanged for more than 82 years.

Throughout the history of the Army Warrant Officer Corps, many significant changes have affected not only the Warrant Officer Corps, but also the Army. Comparably, since the inception of the Army Warrant Officer Corps, a steady and progressive momentum of change has been occurring - seemingly nonstop. During the course

of its history, the Warrant Officer Corps has been continually examined, studied and redefined in efforts to improve the Corps. Yet the Corps has survived and remained intact. The Army has continually sought initiatives consistent with the times for the Warrant Officer Corps. Conversely, the Army *rode the wave of change* for its Warrant Officer Corps while the Air Force tried to *manage* the future of its Warrant Officer Corps amidst present-day change. The Air Force discontinued its warrant officer program in 1959!

During the early years, there are numerous examples where the Army *rode the wave of change* for its Warrant Officer Corps. Early on, the Army held competitive examinations that eventually led to Regular Army appointments being offered to warrant officers. This move was necessary to replenish dwindling warrant officer ranks. In 1940, warrant officers were approved to serve as disbursing agents, a necessary move at the time. Subsequent actions set out to formally define the position of warrant officers. Additional pay grades followed in 1949 and the creation of the Warrant Officer Flight Program in 1953. Since the brown brands of the Mine Planter Warrant Officers of 1918, the warrant officer rank has also evolved with the times. In 1966, Warrant Officer Professional Development was first studied when the Army conducted a review of Warrant Officer Career Progression. The first Warrant Officer Professional Development Program (DA Pamphlet 600-11) came after this review.

Today and three major studies later, the Army is still *riding the wave of change* for the Warrant Officer

Corps. The ATLDP sent forth to the Chief of Staff, Army 63 recommendations designed to adapt, change and improve the Warrant Officer Corps now and into Army Transformation for the 21st Century. The ATLDP's recommendations are consistent with the paradigm of *riding the wave of change*.

Central to the ATLDP's recommendations is the move to fully integrate warrant officers into the Army's Officer Corps. Three key recommendations support this goal: First, change AR 670-1 (Wear and Appearance of Army Uniforms and Insignia) to direct warrant officers to wear the insignia and colors of their branches. Second, transfer management of warrant officers at the US Total Army Personnel Command (PERSCOM) from the Warrant Officer Division to their basic officer branch. Third, create "nested" training opportunities for officers and warrant officers.

Many view the ATLDP recommendations with resistance and skepticism. Think for a moment where the Army Warrant Officer Corps would be today had it not been for past visionaries who believed the betterment of the Corps would occur only through change. It is understood that humans are naturally resistant to change. That's a basic response by human beings who are fearful of losing a possession or right. In recommending the transfer of branch insignia by warrant officers, the ATLDP's goal certainly was not to initiate the beginning of the demise of the Warrant Officer Corps. Rather, the ATLDP's insignia recommendation is a move toward realization of the bigger, more important goal of completely folding warrant officers into the Army Officer Corps while facilitating an environment for the branch proponents to take full and complete ownership of their warrant officer populations. A far different approach than the Air Force took 24 years ago!

Fast forward to seven years from now to the year 2010. Quartermaster Warrant Officers will be centrally managed along with all other Quartermaster Officers and not separately from their Quartermaster Branch. "Nested" training opportunities will be in place at the US Army Quartermaster Center and School. Captains and lieutenants attending their Officer Advanced and Basic Courses will be coupled with Quartermaster Warrant Officer students in their

Advanced and Basic Courses in a shared training environment for portions of their respective courses. This nested training model will capture an opportunity to train as we fight.

Seven years from now in 2010, the aspiring staff sergeants and sergeants of today will go on to become the young warrant officers of the future. Many of them will have been selected to chief warrant officer three, and they will wear the Quartermaster insignia on their uniform from the onset. They will go about their professional business as usual, just like the Mine Planters of 1918, the early Aviation Warrant Officers of the Army Flight Program in 1953, and the Quartermaster Warrant Officers of the early 21st Century who wore the original insignia of the Army Warrant Officer Corps. The Warrant Officer Corps of the 21st Century will continue to be a vital component of the Army's total mission. With the onslaught of emerging technological advances in Army equipment, systems and processes, the Warrant Officer Corps will continue to play a crucial role in the total Army mission.

While the Army is in the midst of revolutionary change as it steams into its 21st Century transformation campaign, the Warrant Officer Corps has been immersed in constant and evolving change since its inception in 1918. Seamlessly, the Warrant Officer Corps has not wavered in accomplishing the Army's mission amidst a changing environment. This wave of change has seen significant and dramatic improvements in warrant officer training and professional development. The result has yielded additional training opportunities for Quartermaster Warrant Officers and not the end of the Corps. Also, the rank has changed a few times, including the introduction of chief warrant officer five in 1992. Again, this change created more opportunities and not the demise of the Warrant Officer Corps.

The ATLDP study has recommended even more change: this time with a cultural transformation to the uniform. For more than 80 years, the warrant officer uniform has remained untouched. Despite modifications to the rank insignia, "The Eagle Rising" has remained the constant. Removing "The Eagle Rising" from the uniform will not signal the

(Continued on Page 20)

AIRBORNE QUARTERMASTER LEADERSHIP

MG Terry E. Juskowiak, Regimental CSM Bradley J. Peat and BG Scott G. West (foreground, left to right) lifted off in a Blackhawk helicopter in early May to maintain airborne status with 1,500-foot jumps at McLaney Drop Zone, Fort Lee, VA, before Quartermaster Regimental Week 2003. The US Army Quartermaster Center and School (USAQMC&S) Change of Command from MG Juskowiak to BG West took place 16 May 03 in conjunction with the Quartermaster Regimental Review. BG West became the 48th Quartermaster General and Commandant of the USAQMC&S. MG Juskowiak continues as US Army Combined Arms Support



Photograph by SPC Jorge Gomez

(Continued from Inside Front Cover)

From the Quartermaster General

gallons of water each day to meet soldier needs. To feed these soldiers, Quartermasters routinely receive, store and issue more than 300,000 Meals, Ready To Eat (MREs) each day. *Operation Iraqi Freedom* has been an incredible success for Quartermasters, and that success is due to the challenging training provided by the Quartermaster Center and School and by units in the field. The mission for our Corps continues, as Quartermasters remain in harm's way.

Unfortunately, with all wars come casualties, and *Operation Iraqi Freedom* is no exception. I regret to announce that the Quartermaster Corps lost 10 of its great soldiers in Iraq and Saudi Arabia. I salute the following Quartermasters who made the ultimate sacrifice in defense of freedom abroad: MAJ Mathew E. Schram, SGT Donald R. Walters, SPC Gil Mercado Jr., SPC Orenthial J. Smith, SPC Brandon Scott Tobler, PFC Howard Johnson II, PFC Lori Ann Piestewa, PFC Spence A. McNeil, PVT Ruben Estrella-Soto Jr., and PVT Brandon U. Sloan.

Quartermasters have been actively supporting the Army for 228 years. We celebrated that legacy (and the Corps' 228th birthday), 14-17 May 03, during Quartermaster Regimental Week. By all accounts, it was a resounding success! One of the highlights was the dedication of the LTG Arthur J. Gregg Training and Leader Development Corridor in Mifflin Hall. LTG Gregg (Retired) is a great ambassador for the Quartermaster Corps who faithfully served this nation for more than 30 years in the Army, culminating in his tenure as the Army's Deputy Chief of Staff for Logistics.

Later in the week, we inducted five of our Corps' best units into the Distinguished Units of the Regiment. All four of the Active Component units that we honored are deployed in support of ongoing operations in Iraq and Kosovo. We also inducted 33 soldiers and one civilian into our Distinguished Members of the Regiment and conferred the Ancient Order of Saint Martin upon CW4 Stephen N. Chobanian (Retired).

During the Regimental Review ceremony, we conferred upon six of our most esteemed Quartermasters our Corps' highest honor: induction into the Quartermaster Hall of Fame. This year's Hall of Fame inductees included the late MG Joseph P. Sullivan, MG Jere H. Akin (Retired), COL Robert C. Barrett (Retired), CW5 John A. O'Mara (Retired), CSM Oscar R. Patton (Retired), and CSM Milton B. Hazzard (Retired). These great Quartermasters helped blaze the trail for today's soldiers, and it is only fitting that we bestow appropriate recognition upon them.

At that same ceremony, we welcomed CW5 John F. Zimmerman (Retired) as the new Honorary Warrant Officer of the Regiment. He replaces CW4 Michael Z. Smith (Retired). On behalf of the Quartermaster Center and School, I thank Mike Smith for his many contributions to the Quartermaster Corps. He has been and will continue to be a great friend of our Corps.

The week culminated with the Quartermaster Regimental Ball, where we were privileged to have as our guest speaker LTG Charles S. Mahan Jr., the Army G4 (Deputy Chief of Staff, Logistics) and the Quartermaster Corps' senior officer. His remarks provided a perfect closing to a spirited week of celebration.

There are two important conferences on the horizon. The Philip A. Connelly Awards will be presented, 26-28 Aug 03, for outstanding food service to units participating in 10 different categories. This annual competition, which is being held in Dallas, TX, this year, honors Active and Reserve Component units that exemplify the best the Army has to offer in food service.

Regimental Command Sergeant Major Bradley J. Peat will host the ninth annual Sergeants Major Conference, 8-11 Sep 03, at Fort Lee. The theme of this year's conference is *Supporting the Army at War and Transforming*.

For details about this conference and other current Quartermaster issues of interest, visit the Quartermaster Corps homepage at www.quartermaster.army.mil. It is our goal to make this website a valuable venue for strategic communications by keeping it current and relevant to the soldiers in the field.

Our Corps is, today, supporting our Army at war and transforming. We are successful in our efforts because our Quartermasters are well trained and well led. I call upon Quartermasters throughout our Army, Active and Reserve Components, to ensure we will always produce Quartermaster soldiers of character.

Brigadier General Scott G. West, the 48th US Army Quartermaster General, has held key leadership and staff positions including Main Supply Platoon Leader, 2d Infantry Division, Republic of Korea; Regimental Supply Officer, 2d Armored Cavalry Regiment, Nurnberg, Germany; Corps Parachute Officer, 1st Corps Support Command, Fort Bragg, North Carolina; Division Parachute Officer, 82d Airborne Division, Fort Bragg; Executive Officer, 407th Supply and Transport Battalion, 82d Airborne Division during Operation Desert Storm; Chief, Division Materiel Management Center, 7th Infantry Division, Fort Ord, California; Chief, Office of the Quartermaster General, Fort Lee, Virginia; Chief, Sustainment Division, Director for Logistics, Joint Chiefs of Staff, J4, the Pentagon, Washington, DC; and Executive Officer to the Deputy Chief of Staff, G4, US Army, also in the Pentagon. His command opportunities include the 600th Quartermaster Company at Fort Bragg; Company A, 299th Support Battalion, 1st Infantry Division, Goepingen, Germany; 706th Main Support Battalion, 6th Infantry Division, Fort Wainwright, Alaska; 46th Corps Support Group (Airborne) at Fort Bragg; and Joint Logistics Command in Joint Task Force Aguila during humanitarian assistance operations in Central America following Hurricane Mitch. Most recently he served as Deputy Commander, US Army Quartermaster Center and School at Fort Lee, from 31 Jul 02 to 16 May 03.

Sentinels Assure Support

COL Kevin A. Leonard

The Sentinel Creed

- S:** *Soldiers first, last, and always*
- E:** *Ever vigilant – my Sentinel family and I are always prepared to deploy and sustain combat*
- N:** *No other unit can support special operations better than mine – lives depend on me – I will never fail*
- T:** *Tactical and technical proficiency is my trademark; as a Sentinel, I am the subject matter expert*
- I:** *Integrity is a way of life; my word is my bond*
- N:** *Noble in my conduct – superiors, peers, and subordinates willingly place their faith in me*
- E:** *Excellence is the only acceptable standard for my performance*
- L:** *Loyalty to my country, my unit, and my fellow Sentinels come first...*



So, what is a Sentinel and what does a Sentinel have to do with operational logistics? A Sentinel is one of the 1,100 soldiers now assigned to the Special Operations Support Command (Airborne) or SOSCOM(A). Formed in 1995 and headquartered at Fort Bragg, NC, with elements and detachments stationed in every major theater around the world, SOSCOM(A) is the stand-alone provider of dedicated combat service support, combat health support and Signal support to the entire Army Special Operations Forces (ARSOF) community and to joint Special Operations Forces (SOF) worldwide.

SOSCOM(A) functions as a major subordinate unit of the US Army Special Operations Command (USASOC). SOSCOM(A) consists of the 528th Special Operations Support Battalion (Airborne), 112th Special Operations Signal Battalion (Airborne), USASOC Materiel Management Center (MMC), and a Headquarters and Headquarters Company (HHC). In addition, the command has five forward-deployed Special Operations Theater Support Elements integrated into each theater Army command, such as US Army Europe or US Army Pacific, and five Signal detachments integrated into the regionally oriented Special Operations commands, such as Special Operations Command Europe or Special Operations Command South. In the last 1-1/2 years, SOSCOM(A) has been augmented with more than 750 Reserve Component soldiers - making SOSCOM(A) multicomponent as well as multifunctional.

Military experts agree that most future conflicts will be characterized by an increase in special operations missions. The downsizing of military forces, a reduction in US military presence overseas, and the shift to a force projection strategy all have reinforced the need to develop and refine the Army's ability to rapidly provide tailored, modular and forward-deployed logistics and Signal support to the ARSOF.

The SOSCOM(A) leads the Army in developing and implementing an Army Special Operations support capability that provides aggressive, modular, forward-deployable logistics and Signal support on a moment's notice anywhere ARSOF requirements exist. SOSCOM(A) is tasked to plan, coordinate and provide combat service support and combat health support to ARSOF over the full spectrum of conflict in two theaters simultaneously.



...always prepared to deploy and sustain combat

As I write this, the SOSCOM(A) headquarters and 70 percent of its soldiers are forward-deployed to Southwest Asia to support the war on terrorism. The Sentinels entered the war on terrorism on 4 Oct 01 with the deployment of Alpha Forward Support Company, 528th Special Operations Support Battalion (Airborne) or 528th SOSB(A), to support SOF operations against al-Qaeda and the Taliban in Afghanistan - we have been at war ever since. The following vignette, provided by former Alpha Forward Support Company Commander MAJ Chris Mohan, demonstrates the high capability-to-footprint ratio of a SOSCOM(A) forward support company (normally 134 soldiers). MAJ Mohan's description also reveals much about what makes special operations logisticians - special.

On September 11, 2001, my company had just completed our intensive green cycle training rotation and was preparing to assume mission cycle. On 23 September we were alerted for deployment.

Beginning on 4 October 2001, my forward support company deployed to Karshi Khanabad, Uzbekistan. Our mission was to provide direct support combat service support to Army Special Operations Forces in support of Operation Enduring Freedom. During the deployment we provided a full complement of support to include maintenance, medical, fuel (air and ground), water purification and distribution, food service, ammunition, transportation, a general supply warehouse and limited vertical and horizontal engineer construction.

During Operation Enduring Freedom my company received several attachments. We grew from a deployed strength of 100 soldiers to over 230 men and women in uniform. Attachments included a mobile fuel testing lab, a laundry and bath company, a mortuary affairs team and a forward surgical team.

Some of my unit's accomplishments during the deployment include establishment of the first and only contingency bulk fuel storage site on the ground in Uzbekistan. This capability amounted to approximately 68k of JP-8 that was delivered by C-17 bladder birds [aircraft]. We distributed over

116,000 gallons of water for personal hygiene uses and also for flushing out the engines of helicopters for the 160th Special Operations Aviation Regiment. We processed over 30 million dollars of supply requests and processed over 500 pallets of general supplies for issue. My engineer squad completed over 700 separate earth moving and carpentry jobs during the deployment. At our field dining facility we also served over a quarter of a million nutritious army T-ration meals during the deployment.

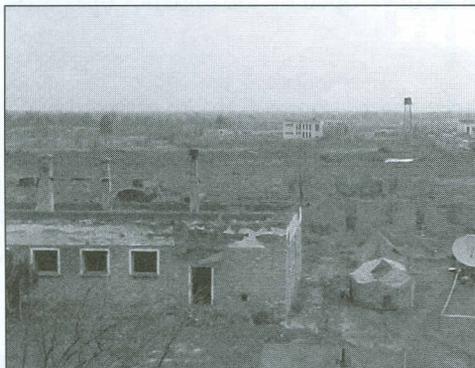
By doctrine we can provide this type of support for the duration of the mission or until we are replaced by theater army assets. In this case, theater army replaced us after approximately 60 days. In this doctrinal mission we provided a rapidly deployable bridging capability that allowed the theater army time to alert and deploy the necessary forces to sustain the operation.

In summary, during the initial phase of Operation Enduring Freedom, Alpha Forward Support Company provided the right package at the right time and the right place on the battlefield.

“Special Operations.” This term triggers images of green-tinged soldiers in unique, usually cutting-edge, equipment sliding down ropes beneath black helicopters, as in the film *Blackhawk Down*. This image is a legitimate one: SOF routinely operates in the places that others will never operate. Their equipment is technologically advanced, and they are highly trained. There is, however, much more than this to Special Operations.

To work in Special Operations is to work in a joint military environment. In Special Operations, uncertainty, complexity and ambiguity characterize the common operating environment for small elements of soldiers, often led by junior noncommissioned officers (NCOs) under no direct supervision of a senior NCO or officer. These soldiers must coordinate directly with Air Force and Navy personnel on high-task, high-payoff missions. These unique operations require special logisticians.

For example, when MAJ Mohan deployed Alpha Forward Support Company into Uzbekistan in 2001, his troops deployed in less than 11 days. Because of the operating tempo (OPTEMPO) of the 528th SOSB(A), the battalion rapidly deploys by air and sea. The equipment for MAJ Mohan’s company was prepped for air movement, and 463L pallets of supplies were built. Soldiers prepared to move in less than 96 hours. When the soldiers of Alpha Forward Support Company arrived in Central Asia, they inherited a terribly neglected airstrip from which to operate. The grounds contained traces of hazardous materials (HAZMAT) and there were no fixed facilities. The commander’s first situation report described Karshi Khanabad (K2) as a “hellhole.” Two months later, when MAJ Mohan’s company was relieved by elements of the 1st Corps Support Command (COSCOM), the sentiment was “this place isn’t so bad.” That transformation resulted almost solely from the efforts of special logisticians: the soldiers of Alpha Forward Support Company, 528th SOSB(A). The following “before and after” photographs revealed much about what had occurred during the two months that Alpha Forward Support Company, 528th SOSB(A) provided direct support to ARSOF in the area of responsibility.



Airstrip Before



Airstrip After

The SOSCOM(A) multifunctional logistics and Signal officers, warrant officers and senior NCOs form plans and operations teams aligned to theater-oriented desks. These teams work on a day-to-day basis with SOF, as well as with lower and higher echelons to anticipate logistical and Signal requirements. Whether reviewing existing major operational and contingency plans or working through crisis planning for no-notice deployment, the logistics operations section works closely with SOF operational units. The plans and operations teams work with supported units to develop their logistics requirements.

Each support mission is unique, requiring different capabilities and mission sets. The SOSCOM(A) logistics operations planners must be able to leverage assets from across the Army for assured support of SOF operators. After the logistics operations section and the supported unit have completed a thorough mission analysis, a Statement of Requirement (SOR) is developed. The SOR covers all classes of supply, and all logistics and Signal requirements. The SOR is the most important document the planners generate during the planning process. The plans and operations teams use this document to develop logistics and signal packages out of equipment and personnel modules from the HHC, MMC, 528th SOSB(A), and the 112th Special Operations Signal Battalion. Based upon the initial mission analysis, an initial deployment package from the SOSCOM(A) is prepared to deploy within 24 hours of notification.



Ready to Deploy in 24 Hours

The Special Operations Theater Support Elements (SOTSE) are attached to a theater Army command and embedded in its operations and logistics staff sections. These SOTSE soldiers are the SOSCOM(A) “scouts,” conducting logistics preparation of the battlefield for SOF who deploy or are forward-stationed within the theater Army’s area of responsibility. As such, the SOTSE plans, coordinates and synchronizes all support requirements with the theater Army. The SOTSE uses the SOR developed by the logistics operations section to identify which requirements the theater Army can meet.

The SOSCOM(A) MMC plays a crucial role in providing logistics connectivity to planned and coordinated support. The MMC is the command’s focal point for providing ARSOF with centralized and integrated materiel management of property, equipment, maintenance, logistics automation, repair parts, and supplies (all classes except Class V [ammunition] and Class VII [medical materiel]). The MMC serves as the single point of contact for logistics management for both Active Component and Reserve Component ARSOF units. Also, the MMC provides command visibility on all matters concerning logistics and property accountability.

The MMC’s Logistics Automation Division is SOSCOM(A)’s primary means of ensuring that ARSOF units are linked into all logistics system architectures using the most current Standard Army Management

Information Systems (STAMIS). In a contingency or exercise scenario, the MMC's highly experienced senior officers, warrant officers, and NCOs deploy to the SOTSE and work to ensure that ARSOF task forces are linked by automation to Army support activities. The MMC accomplishes this mission by linking the deploying units' STAMIS with the existing Army architecture. If the ARSOF units deploy to a remote or immature area of operation, the MMC will ensure linkage back to Fort Bragg via organic strategic communications systems.

The 528th SOSB(A) is a 400-soldier multifunctional unit that provides rapid, deployable and direct support logistics capabilities. The battalion is organized with a Headquarters and Main Support Company (HMSC) and two multifunctional forward support companies. Because of the global war on terrorism and the mobilization of various Reserve Component units from across the country, the 528th SOSB(A) was able to create a third forward support company out of mobilized reservists. These citizen-soldiers are currently mobilized at Fort Bragg and have deployed to many Asian countries in support of *Operation Enduring Freedom* and *Operation Iraqi Freedom*.

Through rigorous physical training and technical training in military occupational specialties (MOSs), MAJ Mark Collins, a Quartermaster on active duty, has built a "team of teams." He emphasizes martial arts and close quarters combat training in order to build cohesion, confidence and the warrior spirit. In 60 days, MAJ Collins and his small cadre of active duty soldiers gave USASOC the flexibility to provide a third company of combat service support soldiers to ARSOF.

Of course, such a capability depends entirely upon the leadership of soldiers. In truth, leadership underwrites most of what SOF logisticians are able to accomplish. For example, for forward area refueling of the Army's 160th Special Operations Aviation Regiment, the 528th SOSB(A) routinely trains to insert equipment via aerial delivery operations. A small team of Quartermasters with the MOS 77F (Petroleum Supply Specialist) "chases" a heavy-drop Forward Area Refueling Equipment System (FARES) pallet over the ramp of a C-130 aircraft.



Air Dropping, Defending and Operating a Forward Area Refueling Equipment System

Each forward support company contains tailored support modules that provide all classes of supply and many services to SOF intermediate and forward staging bases. Each forward support company can provide an initial deployment package of critical logistical support and service modules. These modules deploy to austere areas of operations to establish operational staging bases for up to 1,500 SOF soldiers without augmentation. In MAJ Mohan's case, for example, his augmented company provided support to more than 3,500 soldiers.

The forward support company receives additional modules and capabilities from the HMSC, such as Level II Command Health Support and food service, as well as supply support activity support as dictated by the situation. The unique capabilities of the 528th SOSB(A) include two Level II medical treatment modules; Special Operations aviation fueling modules; specialized, commercial "ultra-violet" water purification units that are the size of a three-drawer filing cabinet and can produce about 6,000 gallons of potable water per day; and an organic Engineer base support platoon with subject matter expertise in electricity, carpentry, and base camp layout and construction.

SOSCOM(A) forms deployable modular support packages from the HHC, the MMC, the 528th Special Operations Support Battalion, and the 112th Special Operations Signal Battalion. These modules are built to satisfy requirements that cannot be met by existing theater Army logistics architecture. The modules are then attached to deploying Special Operations task forces. The subordinate units of SOSCOM(A) bring unique capabilities that greatly enhance mission SOF capabilities.

The SOSCOM(A) deploys modular packages depending on the needs addressed in the supported units' SOR. The 528th Special Operations Support Battalion deploys its units with a SOF Task Force and provides combat service and health support until the mission is complete or until the theater matures and conventional theater Army support units arrive to establish a robust logistical support structure. Once theater Army is capable of providing support to the Special Operations units, the 528th Special Operations Support Battalion will coordinate the transfer of support to the conventional units before redeploying to home station.

The SOSCOM headquarters' critical mission is to ensure continuity of support by identifying and linking deployed support packages into the existing logistics architecture at operational nodes. To accomplish this, liaison officers are placed at key logistics and signal locations to facilitate uninterrupted support to ARSOF. The liaison officer teams coordinate, synchronize and ensure support to deployed Special Operations task forces. In their wartime footing, SOSCOM(A) planners identify the logistics center of gravity for Special Operations support. This could be as simple as identifying a commercial vendor for bottled water for an operational detachment's deployment to Africa or as complex as integrating the Special Operations requirements into a theater support command's plans during the execution of a major theater war.

Aggressive Support Structure

The SOSCOM(A), with its Special Operations support initiative, is a forceful concept that requires doctrinal flexibility, tailored support modules, logistics connectivity, and versatility across the full spectrum of conflict. The result is the creation of an aggressive support structure that can provide assured support to all deploying and forward-stationed SOF units conducting training and executing missions in areas of operations ranging from less than developed to fully mature theaters. The SOSCOM(A) stands ready to lead the Army in this dynamic initiative and continues to provide the best support to the US military's premier forces, anywhere and anytime.

COL Kevin A. Leonard is Commander, 1st Special Operations Support Command (Airborne), Fort Bragg, North Carolina. He has a bachelor of science degree from Emporia State University and began his military career with a commission in the Infantry. In 1986, while assigned to the 1st Forward Support Battalion, COL Leonard received a branch transfer to Quartermaster. He has a master of business administration degree from Oklahoma City University and a master of military art and science (operational art) from the Army Command and General Staff College. His military education includes the Infantry Officer Basic and Advanced Courses, the Basic Airborne Course, Rigger School, French Commando School, the Combined Arms and Services Staff School (CAS3), the Army Command and General Staff College, the School of Advanced Military Studies, the Armed Forces Staff College, and the US Army War College. His military service includes tours of duty at Fort Riley, Kansas; Fort Sill, Oklahoma; two tours in Germany; a tour in Alaska; and in 1996 deployment for Operation Joint Endeavor (Bosnia). His command and staff assignments include Commander, C Battery, 4th Training Battalion; Headquarters Detachment Commander, 1st Forward Support Battalion; Plans and Operations Officer, 1st Infantry Division Support Command; Commander, A Company, 701st Main Support Battalion; Support Operations Officer, 101st Forward Support Battalion; Assistant G4, Plans and Operations, 6th Infantry Division (Light); Executive Officer, 506th Forward Support Battalion (Light); Chief (Logistics) Plans and Operations, Allied Land Forces Central Europe (LANDCENT); and Commander, 101st Forward Support Battalion, 1st Brigade, 1st Infantry Division (Mechanized), Fort Riley, Kansas.

Operation Iraqi Freedom – From Sunset to Sunrise at Bashur, Northern Iraq

CW3 Angel M. Matos

On 26 Mar 03, more than 950 paratroopers from the 173d Airborne Brigade jumped into Bashur, Iraq, to set the stage for a northern front. Two days later, the first soldier from the 501st Forward Support Company, 173d Airborne Brigade, Supply Support Activity (SSA) arrived at Bashur Airfield. Within hours of landing on the ground, this specialist issued one day of supplies of Meals, Ready To Eat (MREs) along with bottled water to more than 2,000 service members from the 173d Airborne Brigade, the 201st Forward Support Battalion, 250th Field Surgical Team, 86th Air Force Contingency Response Group (CRG), US Marine units, and Joint Special Operations Task Force-North (JSOTF-N).

On 29 Mar 03, the remaining SSA personnel departed Aviano Air Force Base, Italy, on two C-17 Globemasters. These SSA personnel were the accountable officer, noncommissioned officer in charge (NCOIC), two stock control NCOs, a receiving/turn-ins NCO, a storage/shipping NCO and two automated logistics specialists. The giant cargo aircraft transported five mobile containers (ISU90s) containing 720 lines of Class IX (repair parts) on the Authorized Stockage List (ASL) stored in cabinetry, one M280/E shelter, a 10,000-kilowatt Tactical Quiet Generator (TQG), two M10A forklifts with 10,000-pound (10K) load capacity, and one M105 trailer jam-packed with SSA office supplies and equipment.

On 30 Mar 03, the SSA personnel posted their “Logistics Warriors” sign made of duct tape letters on brown cardboard from ration boxes. This signified their readiness to support customers - no matter who they were. By 1005 hours, the Standard Army Retail Supply System-Level 1 (SARSS-1) was operational. The “Logistics Warriors” SSA could use SARSS-1 to securely send supply requisitions with File Transfer Protocol (FTP) connectivity to the Corps Theater Automated Service Center (CTASC), 19th Materiel Management Center (MMC), Wiesbaden, Germany. At sunset, the Iraqis sent a not-so-friendly greeting when they lobbed a mortar round at Bashur



Downloading Cargo Aircraft



airfield. It missed with some distance to spare, but served as a reminder that Quartermasters were in harm's way.

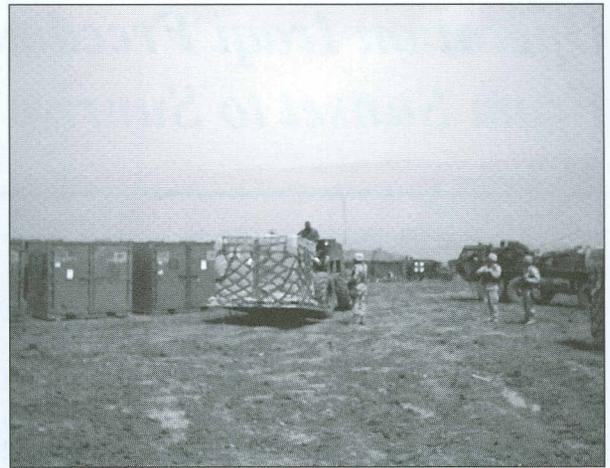
To provide wireless, responsive and efficient support to the combat operation, SSA personnel used the Combat Service Support Automated Information System Interface (CAISI). The CAISI wireless Local Area Network (LAN) connected the SARSS-1 system through bridge modules to a Small Extension Node (SEN) switch operating in the brigade support area (BSA). The SEN switch communication equipment is in an S250/E shelter mounted on a high mobility multipurpose wheeled vehicle (HMMWV).

The CAISI wireless solution enabled the SARSS-1 system to transfer batches of logistical information via line-of-sight radio to CTASC in Germany, reduced the set-up time, covered a broader area, and enhanced the supported Standard Army Management Information Systems (STAMIS) users with data speeds high enough for web-based logistics. The CAISI wireless technology placed the logistics community at Bashur Airfield on the path to providing real-time logistics data, enabling faster requisitions. During the first day of SSA operations at Bashur, the SARSS-1 system received 32 batches of logistics updated data from the MMC, filled 136 Materiel Release Orders (MROs) from the ASL and processed 295 requisitions.

During the first week, the Army and Air Force handled 84 flights (US Air Force C-17 Globemasters and C-130 Hercules aircraft) that brought in about 4,000 troops and 6 million pounds of cargo. After less than a week on the ground, the nine-soldier SSA section - based in Vicenza, Italy, and accustomed to running a small direct support (DS) Class IX warehouse - faced new challenges. Missions now included supporting the 1/63D Armor Battalion (a heavy tank unit based in Vilseck, Germany) and becoming an area support redistribution point in charge of processing, storing, receiving and issuing all classes of supply. This small SSA section had become the central receiving point (CRP) and supply redistribution point (SDP) for northern Iraq almost overnight.

During the next two weeks at Bashur Airfield, all supplies arrived via the air lines of communication (ALOC) on C-17s and C-130s from Ramstein Air Force Base through Constanza Air Force Base in Romania. During an average 24-hour day of operations, more than 40 Air Force 463L ALOC pallets would arrive. Each pallet then had to be downloaded from the plane, transported to the SSA, processed and finally issued either to storage or to customers.

The radio frequency identification (RFID) system was vital for the SSA in collecting data for all incoming shipments. The RFID system uses state-of-the-art wireless technology to monitor, track and locate assets, enhancing support operations. The system consists of tags, readers, radio frequency (RF) links, and a standalone computer with installed RF identification



Transporting ALOC Pallets

management software. The system's RF tags can store, transmit and receive RF data from the readers within a 350-foot radius. The system's readers immediately collected manifest information from RF tags attached to ALOC pallets as the airplanes were downloaded. This technology helped in forecasting demands, expedited the processing of incoming supplies, and allowed the SSA personnel to identify those ALOC pallets "where the right stuff was" in minutes. (See page 35.)

When the ground lines of communication (GLOC) finally opened, the SSA started to receive trucks carrying boxes of MREs, bottled water, and subsistence from Turkey. The aircraft were still arriving at the same rate. The numbers of personnel, equipment and units to support continued to rise. The SSA was increasing in size daily and the 720 ASL increased to 1,100 lines. Stockpiles increased dramatically within a week. Battling the drastic changes in weather from heavy wind, rain and dust, the outdoor warehouse had its fair share of challenges.

In addition to the two organic M10A rough terrain forklifts, SSA personnel relied heavily on the Air Force's Tanker Air Lift Control Element (TALCE) 10K forklifts to transport the high volumes of pallets from the flight landing strip to the SSA "warehouse" pallet-holding yard. The mud and unimproved road conditions were a challenge for soldiers who had no choice to but to adapt and overcome.

Another challenge was the increase in the number of customers from 8 to 42. As SSA personnel discovered new units on the ground in Northern Iraq,

they adapted by adding new customers into the SSA system and filling the growing demands. The "Logistics Warriors" SSA knew the customers were relying on them and refused to turn anyone away.

Between 28 Mar 03 and 11 Apr 03, the 501st Forward Support Company processed 2,305 requisitions; issued 30 463L Air Force pallets of Class IV (construction and barrier materiel); issued 574 MROs from the ASL; received and processed 120 shipments of bottled water and MREs from Turkey; received and processed 210 463L ALOC pallets containing Class II (general supplies), packaged Class III (petroleum, oil and lubricants), Class IV, Class IX, bottled water and MREs from Ramstein Air Force Base in Germany; and issued more than 20,000 cases of MREs and more than 30,000 liters of bottled water.

On 11 Apr 03, the 501st Forward Support Company SSA received marching orders to move 120 miles south to city of Kirkuk, Iraq, controlled by the Kurdish and US coalition forces. The SSA began operating in an old Iraqi Air Force base hangar to continue its mission of providing reliable logistics support to the 173d Airborne Brigade and units across Northern Iraq.

The greatest challenges have been the GLOC from Turkey with the Harbor Gate Turkish border convoys, Arrival/Departure Airfield Control Group (ADACG) downloading and transporting ALOC pallets on rough terrain to ensure the landing strip was cleared within an hour of an airplane's arrival, light communication package firewall rules and restrictions, familiarization by the SEN communications personnel on SARSS-1, personnel



Stock Control in M280 Shelter

Except for aircraft, photographs by CW3 Angel M. Matos

shortages (augmentation requirements), maintenance of materials handling equipment organic to the SSA section while airplanes are still arriving, increase in customers from 8 to 42, and support of joint forces (US Air Force personnel and US Marines). Deploying with the following items will improve the SSA's sustainment capability in the future: great quantities of computer diskettes, great quantities of MRO paper, printer ribbons and laser printer cartridges; an additional SARSS-1 server (a "float"); and 120-volt (V) and 220V transformers and adapters. Two recommended actions before future SSA deployments are Combat Service Support Automation Management Office (CSSAMO) functional training and also training for communications personnel on SARSS-1 protocols.

Editor's Note: LT Kyle Upshaw, who also deployed in March 2003 to Basur, Northern Iraq, during Operation Iraqi Freedom, contributed to the accuracy of this article. He currently serves as the Maintenance/Supply Support Activity Platoon Leader, 501st Forward Support Company, 173d Airborne Brigade, Vicenza, Italy

CW3 Angel M. Matos, a 920B (Supply Systems Technician) assigned to 501st Forward Support Company, 173d Airborne Brigade, Vicenza, Italy, as the Accountable Officer for the Supply Support Activity, was deployed during Operation Iraqi Freedom when he wrote this article. Since appointment as a warrant officer in November 1994, his assignments have included Supply System Technician, Company C, 702d Main Support Battalion, Camp Casey, Korea; Velocity Management Supply Systems Technician, 2d Materiel Management Center, Fort Bragg, North Carolina; and Logistics Assistance Officer, Multinational Forces and Observers, Sinai, Egypt. His military education includes the Warrant Officer Candidate Course, Supply Systems Technician Course, Standard Army Retail Supply Systems (SARSS) Course (Distinguished Honor Graduate), Defense Reutilization and Marking System Course, Standard Army Intermediate Level Supply System (SAILS) Course (Distinguished Honor Graduate), Defense Hazardous Materiel Management Course, Direct Support Unit Standard Supply System (DS4) Course (Distinguished Honor Graduate), and the Warrant Officer Advanced Course.

Establishing Water Operations at Bagram, Afghanistan: December 2001 to April 2002

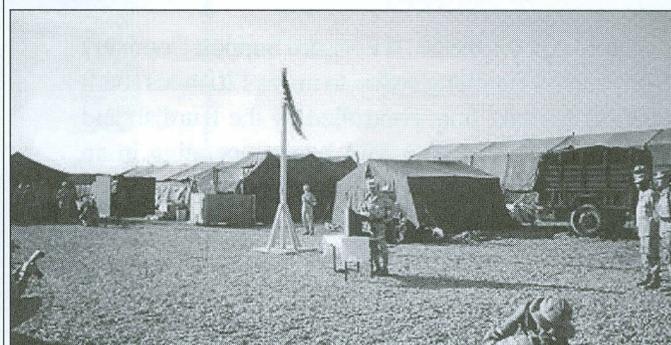
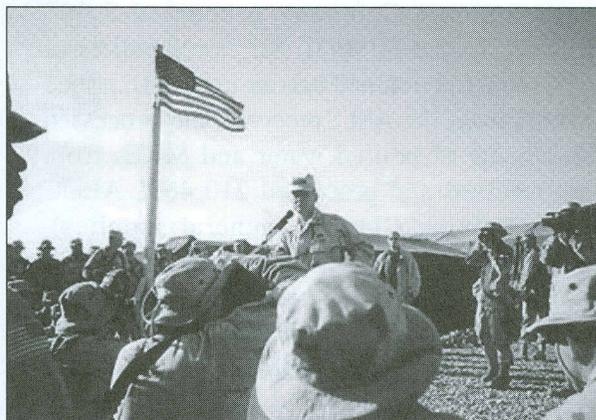
CPT Jeremy D. Smith

Logistics operations in support of *Operation Enduring Freedom* in Afghanistan, particularly during initial setup, illustrate many combat service support (CSS) concerns. The growing pains experienced by soldiers of the 229th Quartermaster Company (Field Services) demonstrate how resilient logisticians “make it happen” and accomplish the mission during the war on terrorism. While these Quartermasters and others like them should be praised for their efforts and sacrifices, future combat logisticians must receive adequate training, equipment, and resources to fully support the warfighter.

The 229th Quartermaster Company is a modular field services company capable of providing shower, laundry and clothing renovations (SLCR) support to divisional and nondivisional units. Stationed at Fort Polk, LA, the 229th completed signing for Laundry Advanced System (LADS) equipment on a Thursday in late September 2001 and received deployment orders the following Tuesday to Central Asia. The 229th deployed to Uzbekistan in October 2001 and then went to Afghanistan in December 2001.

The first time the 229th soldiers took the LADS to the field was part of a real-world mission. The company was task-organized with a 1st Platoon and a headquarters element. The platoon deployed with its entire complement of soldiers and equipment, consisting of three LADS, three 12-head shower systems, and a clothing renovations shop. The headquarters element included command and control and also mechanics for the trucks, generators, and LADS.

The company was the first conventional CSS unit to arrive in theater in early October 2001. Its primary mission was to provide laundry and clothing renovations support to Camp Stronghold Freedom, Uzbekistan. The shower equipment was briefly used



When General Eric K. Shinseki, Chief of Staff, US Army, spoke at a flag-raising ceremony at Camp Stronghold Freedom, Uzbekistan (top photograph) on Thanksgiving Day 2001, the 229th Quartermaster Company’s laundry and clothing renovation work site was chosen as the background for the event.

at Camp Stronghold Freedom, but remained on call for possible use in Afghanistan. Working with the Air Force planners of a tent city, Quartermasters established a work site near the main water point. The site setup was later chosen as the backdrop for the Thanksgiving Day 2001 flag-raising ceremony attended by the Chief of Staff, US Army, the Sergeant Major of the Army, and the Commander of the 10th Mountain Division.

After resolving early maintenance and supply issues associated with fielding new equipment and operating halfway around the world, the platoon was

able to provide laundry services twice a week for the joint forces at Camp Stronghold Freedom. The renovations shop received an unanticipated volume of requests. During the deployment, 229th soldiers sewed more than 12,000 patches and fabricated more than 1,200 items such as belts, pistol holsters, radio holders, and AT-4 quick-release connection straps for vehicles. They also shortened the brims of several Canadian hats.

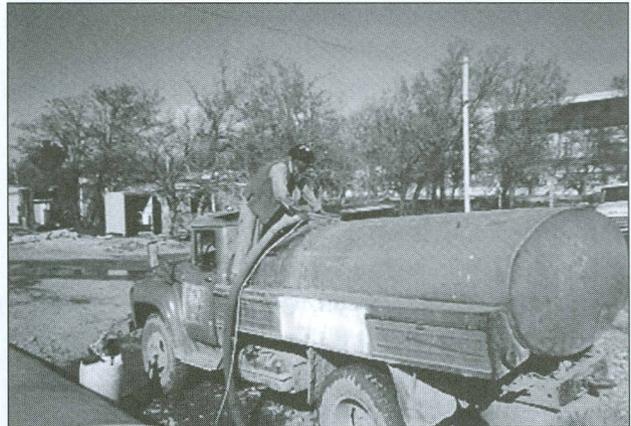
The mission to establish a shower site at a forward base in Afghanistan was first proposed in late November 2001. The two initial concerns that surfaced during the mission analysis were who would supply the water and how would they dispose of wastewater. Field service units can store water for laundry and showers, but require external transportation support to deliver water and engineer support to dig wastewater sumps.

First Shower Point

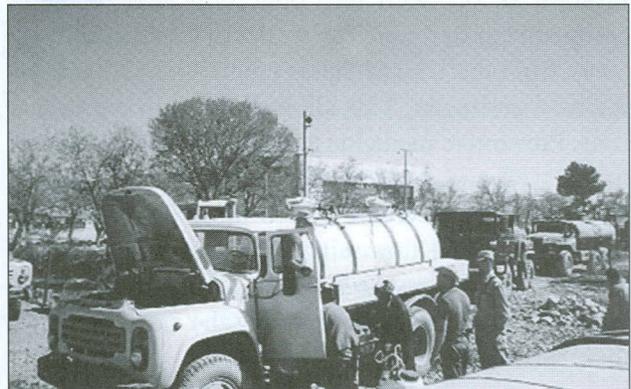
Two 229th soldiers established the first shower point in Bagram, Afghanistan, in early December 2001. Because of limited terrain cleared from land mines, a population of a few hundred coalition forces, and a decision to minimize equipment on the ground, a modified six-head shower was required. The shower was set up within hours after arrival. Placing the shower within hose length of an existing sewer line took care of early concerns about wastewater disposal.

The 229th Quartermaster Company's shower and laundry assets can store water in 3,000-gallon collapsible fabric tanks. The forward logistics element (FLE) that arrived in Bagram did not have any water production or transportation capabilities. Because the FLE was the first group to require water in large quantities, 229th soldiers had to travel to a local river a few miles away and pump water into a 400-gallon water trailer to provide water for the shower system. Security and time constraints limited trips to the river to once a day. On one occasion before a Special Forces element came to help, the 229th soldiers were at the river without communications and surrounded by increasing numbers of Afghans.

The 229th set up a daily schedule that allowed 30 to 40 soldiers a hot shower. Water conservation



A contracted host nation worker filled his water truck at the United States well at Bagram, Afghanistan, early in the water mission.



Sometimes breakdowns with the local water trucks at the water issue point created traffic backups, but the drivers were excellent mechanics.

measures were strict. Similar to a "Navy shower," the procedure was for soldiers to turn on the water to get wet, shut the water off, use soap and shampoo, and turn the water on again briefly to rinse off. Treating the water with chemicals made it safe for showering, but lack of soldier training led to a tendency to over-chlorinate the water to ensure safety. This resulted in the nickname of "chlorine shower" by the first soldiers and airmen at Bagram before the proper chlorine-to-water ratio was used. "You would itch for a half an hour afterward, but at least you were clean," said several soldiers from the 10th Mountain Division.

The 229th shower system did offer a few pleasant surprises. Aside from being one of the few working showers anywhere in Afghanistan, an unexpected consequence of operating a 6-head shower using the 12-head pump and mixer unit was an increased water

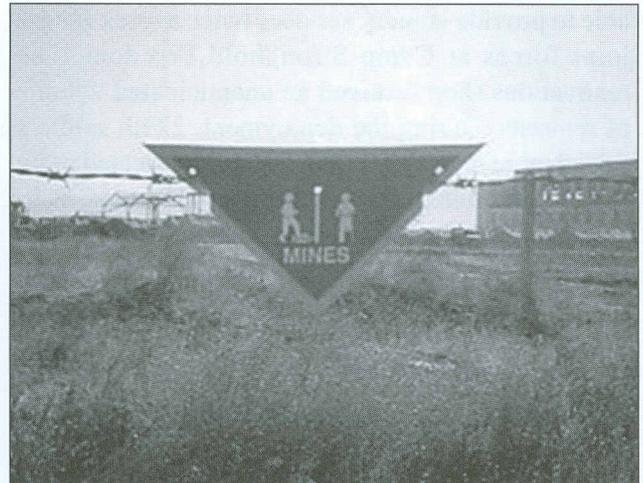
pressure that rivaled most showers in United States homes. The 229th shower system remained popular among the soldiers and airmen long after Force Provider modules with showers arrived.

The first major improvement in water distribution at Bagram occurred when a local Afghan water truck was contracted to transport water. The truck, dubbed the “Green Monster,” could deliver nearly 2,000 gallons at a time, leading to increased hours of operation. The “Green Monster,” however, was notorious for breaking down, and the local driver required a constant escort.

By mid-December 2001, British engineers brought an old well into operation next to their compound at Bagram. The well was less than a mile away from the United States compound and within the base perimeter. This allowed for multiple water runs. Preventive medicine personnel tested the water in the well and determined it safe for laundry and showers if used within two to three days. Morale improved as the draconian measures instituted to preserve water were eased so that soldiers and airmen could keep the hot water running the entire time of their showers.

A second well was discovered about the same time, closer to the United States compound. Unlike the British well, the second well’s pump was beyond repair and required a helicopter to help pull it out of the ground. After several weeks of discussion and negotiations, a new pump was installed in late February 2002. After a generator and hose were obtained, the second well went into operation. Together, the two wells tapped into a large aquifer located beneath the valley at Bagram. The water pressure at the new United States well was so strong that the “Green Monster” could fill in less than seven minutes.

As additional units arrived at Bagram and the population grew before *Operation Anaconda* began, the logistics footprint expanded. The FLE, initially three people, grew into a platoon-sized element by early January 2002. Self-service laundry washers and dryers were installed and maintained by the 229th soldiers. The FLE became a provisional supply and service company by late January. By early February, a battalion-minus-sized logistics task force oversaw



Minefields remain an ever-present danger in Afghanistan. This British minefield marker was next to the British well at Bagram.

Photographs by CPT Jeremy D. Smith

maintenance, fuel, warehouse, dining facility, laundry, shower, and water distribution missions. Two 600-gallon per hour (GPH) Reverse Osmosis Water Purification Units (ROWPUs) arrived with two Quartermasters trained in the military occupational specialty (MOS) of 77W (Water Treatment Specialist) to begin water purification. The two 77Ws increased to four 77Ws by early March. The ROWPUs were located next to the United States well.

The equipment available at the United States well for potable water production included one working 600-GPH ROWPU, two 30-kilowatt (KW) generators, and one 20,000-gallon collapsible fabric tank for storing product water. The other ROWPU was used for parts to keep the working ROWPU operational, and all parts were ordered against the broken ROWPU.

With the ROWPUs, potable water could be produced in the area to provide drinking water and also water for cooking, personal hygiene, and medical care. Laundry and bath facilities were still able to support themselves with existing water sources, but could receive support from the ROWPUs if necessary.

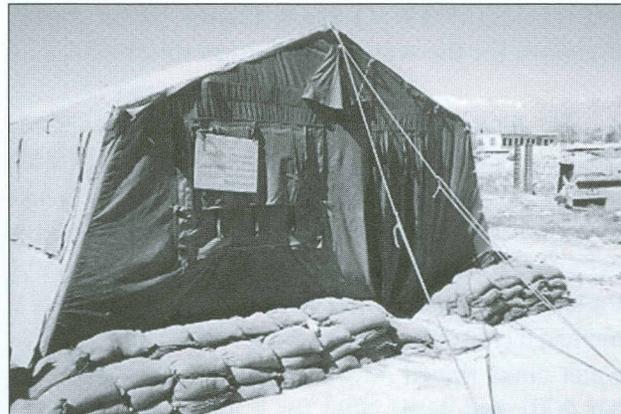
What began as a self-sustaining water support mission quickly evolved into a direct support mission to the entire base. The 229th shower, self-service

laundry support, and unofficial water distribution missions grew from a few soldiers to include providing SLCR operations with 26 soldiers and 1 officer. One of the three LADS from Uzbekistan went into operation in Afghanistan by late February. Following *Operation Anaconda*, all shower systems and the self-service laundry facility remained open all day and night (except when closed for cleaning). Eventually, three 229th shower and laundry specialists, three water treatment specialists, one transportation specialist, one Polish Army soldier, and three Afghan truck drivers provided the daily water requirements to support a multinational, joint coalition numbering between 5,000 and 6,000.

These 11 personnel responsible for water requirements had limited formal training to adequately address the various aspects of water purification and distribution. Interpreters were available at key locations for important matters, but a series of hand and arm signals were the only means to effectively communicate with the local drivers. Respect, rapport, and trust between the host nation Afghan workers and their escorts were established, and a healthy working environment was the standard. Problems with communication would periodically surface, particularly when trying to deliver water to the Spanish hospital. Imagine the confusion of a Spaniard (who does not speak English or Dari) trying to direct an Afghan (who does not speak Spanish or English) where to stop his truck, while a Quartermaster (who does not speak Spanish or Dari) tries to work out the next water delivery!

The equipment available for water distribution included three contracted Afghan water trucks (with capacities of 2,000 gallons, 1,500 gallons and 1,200 gallons) and one Force Provider 1,000-gallon water trailer from Camp Stronghold Freedom. Polish engineers arrived in late March and offered their water truck with a capacity of more than 800 gallons to assist with water distribution. Of these trucks and trailers, the Polish truck was the only potable water transport available.

The Force Provider trailer was originally thought suitable for transporting potable water, but rust in its tank limited the trailer to delivering water for showers, laundry, and wash rack operations. A second



The second six-head shower was set up next to the Laundry Advanced System (LADS) in mid-March 2002 at Bagram, Afghanistan, to provide hot, high-pressure showers.

Force Provider trailer arrived from Camp Stronghold Freedom in Uzbekistan, but it had been used as a wastewater transport and could not be used to deliver potable water. Preventive medicine personnel determined that the Afghan trucks and the first Force Provider trailer were safe to transport water, but lacked some of the requirements for storing and issuing potable water. These assets transported the water to 10 points on a daily basis and several other points on an irregular basis. Daily deliveries went to six showers, two laundry sites, one Force Provider latrine, the dining facility, hospital and wash rack. Whenever they discovered a new sewer or steam line, facility engineers would request water to determine the line's direction of flow and capacity. Contractors would also request water for construction and building renovation projects.

Pumping water from trucks at the delivery sites proved a challenge. The Polish truck and the Force Provider trailer had their own pumps to fill the collapsible fabric storage tanks, while the Afghan trucks did not. Ideally, each vehicle or each site would have a pump. There were not enough water pumps for each Afghan truck, much less enough pumps to place at each site. However, only two 125-gallon per minute (GPM) pumps were available to juggle between the different sites and ensure each site had enough water to remain operational. A typical day involved moving each pump four to five times. This required deploying a 229th high mobility multipurpose wheeled

vehicle (HMMWV) from Camp Stronghold Freedom for the water distribution mission.

The limited resources constrained operations and taxed the abilities to meet all of the water distribution requirements at Bagram. Daily inspections relayed a reasonable confidence that water being delivered by the contracted Afghan trucks was safe for showers, latrines, and laundry. Water storage remained a constant concern. Five 3,000-gallon fabric water tanks ripped beyond repair between December 2001 and April 2002 for a variety of reasons. Limited storage capabilities forced the positioning of just enough assets to store water for one day at each site. Having only two water pumps kept the 299th from efficiently using the three Afghan trucks. Two of the trucks were forced to go to the same point to deliver water, but the second truck had to wait until the first truck delivered its water before proceeding. The limited resources resulted in maintaining less than a one-day storage of water throughout the system. Any loss of equipment or personnel would cause a substantial decrease in services through facility closings.

The achievements of those tasked with water distribution represented an ability to remain flexible to meet the growing requirements at Bagram, Afghanistan. Despite the precarious situation, water shortages were never the reason

for closed showers, laundry, or latrines while the soldiers of 1st Platoon, 229th Quartermaster Company, managed water distribution.

The primary lesson learned is that establishing base water distribution operations in a new area requires intensive support and coordination. Constrained by remote operating locations and limited strategic and tactical mobility, an increased reliance on host nation support was necessary at Bagram, Afghanistan, in early 2002. Operating in a noncontinuous, nonlinear battlefield environment further diminishes the distinctions between communications and combat zones. Every job is important and every risk is real because the supporting units are increasingly finding themselves living and working alongside the supported units, the warfighters. To support the warfighter, it is imperative that CSS units receive adequate training, equipment, and resources in order to identify and adapt to these changing environments.

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(Continued From Page 4)

Chief Warrant Officer Five James C. Tolbert

end of the Warrant Officer Corps, but the beginning of a new era for the Warrant Officer Corps in the new millennium.

Retired General Colin Powell states: *ride change, rather than manage it.* He goes on to say that *it is impossible to manage the unforeseeable.* Army Transformation begets change, just as the Army and the Warrant Officer Corps have been changing for the past 82 years. When we in the Warrant Officer Corps cease to recognize the need for change and the motivation to adopt change, we will cease to be relevant in the future.

CW5 James C. Tolbert is currently assigned to the Office of the Quartermaster General, US Army Quartermaster Center and School (USAQMC&S), Fort Lee, Virginia, as the Quartermaster Warrant Officer Proponent. He has served in a variety of assignments worldwide. These include Battalion Supply Technician, 223d Aviation Battalion, Schwaebisch Hall, Germany; and Property Book Officer, 26th Signal Battalion, Heilbronn, Germany, where he deployed to Saudi Arabia during Operations Desert Shield/Storm in December 1990. Also, he served as a Property Book Team Chief and later Chief, Asset Visibility Section, Division Materiel Management Center, 4th Infantry Division, Fort Carson, Colorado; Property Book Officer, US Army Central Command, Camp Doha, Kuwait; Instructor/Writer, USAQMC&S, Fort Lee, Virginia; and Personnel Career Management Officer assigned to the US Total Army Personnel Command, Alexandria, Virginia. He has completed every level of the Warrant Officer Education System and holds a master's degree in logistics systems management from Colorado Technical University at Colorado Springs.

Service Detachment in Afghanistan Supports Special Operations Forces

CPT Arvie McDaniel

Each Special Forces battalion has an organic service detachment. Although the modification tables of organization and equipment (MTOE) mandate the same for all, each battalion tailors its service detachment to achieve the highest level of support for its particular mission.

As the service detachment commander, I deployed to Afghanistan from Fort Bragg, NC, during the war on terrorism with the first elements of 1st Battalion, 3d Special Forces Group (Airborne), in April 2002. My detachment provided cooks, mechanics, limited transportation, ammunition, and supply personnel to support *Operation Enduring Freedom*.

Each Operation Unique

Each Special Forces operation is unique. In Afghanistan, my detachment supported unconventional warfare (combat operations) and foreign internal defense. My soldiers provided the normal logistical support to operational Special Forces detachments and also taught supply and maintenance procedures to the 1st Battalion, Afghan National Army.

I deployed with the first elements of 1st Battalion, 3d Special Forces Group, to conduct initial site survey and logistical coordination. My soldiers were preparing to deploy the battalion from Fort Bragg while I prepared to receive them in Afghanistan. I coordinated with the Combined Joint Special Operations Task Force (CJSOTF)-Afghanistan Headquarters for the necessary equipment, such as materials handling equipment (MHE), generators and barrier materiel, to establish our forward operational base (FOB) outside of Afghanistan's capital city of Kabul. Conventional units provided these assets to my service detachment.

Unlike conventional brigade-sized units, Special Forces units are always the theater commander's

assets. Therefore, the theater commander must provide necessary resources.

Real Work Starts

I met with forces already in country and received a fleet of local vehicles to provide initial transportation for the FOB. These local vehicles included sport utility vehicles (SUVs), pickup trucks, and large 5-ton trucks with colorful markings and jingling chains hanging from the sides and rear. Soldiers dubbed the trucks "jingle trucks" or "chingalings." The battalion physician's assistant, a former Special Forces medical sergeant, and I drove the "jingle trucks" to the Kabul International Airfield (under British operational control) to receive the soldiers and equipment of 1st Battalion in late April 2002. French and British infantry units provided security for our transportation to and from the airport. After moving men and equipment all night and most of the early morning, the mission became apparent and the real work started.

Most supplies came weekly from Bagram Air Base, home of the CJSOTF and Combined Joint Task Force 180 (CJTF 180), on a convoy from 1st Corps Support Command (COSCOM) units. The 1st COSCOM regularly delivered bottled water, rations, barrier materiel, sundry packs and medical supplies.

Ammunition arrived at the FOB in several different ways. Normally, captured ammunition was sling-loaded by CH-47 helicopter from wherever taken from the enemy. Sometimes enemy ammunition arrived by truck. This ammunition was mainly for Warsaw Pact or Chinese weapons on which the Afghan National Army would receive instruction. More frequently, I convoyed with soldiers from my detachment to Bagram to pick up ammunition for the operational detachments as they prepared for combat missions. We established an ammunition holding area (AHA) on our compound with enough

ordnance not only to defend the base, but also to provide every soldier with double the basic load.

The Army/Air Force Exchange System (AAFES) already was in Bagram. We coordinated with AAFES to travel to our location so the men would have access to personal hygiene items, magazines, souvenirs and trading material for our coalition partners from the nearby International Security Assistance Force (ISAF). Also, US soldiers regularly visited the ISAF compound in search of sodas, candy, snacks and personal hygiene items. My service detachment conducted a weekly convoy to Bagram to pick up major end items, repair parts and laundry. The 1st COSCOM provided laundry services.

The maintenance and supply noncommissioned officers in charge (NCOICs) instructed more than 100 Afghan National Army trainees on basic techniques in their respective fields. The battalion motor sergeant organized a series of classes that explained how an engine works and how to complete basic maintenance procedures. Through several practical exercises on all-terrain vehicles, contracted vehicles and the Army's high mobility multipurpose wheeled vehicles (HMMWVs), Afghan recruits learned how to be mechanics. The supply NCOIC put together 30 hours of instruction on the ideas behind property accountability in garrison and in a field environment. Each instructor spoke through interpreters to Afghan soldiers in classes.

Ultimately Successful

Although ultimately successful in mission accomplishment, my service detachment dealt with several issues that presented themselves at inopportune moments. The internal capabilities of the service detachment do not allow for a self-sustaining force. The entire battalion did not have enough internal transportation assets to move half the personnel or one-quarter of the equipment assigned. The fleet of local vehicles procured by contractors from Third Army resolved that situation.

The amount of assigned power generation equipment was not enough to support a base camp of more than 500 personnel. Therefore, conventional units provided the generators required to power the FOB.

Special Operations forces have equipment that is peculiar to them, that will not be found anywhere else in the military. Maintaining a ready stock of repair parts and operational replacements was impossible in the austere Afghan environment. For example, Polaris all-terrain vehicles required intense maintenance every day because of the harsh, daily dust storms. Keeping air filters on hand was impossible. The only available solution was to clean the air filters several times a day.

Most Difficult Situation

The most difficult situation was access to bulk common items. Most soldiers in my service detachment received only one pair of desert boots before deployment. (I had one pair of boots from April until early June.) Soldiers needed to exchange desert camouflage uniforms (DCUs) after normal wear and tear. Also, soldiers did not have enough body armor.

The shortage of desert boots in my service detachment did not resolve itself while I was in Afghanistan. Shipments of boots arrived sporadically and were received infrequently. Generally, the troops in operational detachments already had more than one pair of desert boots because they usually deploy to desert environments, such as Kuwait. Normally, support troops do not go with the operational detachments, and that is why most soldiers in my service detachment did not have enough boots when we arrived in Afghanistan.

The DCUs arrived regularly. Therefore, the issue of exchanging worn DCUs resolved itself after a few weeks.

However, there was never enough body armor in country for everyone in 1st Battalion. Particularly, there were never enough plates for the vests. Each vest has a pocket that holds a protective chest plate. Initially, there were not enough plates. During a two-month period, more and more vest plates arrived in country and began to trickle down the supply chain. This could have developed into a serious situation, but no soldier was injured or killed because of lack of body armor. Most injuries or deaths resulted after massive trauma from mortar fire and plane crashes, for example, military casualties whether wearing

body armor or not. Proper preparation before deployment would resolve a lack of body armor. In 3d Special Forces Group, the Group Support Company maintained all body armor instead of each battalion. This resulted in the situation that I encountered in Afghanistan. Because each battalion deployed individually, the first battalions to leave Fort Bragg took most of the body armor, to include vest plates, with them.

Although each Special Forces battalion tailors its service detachment to achieve the highest level of mission support, mine deployed to Afghanistan without the internal capabilities for 100 percent logistical support to the 1st Battalion, Special Forces Group (Airborne). However, conventional units

supplied the equipment and services that allowed soldiers in my detachment to accomplish every mission and, in turn, provide Special Forces soldiers the means to accomplish their missions. I believe that our success in a remote environment with few indigenous resources depended heavily on the hard training the soldiers received in the United States and the strong bond that is common in small units.

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Refocusing for the 21st Century Mission Statement

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

Provide:

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

Field Services - Shower, laundry, fabric/light textile repair, field feeding, tactical field exchange, and mortuary affairs.

Aerial Delivery Support - Parachute packing, air item maintenance, aerial delivery, rigging and sling loading.

Materiel and Distribution Management - Material and distribution based logistics management.

Combat Developments - Systems, concepts, force structure, and material developments.

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

Brigade Support Area Establishment And TOC Operations

CPT Jeremy L. St. Laurent

The complexity of the brigade support area (BSA) and its overall function in the rear area of any forward-deployed brigade require completing a multitude of tasks in order for operations to run smoothly. Using personal experiences, I will discuss a few key factors that help make the transition from home station to the BSA less problematic. Drawing upon my experience as the forward support battalion (FSB) S3 (Operations Officer) in a mechanized Infantry brigade in the 1st Infantry Division, my information applies to a base-styled BSA versus a base cluster BSA. I am not proposing any new ideas or tactics. I will present a basic understanding of BSA operations to logistics officers who may not have had the opportunity to see a BSA function.

Most Important

Site selection and unit positioning for both FSB companies and customer units are the two most important considerations before any deployment. The brigade S3 normally is in charge of land management within the brigade area of operations (AO). Site selection occurs in coordination with the S3. Typically, the three companies of the FSB, support platoons from all supported maneuver battalions, and any divisional combat support (CS) units attached to the brigade will occupy the BSA. The FSB commander, his executive officer (XO), support operations officer (SOO) and the S3 are all involved in the BSA's site selection.

As the BSA commander, and ultimately the rear area commander as designated by the brigade combat team (BCT) commander, the FSB commander must decide where to establish the BSA with guidance from brigade. With assistance from his XO, SOO and the S3, the FSB commander will determine the best location to support the BCT.

The SOO must examine the FSB assets and the additional assets brought into the BSA by the maneuver units' support platoons, as well as

augmentation from the corps or main support battalion (MSB). The SOO then decides how to best provide timely support to the maneuver units. By understanding the mission, the given terrain and the materiel required to support the front line, the SOO provides guidance to the commander on how the FSB can best perform its support mission.

Because the XO is senior staff personnel, he must be involved in all planning operations. He is ultimately the voice of the staff, including the SOO. The XO and S3 also must have a good working relationship. Most often in an FSB, the S3 has the rank of captain while all supported maneuver units have S3s in the rank of major. Sometimes the XO must speak for the S3 if there are rank conflicts with other S3s in the BCT.

Consider the S3 as the "conductor of the BSA orchestra." The S3 must have a keen understanding of the terrain where the FSB will support the units within the BCT footprint. The METT-TC (mission, enemy, terrain, troops, time available and civilians) can be his friend or enemy. His ability to read a map is critical - yes, a map. This is the S3's singular most important ability when identifying the setup of the BSA. Without a map and the skills to read it, the S3 has no way of locating the ideal sites for specific units.

S3 Essentially in Charge of TOC

The S3 is essentially in charge of the tactical operations center (TOC) and its operations. Therefore, the S3 must know the terrain that he is going into. The S3 will ultimately determine the fate of all units set up within the BSA boundaries. He must determine what units will be located next to one another, with respect to their capabilities. It is crucial for the S3 to know exactly what units are in the BSA and what weapons they have.

BSA establishment is the first order of business upon deployment. However, it is necessary to meet

with all supported unit representatives before deployment so that they understand where and how their units will fall in on the perimeter of the BSA. One of the most effective ways to prepare for BSA occupation is to make it a battle drill. This operation can be developed by the FSB S3 and incorporated into the FSB Tactical Standing Operating Procedure (TACSOP) that, in turn, would be distributed to all supported units before deployment. By giving units the opportunity to practice proper occupation techniques at home station, integration with the rest of the BCT during a deployment would be easier.

Proper Attention to FSB TACSOP

Proper attention to the FSB TACSOP can mean the difference between a long, painful field operation and a relatively smooth operation. The key is for the units to realize that once they are in the BSA, the units fall under the rules of the BSA and the FSB. All units must understand that a priority of work must be followed. Generally, this priority of work is outlined in SOPs written by the FSB at home station and disseminated well in advance of any field operation.

Under normal circumstances, the most critical event during BSA occupation is the establishment of hasty fighting positions, specifically sectors of fire. Because of the BSA's complexity, many unit areas overlap one another. For example, the Company A supply support activity may be in the middle of the BSA and directly behind both Company A and a support platoon from a maneuver unit. In that example, leadership must identify sectors of fire for personnel in order to reduce friendly fire incidents. This is a leader's task that must be completed before the first shovel scratches out a defensive position.

My experience in BSA operations is with a base defense, and the biggest headache that accompanies this style of defense is a lack of continuity from defensive fighting position to defensive fighting position. The S3 must ensure one standard throughout the BSA. The easiest ways to achieve continuity are to make the routine things routine and to establish and use SOPs that the entire BCT knows and understands. One of the best examples of a "to standard" two-person defensive fighting position is in Army Field Manual 7-8 (Infantry Rifle Platoon and Squad).

The S3 must use OACOK (obstacles, avenues of approach, cover and concealment, observation and fields of fire, and key terrain) when positioning the BSA units. OACOK helps him identify where certain weapon systems need emplacement before the units dig their positions. It is absolutely imperative that the S3 make time within the first few hours of BSA occupation to walk the AO perimeter. The S3 must be explicit about where major weapon systems will be emplaced. Generally the M2 .50-caliber machine guns and MK19 automatic grenade launchers will be used to cover large open spaces, high-speed avenues of approach, and "dead space" or areas that cannot be directly seen. While the S3 does his perimeter walk, there should be a senior representative from the unit whose area the S3 is walking through. This should not be the first time for a look at these positions: the senior leader in each unit has the primary responsibility to ensure that defensive positions and sectors of fire are completed properly. Because the BSA's highest casualty-producing weapon is the M2, the S3 must take full advantage of the machine gun's range. Using the machine gun's lethality to cover known avenues of approach will help to improve the overall defense of the BSA.

Sector Sketches Crucial

Sector sketches are crucial in any TOC, and they must be as accurate as possible. The foundation of a good sector sketch is an equally good range card. Range cards are created at any position occupied by one or more personnel. Generally, these personnel will rotate to other positions and leave nothing but the range card behind. So, these range cards must be completed with as much precision as possible, not only for the person moving into that position but also for the commander. Distance measurements on the range card should be according to the TACSOP. This ensures continuity from fighting position to fighting position. A standard of measurement (generally distances measured by 5 or 10 meters) will also help unit commanders develop their overall sector sketch based on collected range cards. A standard of measurement will also help reduce some of the confusion when the numerous unit sector sketches start flooding the TOC.

Once they receive the unit sector sketches, the personnel from the S3 shop who make up the TOC

staff will create a mass sector sketch of the whole BSA. The mass sector sketch depicts all units within the BSA and the location of major weapon systems, including antitank weapons.

The mass sector sketch will be posted on one of many information boards for the commander to review. As I have stated before, range cards are the easiest and most practical way for the unit commanders to get the sector sketches to the TOC. (Range cards are the foundation of the sector sketch.) The range card gives the fighting position its character. Without a range card, a fighting position is just a hole in the ground. Not only does the range card identify key terrain in the specified sector, but it also indicates the left and right limits based on a magnetic azimuth (used on the company and BSA sector sketches) that tie one fighting position into an adjacent fighting position. Lastly, an accurate range card allows any soldier to jump into a fighting position and know exactly what is in front of him as though he had dug the hole.

BSA Map Enlargement

It is a good idea to use a local credit card purchase to pay for an enlargement of the BSA map. The enlarged BSA map becomes the base for the BSA sector sketch. Not only does the enlargement allow drawing unit sectors without being cramped for space, but also gives enough space to mark where enemy contact has been made in the BSA. Having two maps enables seeing the battlefield as a whole. The standard military issue map will allow understanding of the "Big Picture," while the enlarged BSA sector sketch will show a detailed picture of the BSA. With the enlarged BSA map, the TOC can identify what weapon systems can defend a specific area and fight the "close fight."

Proper TOC organization is crucial to a smoothly run operation. Although the commander has the ultimate say in how he wants his TOC set up, it is imperative to customize the actual operations around the TOC. The key to this is Sergeant's Time Training. Regardless of a soldier's job in combat, soldiers must train for combat in peacetime, including TOC operations. To have a properly functioning TOC, set up at home station as close as possible to the TOC setup in the field. This setup is often referred to as a TOCEX (Tactical Operations Center Exercise).

Realistically setting up the TOC at home station allows working out any obvious kinks in the operation before deploying, as well as identifying any of the commander's priorities.

Problem-Free TOC

For a problem-free TOC, establish these three specific areas: a briefing area, planning area and, if possible, an operations area. Do not collocate the briefing area with the radiotelephone operator (RTO), to prevent radio distraction during a briefing. Do locate the briefing area close enough for the battle captain or operations noncommissioned officer (NCO) to post any last-minute updates. Locate the planning area in a relatively quiet space away from the distractions of the TOC. The planning area is where the Military Decision-Making Process (MDMP) will take place, as well as the production of any operations orders.

The operations area is where the staff most often will be during a battle. The XO, SOO, BCT S4 (Logistics Officer), BCT S1 (Adjutant) and the commander as well as the S3/battle captain will be in the operations area. A strong communications NCO available at all times during a battle is crucial. At any given moment, no fewer than four radio nets will be running at the same time. If the radios do not work properly, the operation is over. Although the operation technically would not be over if the radios did not work, starting an operation with radios that work is critical for as smooth an operation as possible. Plan a separate work area for each of these staff officers, preferably in sight of the operations map.

TOC Duty Positions

Establish the duty positions within the TOC well before the "boots get muddy." Without established jobs, critical tasks will be overlooked and missions will fail. One of the two most important duty positions is the battle captain, a senior NCO (battle staff training recommended) or a responsible and knowledgeable senior lieutenant or captain. The second key position is the RTO. Without a competent RTO, missions may fail and people may die because of the inability to properly receive, record and transmit information. Under normal circumstances, the battle captain will also have an operations NCO to perform management duties.

The duties of the battle captain and the XO are similar in the TOC. The XO, as stated earlier, is primarily responsible for coordinating between the staff sections. The S3, on the other hand, will control what information goes out to the units, what information goes on the map boards and any other postings that the TOC may need. The S3 is ultimately responsible for informing the commander of all information. If the S3 does not have a firm understanding what the missions are and what their results have been, there is no way that the commander will have a clear picture of the battle area.

RTO Underutilized

The RTO is one of the most underutilized soldiers in the TOC. In many TOCs, the RTO does not talk on the radio because the battle captain lacks confidence in the RTO's ability. The key is for a radio-knowledgeable soldier to sit with the RTO and discuss proper radio procedures. Ninety-nine percent of the time, the RTO will be the first to receive any radio traffic, good or bad, which comes into the TOC. The RTO must be confident and know his job. Identifying possible RTOs during the TOCEX will help alleviate any communications problems that may occur during an actual deployment. RTOs should be able to communicate fluidly over the net. This comes with experience and practice. It is absolutely imperative that listeners easily understand RTOs and that RTOs understand and translate acronyms and messages quickly. Lastly, for everyone's health and mental well-being, ensure that the entire TOC staff can read the RTO's handwriting.

TOC security is crucial in any operations scenario, and the S2 (Intelligence Officer) must have a firm understanding of his tasks. Before any mission, the S2, S3 and XO must establish who will have access into the TOC. This will eliminate two problem areas: traffic and unneeded commotion and also nonessential personnel. Issue unit-made TOC badges to essential personnel only and require escorts for

all others seeking entrance into the TOC. Use security personnel at the TOC perimeter wire as identification (ID) checkers. Issuing IDs will eliminate excess personnel who cause noise and distractions in the operations and briefing areas, while preventing nonessential personnel the access to sensitive material at the same time.

Everything has its place in the TOC, including supplies. As with any other mission in the Army, a proper Pre-Combat Check (PCC) of all supplies is necessary before deployment. As with TOC setup, these supply requirements can be identified during rehearsals at home station. Establish an SOP for placement of all supplies in the TOC, whether they are being used or stored. Do not let the operations NCO spend 30 minutes searching for Post It® notes, for example, when they are in the top drawer of the S3's field desk.

Crucial to the Warfighter

BSA establishment and TOC operations are crucial for the warfighter on the frontline. Understand your job in the TOC. Ensure that everyone who works with you and around you knows and understands their jobs as well. Someone's life may depend upon it.

NOTE: The author thanks CPT Chris Dexter, former Observer/Controller at the National Training Center, Fort Irwin, CA, and fellow Observer/Controllers for their cooperation with this article.

CPT Jeremy L. St. Laurent was a student in the Combined Logistics Captains Career Course, Fort Lee, Virginia, when he wrote this article. He was commissioned as an Infantry officer and completed Ranger School in 1999. His previous assignments include Infantry Platoon Leader, 18th Infantry Battalion, and S3, 299th Forward Support Battalion, both in 2d Brigade, 1st Infantry Division. He has a bachelor's degree from the University of Vermont.

Logistics Research Papers Online

More than 200 research papers, most written by Quartermaster officers attending Phase II of the Combined Logistics Captains Career Course (CLC3), now appear online. Go to "Logistics Training (LTD)" on the Quartermaster Home Page at www.Quartermaster.army.mil. Go to "Logistics References," then to "Professional Development Articles" and follow the instructions to Army Knowledge Online (AKO).

A First: Army Water Battalion Certifies As a Municipal Water Station

MAJ Ron Lane

Question: If a community's water system goes down after terrorist attack, earthquake, flood or other natural disaster, can an Army water support unit come in and produce enough replacement water?

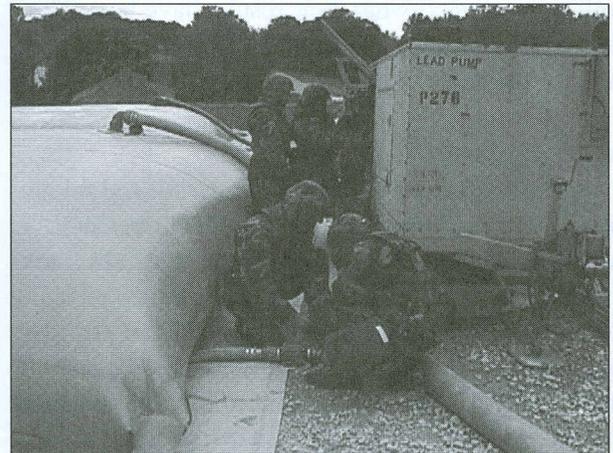
That was the question to answer when the 419th Quartermaster (Water Support (WS)) Battalion deployed from California to Crane Naval Weapons Station in Indiana during the unit's annual training in May 2002. The 419th, along with nine attached units from throughout the country, accomplished a mission never before attempted. Their mission was to "force project" 10 units up to 2,000 miles and establish an Army water battalion as a certified municipal water station - all within 5 days.

The water support mission had its genesis two years ago, when Crane Naval Weapons Station began exploring options for a continued water supply in case its water facility became inoperable. Crane's ability to perform its wartime mission depends directly on water. As a result, as planning began for POLEX 02, deployment of Army water units to Crane became a part of the exercise for Quartermasters in the US Army Reserve.

The terrorist attacks of September 11, 2001 within the continental United States broadened the value of POLEX 02, as the homeland defense mission of the Army's water support units became more visible. If needed for homeland defense after terrorist attacks, will potable water from the Army's Reverse Osmosis Water Purification Units (ROWPUs) meet state certification standards? How long will it take for water support units to become operational?

Deployment

The 475th Quartermaster Group from Pennsylvania had oversight of the water purification mission that was part of POLEX 02. Five of the assigned units were from California: 419th Quartermaster Battalion (WS) and 968th Quartermaster Company (WS) of Tustin; and the



Pumping Potable Water

316th Quartermaster Company (WS), 415th Quartermaster Detachment (Tactical Water Distribution System (TWDS)) and 307th Quartermaster Detachment (Purification (PURF)) of Camp Pendleton. The other five were the 407th Quartermaster Detachment (PURF) of Sioux City, IA; 14th Quartermaster Detachment (PURF) of Greensburg, PA; 15th Quartermaster Detachment (PURF) of Huntsville, TX; 200th Preventive Medicine Detachment of Salt Lake City, UT; and the 676th Medical Detachment of Fairmont, WV.

Operations Begin

Operations began on 11 May 02 when the 10 units assembled for the first time and set up water operations on the first day of annual training. The heart of the effort focused around the 15 assigned ROWPUs, each with a capacity of 3,000 gallons per hour (GPH). Supporting the ROWPU units were the TWDS detachment, the two water storage and distribution companies, the preventive medicine detachment and the medical detachment.

Soldiers set up the operational area in five distinct sites. These sites included a source water pump at the lake, two separate ROWPU sites (six ROWPUs at Site 1 and nine ROWPUs at Site 3), a water distribution storage system (with nine 50,000-gallon collapsible storage tanks), and the battalion's tactical operation center (TOC). The twofold goal: produce 500,000 gallons of potable water a day and pump the water to a 500,000-gallon underground water tank that was part of the Crane Naval Weapons Station's water system.

First Operational Obstacle

Although Crane has a large lake, the ROWPU units had no access. Lake access was the first operational obstacle in POLEX 02 and the first for Quartermasters to overcome. To get lake water to the ROWPUs, soldiers used an innovative and complex method of pumping the source water into 50,000-gallon collapsible fabric tanks. Two 600-GPH pumps were positioned at the lake, and water moved through the TWDS to a 50,000-gallon collapsible storage tank for lake water at each of the two ROWPU sites. At each ROWPU site, another 600-GPH pump sent water from the two source tanks to a 3,000-gallon collapsible fabric tank at each of the 15 ROWPUs. The ROWPUs drew their lake water from these 3,000-gallon collapsible tanks, ran the water through the equipment's reverse osmosis systems, and then pumped the purified water into another set of 50,000-gallon or 20,000-gallon fabric storage tanks.

At Site 1, brine or discharge water went through the TWDS directly into the Crane water treatment system through a creek. At Site 3, a separate 50,000-gallon wastewater storage tank was set up onsite and emptied periodically into the Crane sewerage system. Another 600-GPH pump at each ROWPU site emptied the potable or purified water from the ROWPU site to the tank farm located at Site 2.

In the planning phase for POLEX 02, the need for careful choreography of the elaborate system of pumps and water storage tanks was apparent. The risks were that the ROWPUs might have to stop operations because of no source water or not enough room to store the potable water that the equipment produces.

Mission

In a joint Army-Navy operation with close collaboration, the 290 soldiers in this exercise were able to set up the needed 15 ROWPUs, nine 50,000-gallon collapsible water storage tanks, and more than six miles of TWDS lines during the first two days of operations. By day three, Army-certified water was being pumped into the water storage system (tank farm of collapsible fabric tanks). Full production was reached by day four, with more than 600,000 gallons of potable water a day being produced, stored and distributed. The mission requirement was 500,000 gallons.

Although pumping water from the 50,000-gallon fabric tanks proved more difficult than directly drawing source water from the lake, the operation worked exactly as planned. Two times during the mission, ROWPUs had to shut down temporarily when a source pump went down. Likewise, ROWPU operations were also stopped for three hours when the storage tank farm reached full capacity. Soldiers had to wait for the certification to pump water from the tank farm into the Crane Naval Weapons Station's water system.

Full Production

Once the sites were in full production, water treatment specialists placed a special emphasis on maximizing ROWPU production. It was important to test whether or not the infrastructure of pumps and fabric storage tanks could support the full power of the ROWPUs. It was also important to determine just how much water the 15 ROWPUs with the 3,000-GPH capacity can produce a day under these constraints. On day five, each ROWPU detachment was asked to focus on producing as much potable water as possible in 24 hours. All mission-capable ROWPUs were put into production and manually adjusted to increase output in gallons per minute (GPM). In most cases, this meant that the ROWPUs began filtering water at a rate of 60- to 70-GPM, up from a normal range of 40- to 55-GPM. At the height of this effort, ROWPUs were producing 41,760 gallons of potable water, with 11 ROWPUs operational. Throughout the exercise, an average of four ROWPUs at a time were non-mission capable for a variety of maintenance reasons.

From a command and control perspective, the operational units were divided distinctly between the two water support companies. All the ROWPU and TWDS detachments were attached to the 968th Quartermaster Company, which was assigned the "source water" part of the mission. This meant the 968th was responsible for everything from the source water at the lake to the potable water storage tanks at the ROWPU sites. The 316th Quartermaster Company had the "potable water" part of the mission. The 316th was responsible for the distribution and storage of the water once pumped into the potable water tanks at the ROWPU sites. This command and control structure proved very successful, especially critical since five separate detachments were part of the operation.

Certification

One of the key challenges of POLEX 02 was to navigate the very stringent Environmental Protection Agency (EPA) and certification requirements for putting the water filtered by the ROWPUs into the Crane water system. For several months before the exercise, the 419th worked very closely with the EPA representatives from the Crane Naval Weapons Station and the state of Indiana to obtain the proper approvals to conduct this operation. As it turned out, the process required the 419th to actually become an Indiana Certified Municipal Water Facility. Two days before POLEX 02 began, Indiana officials provided a "Finding of No Significant Impact." This paved the way for the 419th to produce potable water for inspection by the state of Indiana. If lake water purified by ROWPUs passed the state tests, the potable water would be permitted to enter the Crane water system. On day three of the operation, the units were ready for the state test after completing the "super-chlorination" of the water storage tanks and lines.

On day five of the operation, soldiers received Indiana's official certification to allow the water filtered through ROWPUs into Crane's water distribution system. This is the first time the state of Indiana has recognized "reverse osmosis" as a water treatment process. Of the 140 elements tested for

substandard water, only 8 were detected and none exceeded the standard. Following the receipt of these results, the potable water produced by the ROWPUs was put into the Crane system.

By the end of the operation, the ROWPUs had produced more than 2.3 million gallons of potable water, and more than 1.4 million gallons went into the Crane water distribution system. This allowed Crane's water facility to shut down for maintenance for two days.

Unprecedented Scope

The scope and impact of POLEX 02 was unprecedented in Army water support operations. The exercise's success depended upon several factors, including the following:

- A comprehensive planning effort to configure a 500,000-gallon per day water purification operation with no direct access to the water source by the assigned ROWPUs
- A close collaboration with the Naval Weapons Station and the Indiana EPA
- A command and control structure that ensured the pieces of this complex puzzle were in place
- Excellent support from Crane Naval Weapons Station
- A properly configured, assigned force that included four ROWPU detachments, two water support companies and a preventive medicine detachment
- A leadership focus on meeting all requirements necessary to become a municipal water station certified by the state of Indiana

As a result of the mission's success, the 475th Quartermaster Group planned to conduct this exercise again, with different water units from across the county.

MAJ Ron Lane was Executive Officer of the 419th Quartermaster Battalion (Water Support), a US Army Reserve unit in Tustin, California, when he wrote this article.

Quartermaster Commentary – Professional Development of Junior CSS Officers

CPT Sarah K. Marsh

Since my commissioning in 1998, I have become increasingly aware of many issues encountered by the junior combat service support (CSS) officers – as well as many junior enlisted leaders – in today’s Army. A number of duty positions serving with young officers, officer candidates and junior leaders provide the basis for my observations. These positions include scholarship recruiter for almost six months, Aviation brigade S4 (Logistics Officer), Quartermaster direct support (DS) supply company platoon leader and executive officer, and, most recently, corps support group (CSG) deputy S1 (Adjutant). I feel fortunate to have been a mentor or confidante of junior CSS officers and cadets in the Reserve Officers’ Training Corps (ROTC) while in these jobs.

For this article, I will discuss a few reminders for current and future company commanders and section leaders - usually the first-line supervisors for these lieutenants - to better assist junior CSS officers in their personal and professional development. **Quartermasters can use the following Army publications (ARs) as references for the professional development and conduct of all officers: AR 600-8-29 (Officer Promotions), AR 600-8-104 (Military Personnel Information Management/Records), and DOD 5500.7-R (Standards of Conduct). In addition, the following resources address junior officer development: *Company Command* by John G. Meyer Jr. (MG, Retired), 1996; *Army Officer’s Guide*, 47th Edition, Lawrence P. Crocker (LTC, Retired) 1996; and *Platoon Leader’s Handbook*, distributed by the US Army Quartermaster Center and School, Fort Lee, VA.**

One fact to acknowledge from the start: junior officers in the combat arms and combat support fields are trained and used differently within the Army structure than in the CSS field.

*Does a combat soldier look at training differently than a combat support (CS) or combat service support (CSS) soldier? You bet he does. Training is a combat soldier’s livelihood; it can determine whether he lives or dies. On the other hand, CS and CSS soldiers also have jobs in time of war...As Inspector General of the Army, Lieutenant General Henry L. Doctor, Jr., said of the mission of a CS or CSS unit: ‘Train to survive or support.’ ...The distinction between combat and combat support and combat service support is important to realize and important to take advantage of.” (*Company Command*, page 132)*

There is more to being an officer than a uniform and a pay grade. A good officer must be tactically, technically and SOCIALLY proficient, regardless of branch. For CSS officers, our jobs cover a much wider range of professionalism and general knowledge. We must ensure junior CSS officers can struggle with failure and success in a controlled environment. We must spark their interests and ambitions in the CSS field, and we must ensure they have a sense of professionalism.

To improve CSS junior leaders, we must ensure that they are literate. Literacy is both what I will call “practical” literacy - simple memorandum composition, as well as newsletters and civilian correspondence - and computer literacy. Both are becoming increasingly important to the young officers today. Ensuring that junior lieutenants are proficient in written communications and in computer technology gives them an edge in improving their credibility and their technical competence. Because the CSS world has so many moving parts,

an officer who does not have computer or practical literacy skills is already behind the power curve. The problem? Reinforcement of these capabilities is not happening on the job. No one is making the junior officers practice these perishable skills.

The solution? Any training event requiring higher than squad or, in a section, more than three-person coordination ought to have a warning order (WARNO), fragmentary order (FRAGO) or an operations order (OPORD) written by the coordinating officer who is a junior lieutenant. The junior CSS officer writes the order for the supervisor to proofread. Not only does this enhance practical literacy, but also the junior CSS officer improves military writing skills and coordination ability. The written coordination efforts also enhance CSS logistics literacy. As lieutenants learn and practice logistics methods and acronyms, new ideas and equipment, they are able to apply this knowledge to make them more proficient as logistics officers.

What else do lieutenants usually write? Counseling statements and awards, as well as Noncommissioned Officer Evaluation Reports (NCOERs.) From the standpoint of a group adjutant, many junior officers do not know how to write a strong report or award. Many have never been shown the proper techniques. Astoundingly, many of these reports and awards are not proofread before processing, impacting not only the junior officer but also the unit's soldiers. What about their own Officer Evaluation Report (OER) support forms? Many times, OERs will be covered in a unit's junior officer development as reflections of rater support forms. However, these OERs do not reflect the personality of the rated officer - your lieutenant - because the officer does not articulate properly. (See page 38.)

Computer literacy is also very important. These lieutenants will not be in troop-leading positions forever, especially with the short time that CSS officers have left to BE a lieutenant. With the CSS branches already stretched so thin, many lieutenants may not even be assigned a troop-leading position initially and will be assigned to a staff position. Literacy is the key to competency in a staff position and keeping up with the unknown demands of the "new" Army, especially on computers.

Especially for me in an Aviation unit as a brigade S4, it was imperative to keep pace with the senior expertise in my unit - especially for logistics systems. These logistics systems included the Unit Level Logistics Systems-Ground, Aviation, and S4 supply (ULLS-G, ULLS-A, ULLS-S4), Standard Property Book System-Revised (SPBS-R), Global Command and Control System-American/Korean (GCCS-A/K) and the regular Microsoft Windows programs. The on-the-job training (OJT) that I received in these computer systems and operations, particularly in that fast-paced environment, has made my future experiences so much more successful. I've already been well familiarized with these systems, whereas many of my peers have never seen them, much less actually worked with them. If your lieutenants are not yet literate - both in English grammar and composition as well as in computers - retrain them and ensure they practice. It's a good habit that will carry them far, whether as military officers or as civilians after their military service.

Those who turn back know only the ordeal, but they who persevere remember the adventure. -
Milo L. Arnold

A second category needed to enhance junior leadership development is adversity in a controlled environment. Many junior officers feel they are either hyper-micromanaged or they are "thrown to the wolves." OJT is one of the best learning techniques. The lessons learned through OJT are more deeply embedded in the memory and personal experiences that can be recalled later. This struggle with some adversity will allow the junior officers to experience the "big picture" and where they - as the "little dots" - relate to that bigger picture.

By adversity, I mean dealing with the unknown and the unfamiliar: a challenge in order to snatch junior CSS leaders from their comfort zones. The unknown for a junior CSS officer can mean ammunition forecasting

for the next year, a forward ration break point for a brigade-sized element during a field training exercise (FTX), live-fire and normal weapons qualifications ranges, the Unit Status Report (USR), or just the company budget. Unfortunately, sometimes lessons are learned better when failure has been the teacher, as long as no one has been hurt and there is no danger of long-term problems. Micromanagement, a lack of trust by the senior leaders in the junior leaders, can be very detrimental to these lieutenants. Lack of trust can hobble the junior leaders, stifling any initiative they may have had. The converse is also a problem: do not send your lieutenants out to fail just to let them fail. Senior officers have the responsibility to ensure that these lieutenants recover from failure and still accomplish the mission. Teach the junior CSS leaders how to improvise, adapt and overcome through experience. Actually doing something once is better than only hearing about it a hundred times.

So what is so great about CSS or logistics, or even the Army? As senior leaders, we need to spark interest and ambition in our junior leaders. Interest and ambition create initiative and pride in military service, not to mention making junior leaders better tools of success for our soldiers.

A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but where they ought to be. - Rosalynn Carter

The Quartermaster Corps, as well as the logistics field in general, conducts wide-ranging, far-reaching operations. So much depends on the CSS functions, yet so few understand logistics! Inspire young lieutenants to find an area of logistics where they excel. Build their confidence and their interest in logistics and in the Army. So many lieutenants are extremely disillusioned about the Army. Many joined the Army for the money, rather than patriotism. When events and situations do not go the way these lieutenants planned, they become miserable. There begins the decline of morale. Once leaders start down that path, it's not long before the soldiers feel the effects.

"WHY is the commander making me do this STUPID project???" Have you ever said or thought that? Your junior officers are asking the same questions. For many projects or missions, ensure your lieutenants understand WHY they're doing this or that action. They don't have to like it, but at least they'll understand why they're doing it and become more effective AT doing it. Let them in on how you came to your decisions and conclusions. Involve them heavily in your company's development of its mission essential task list. Encourage their initiative and discourage constant timidity. Don't forget: these junior officers are the future senior leaders. They may even be the leaders supervising your children. Interesting thought. Interest these young officers in your profession. Once their interest in your craft - yours AND theirs - has been sparked, they may become one of your best resources and best tools for a successful command.

As stated before, there are distinct differences in the way combat arms, CS and CSS units train. However, this does not mean CSS units can neglect tactics and tactical proficiencies. As much as logistics officers hate to admit it, many CSS units have a negative stigma attached to being a "loggie." Don't let your lieutenants perpetuate this stigma. Ensure they can BE tactically proficient while performing successful logistics missions. If this means making allies in the combat arms arenas to help with training, you as the supervisor need to make this happen. After all, who better to teach tactics than the tacticians? This tactical training will give junior officers confidence in their abilities outside of the CSS arena.

Character is distilled out of our daily confrontation with temptation, out of our regular response to the call of duty. It is formed as we learn to cherish principles and to submit to self-discipline. Character is the sum total of all the little decisions, the small deeds, the daily reactions to the choices that confront us. Character is not obtained instantly. We have to mold and hammer and forge ourselves into character. It is a distant goal to which there is no shortcut. -Sidney Greenberg

In addition to tactical competency, lieutenants and even many senior officers that I've met have not had much interest in social proficiency. The CSS world is not considered the same "good ole boy" club many of the combat arms branches are, so CSS social functions are primarily perfunctory. Yet these "mandatory fun" sessions are still important to the interaction between logisticians. Social proficiency is often seen as "old-fashioned" and is not considered very important by junior CSS officers. However, formal social obligations are pervasive throughout the Army and the CSS world particularly. Formal social events not only lend tradition and ceremony to the second oldest branch in the Army, but also help build connections and networks between the senior, experienced officers and the junior officers in the Quartermaster Corps. In the "real world," social obligations are a real fact of life, be that military or civilian life.

Professionalism also extends to the young officer's personal life. Involve the families of these young officers. This is NOT our fathers' Army, it's ours - and this military lifestyle includes to a greater extent the young families. To be good leader of soldiers, ensure their personal stability: financially, educationally and personally. For many of the lieutenants with whom I've worked, I realize that their first Army assignment is actually the first time they've ever been REALLY on their own, without the college environment, or without their parents' mighty guiding hand, and NOW WITH MONEY of their OWN! Sometimes they might need that "older brother or sister" to nudge them down the right path, or the right way of thinking, or just to be their conscience. Junior CSS officers come under greater stress and insecurity early in their careers because of the thin ranks of the CSS branches and the large number of jobs required to "make it happen." Young CSS officers need the guidance and oversight that we may or may not have had ourselves in our professional logistics careers.

So what are the basic tenets for leading and mentoring junior CSS officers?

- Learn from past experiences - your own, as well as your peers. We've "been there, done that," now it's time to pass it on. Condense and apply these experiences and lessons learned to your junior officers. They don't have enough time as lieutenants anymore to make all the mistakes themselves.
- Be a guide to your junior officers. Mentorship is something THEY must accept or choose, not something you can force upon them. This doesn't mean they don't need guidance. Just make sure it's "guidance" you're giving, not micromanagement.
- Remember comprehension, application and reference when you're either teaching junior officers or even learning new tricks of the trade for yourself. *Comprehension*: Help them understand the big picture, and how they fit into it. What is the bigger reason for this event happening? *Application*: How do you apply what you've learned? How do you make it work for you? *Reference*: Where can you find the details of the information you've learned? Where can you get specifics to play the "game" better?

Finally, a word of "wisdom" from a mere captain. Remember: When you get to the top - or even just past the second floor - don't forget to send the elevator back down.

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Commentary – Radio Frequency Identification (RFID) Technologies: Potential for the Department of Defense

CW4 Pablo A. Brown

A supply network that is flexible, adaptable and responsive enables a smooth execution of data exchange and effective supply chain management. However, the Department of Defense (DOD) logistics environment is still characterized as fragmented, expensive and inflexible. Improving the current environment to achieve efficiency and responsiveness will occur over time, but will not be possible without making greater use of proven commercial practices where more immediate savings can be achieved.

The application of Radio Frequency Identification (RFID) technologies in the DOD supply chain will allow logisticians to project and sustain overwhelming combat power, with greater speed and accuracy. In other words, putting the right stuff in the right place, at the right time, faster and with full knowledge that the supply inventory will be smaller. While significant progress and improvements have been made in DOD logistics during the past several years, much more work remains before the DOD can claim a state-of-the-art, integrated, supply chain management system.

RFID Technology

In the simplest terms, an RFID system consists of a tag (transponder) and a reader (interrogator). The technology of RFID is based upon remote collection of information stored on a tag using radio frequency communications. Information stored on the tag can range from as little as an identification number, to “kilo-bytes” of data written to and read from the tag, to information such as temperature histories. The information from the tag/reader combination is either presented to a human operator who typically uses a hand-held device with an alphanumeric display or to a host computer that automatically manages the information. RFID tags are either active or passive.

The two broad classes of RFID tags refer to the source of energy used to power the tags, which consist

of microchips attached to antennas. An active RFID tag has a battery, which is used to run the microchip’s circuitry and to broadcast a signal to a reader (the way a cell phone transmits signals to a base station). A passive tag has no battery. Instead, a passive RFID tag draws power from the reader, which sends out electromagnetic waves that induce a current in the tag’s antenna.

Challenges and Accomplishments

From an industrial perspective, the DOD’s logistics enterprise is immense. The Defense Logistics Agency (DLA) is responsible for 89 percent of all DOD’s consumable items, more than 55 percent of all federally stocked items. The DLA’s wholesale inventory is presently valued at \$80.5 billion, and its annual purchase of materiel and supplies is estimated at \$10.4 billion. The DLA processes about 23.3 million receipts and issues each year. From its headquarters just outside Washington, DC, the DLA oversees a staff of more than 23,300 civilian and military employees who work in all 50 states and 27 foreign countries. In addition, customers can order from among 4.1 million catalogued, active, national stock number items. The tremendous size and complexity of this logistics enterprise makes it imperative that the DOD quickly make maximum use of efficiencies realized by the private sector, notably RFID, if the DOD is to be successful in the monumental task of providing lean logistics service and support.

The DLA has recognized it must continue to revolutionize military logistics. The DLA, in concert with the DOD, is working with the commercial sector to develop strategies to enhance the military supply chain infrastructure. One example of this effort is DLA’s Microchip Logistics (MICLOG) program. The vision of the MICLOG program is to incorporate RFID technologies into appropriate DLA business environments to develop a global visibility network

of military materiel. Its mission is to research, develop and implement RFID technologies to enhance DLA/DOD total supply chain logistics performance. Once fully developed and implemented, the MICLOG program is expected to provide huge dividends to the DOD's logistics transformation. Some of the expected benefits to DOD from RFID include the following:

- Increased availability and readiness of equipment,
- Reduced footprint on the battlefield,
- Increased accuracy and visibility of inventories,
- Depot and warehouse operations optimized to meet customer requirements and improve materiel velocity,
- Accurate supply chain execution,
- Better asset management,
- Online, real-time, customer-driven requisition processing,
- Tracking of transaction history associated with each asset,
- Speedy and profitable payment transactions,
- Decreased labor costs of performing inventories,
- Checking of assets in and out,
- Simplified and speedier asset location, and
- Up-to-date snapshots of the status of fixed assets.

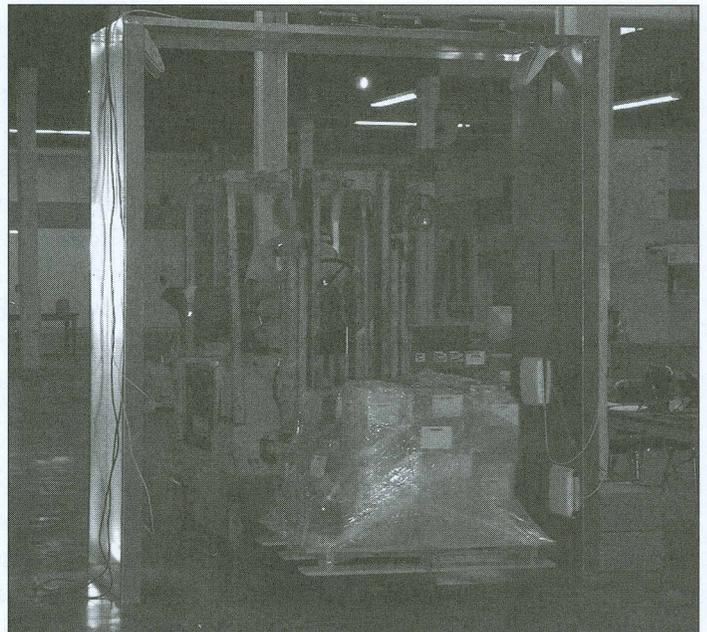
The preceding illustrates the significant opportunities RFID could bring to DLA's \$80.5 billion wholesale inventory, as well as its \$10.4 billion annual procurement of materiel and supplies. It must be noted that the DOD and DLA have had some success in addressing the management of personnel supplies by minimizing inventory holding costs, reducing customer wait time and increasing supply availability; but it is important to remember that much work remains.

The cost of logistics in the DOD is becoming increasingly high. For example, the DOD's operations currently involve more than \$1 trillion in assets, budget authority of about \$330 billion in 2002, and nearly 3 million military and civilian employees. Directing these operations represents one of the largest management challenges within the federal government. To manage this investment effectively and efficiently, logisticians must develop an integrated logistics enterprise that

pervades all business functions within the DOD, thus reducing inventories, increasing asset availability and readiness levels, and improving asset management. The DOD is several years away from this integrated logistics enterprise, but it must urgently achieve it. Two major areas in which system improvements can be realized from RFID are in inventory management and Total Asset Visibility (TAV).

Inventory Management and TAV

Inventory management in the DOD continues to be a high-risk area, largely because current inventory accounting systems are outdated, exceedingly complex and driven by poorly documented software. To add to this dilemma, existing inventory valuation methodologies provide only an approximation of historical inventory value - approximations compounded by virtually irreconcilable gain and loss holding account adjustments. The valuation methodologies alone cause DLA to plan based on high-level forecasting, which results in excess inventories. Recent estimates revealed that excess inventories in the DOD are worth \$34.4 billion. Known contributory causes of the DOD's unneeded inventory are the lack of a real-time visibility and an accountability system capable of tracking materiel from government and contractor sources through



A forklift in a distribution center takes RFID-tagged supplies through a portal (reader or interrogator) for collecting initial source data.

transportation nodes to receipt by ordering customers. While current inventory systems get the job done, they are often described as “brute-force” processes, largely manual, labor intensive and prone to errors.

Business practices in the private sector demonstrate the impact of using RFID. A study by Accenture, a global consulting firm, concluded that RFID could lower inventories by at least 5 percent or as much as 30 percent. In one practical application, Procter & Gamble Company plans to use RFID technology to monitor its tagged cases. Procter & Gamble hopes this will reduce its inventory by 40 percent. Using Accenture’s lower 5 percent estimate, the DLA can reasonably assume a savings of \$4 billion to its \$80.5 billion wholesale inventory. The DLA might save as much as \$24 billion if it can reduce the inventory it carries by 30 percent. If the DLA could achieve Procter & Gamble’s 40 percent reduction, this would save the DLA an estimated \$32 billion. Clearly, the DOD stands to benefit tremendously from the use of RFID.

Furthermore, compared to the current systems, the application of RFID technology promises to significantly reduce the time and effort required for inventories across DOD business functions. The military services’ readiness and ultimate mission success will depend largely on the ability to achieve TAV, up-to-the-minute information on the location and condition of materiel in the supply chain. Within the DOD, TAV refers to a combination of system enhancements and business rules that allow managers to gather information about the quantity, location and condition of assets anywhere along the supply system. Then the DOD managers can apply that information to fill customer orders without initiating new purchases. By leveraging the capabilities of RFID, the DOD and the DLA will maximize real-time

visibility of equipment and supply inventory at every key node in the defense supply pipeline.

Implementing RFID will enhance the DOD’s logistics processes by reducing inventory, increasing supply availability and decreasing customer wait time. RFID technology can improve support to the combatant commander’s warfighting capability and to the DLA’s logistics business processes by facilitating the automated collection and transmittal of crucial inventory and asset data. Additionally, RFID is a key technology that the DOD must leverage to achieve its transformation goals in a reasonably economical, efficient and effective manner.

CW4 Pablo A. Brown was the first 920A (Property Accounting Technician) to participate in the Training With Industry (TWI) program with the Logistics Management Institute in McLean, Virginia. Before TWI, he served as Chief, Warrant Officer Division, Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, Virginia. He has a general studies associate degree, a bachelor of science degree in business administration, and a master of arts degree in organizational management. He is a graduate of the Warrant Officer Staff Course, the Logistics Executive Development Course, the Army Force Management Course, and the Joint Course in Logistics. CW4 Brown previously served as Property Book Officer and Brigade Budget Officer, 18th Aviation Brigade, Fort Bragg, North Carolina; Property Book Officer, US Army, Central (ARCENT) in Saudi Arabia; Property Book Officer, 7th Special Forces Group, and Property Management Technician, US Army Special Operations Command (USASOC), Fort Bragg, North Carolina; and Property Book Officer, 42d Field Artillery Brigade, West Germany.

For More Details About RFID Technologies –

CW4 Pablo A. Brown wrote his article on the potential of Radio Frequency Identification (RFID) Technologies for the Department of Defense while working in the Army’s Training With Industry program at the Logistics Management Institute in McLean, VA. For more details about RFID, access two of the author’s sources online at [http://www.gao.gov/sp/strobj22.pdf](http://www.gao.gov/sp/stroobj22.pdf) and http://www.d-n-i.net/fcs/pdf/gao_fin_mgt_nsiad-00-163.pdf, as well as the *Defense Logistics Agency Customer Assistance Handbook*, 14th Edition, 2002, and *Forester Research, RFID: The Smart Product (R) evolution*, August 2002.

Selling Yourself on Your OER Support Form

CW5 Leslie M. Carroll

The OER (Officer Evaluation Report) Support Form (DA Form 67-9-1) is a wonderful tool to establish priorities, focus and goals for an officer. Unfortunately, soldiers are not formally trained on how to complete one effectively, and we usually must rely on others for advice. Therefore, I would like to pass on hints on how to successfully sell yourself on your Support Form and pretty much write your own OER.

Just to keep my examples simple, I am using an evaluation of a person employed as a greeter at Wal-Mart. This will show that any duty an officer is asked to perform can be defined on the Support Form for the OER - no matter how small the task. It's not the job that is important, but the way the officer writes up the descriptions.

Duties and Responsibilities: (Part IV a.)

The Duties and Responsibilities portion of the OER Support Form defines the officer's position. The individual officer does not define Duties and Responsibilities. These are based solely on the mission of that position. The rater should have a duty description for each position and go over this portion of the OER Support Form as soon as the officer is assigned to that position. Using the Wal-Mart example:

Required to ensure that every customer who comes in the store is offered a cart and a friendly greeting. Ensure carts are available for issue to the customers. Keeps entrance clear and easily entered. Ensure that customers do not depart store without paying for their goods. Pass out any sale fliers to customers as they enter. Supervise two personnel.

Notice on the first example that only the mission is defined. No goals or additional duties are described in this description unless they are a recurring event that goes with the position. The rest of the Wal-Mart support form is based on this duty description.

Major Performance Objectives: (Part IV b.)

The next portion of the OER Support Form should be completed together by the rater and rated officer within 30 days of the rating period and adjusted throughout the rating period. The rater should give the officer definite goals and/or projects for completion during the rating period. The rated officer can then incorporate those into the definition of objectives.

Since this portion of the OER Support Form is constantly changing, suggest that a blank OER Support Form with duty description be used to record the counseling dates. Keep only the rater's latest objectives that were submitted to the senior rater. Using the Wal-Mart example:

1. Greet every customer with not only a greeting and an offer for a cart but also with a smile and a highly clean and pressed uniform.
2. Have sale fliers available to all customers.
3. Ensure that the entrance remains clear of debris so that personnel can easily enter store.
4. Remove carts from the parking lot so that they are in the store available for issue to the customer.
5. Approach customers to ensure that they have sales receipts for items.

The duties in this portion of the OER Support Form should be discussed as more specific and measurable objectives. In the Wal-Mart performance objectives, for example, how can the performance objective of greeting every customer be shown? Periodic spot-checks by the rater and senior rater would meet this requirement. If the objective is not measurable, attainment will be difficult. For example, instead of writing an OER Support Form

with the aim of improving an Army Physical Fitness Test (APFT) score, rewrite the aim so that it defines an objective such as "Achieve a 270 on my next APFT, a 20-point improvement."

Officers are reluctant to define such specific goals on OER Support Forms. Always keep in mind that if the goal is not achieved because of unforeseen circumstances, the rated officer can rewrite that portion of the OER Support Form as the rating period goes by to show what he did achieve. Also, ensure that goals are attainable. An OER Support Form should be an adjustable document up until the time an OER is due and the Significant Contributions portion is completed.

Significant Contributions: (Part IV c.)

This section of the Support Form should give the rater and senior rater an idea of what the rated officer wants written on his OER. I suggest the rated officer write the specific sentences that he would like on his OER. A rated officer who cannot define his achievements will have a difficult time convincing others. Using the Wal-Mart example, the following are poorly written contributions that give the rater and senior rater no help:

1. Greeted every customer that came into the store and offered them a cart.
2. Gave out sale fliers when they were available.
3. Kept the entrance clear.
4. Removed carts from the parking lot so that we did not run out in the store.
5. Had all customers present their sale receipts before leaving the store.

Again using the Wal-Mart example, the following contributions are well defined:

1. Greeted an average of 600 customers daily with an offer of a cart, a smile, and the best-looking Wal-Mart uniform in the store. Took three classes at the community college in inter-personal communications, improving my ability to handle customers. Reduced my weight by ten pounds to appear more professional in my uniform.
2. I placed sale fliers in every cart and hand basket and then personally handed out fliers to those that didn't take a cart.
3. Not only was the front of the store clean and orderly, but I also had a door open at all times so that the customer could just walk through an open door instead of opening it themselves - especially helpful for the parents with children. Saved the company an average of \$1.50 per day in electrical savings by not using electrically opened doors.
4. Ensured that all carts were removed from the parking lot, an average of 200 per day. I personally wiped down all the returned carts so that they were clean and ready to be presented to the customers. Oiled all wheels and ensured that not a single cart was used that had a squeaky or inoperative wheel.
5. Ensured an average of 400 customers leaving the store with purchases had their receipt and had paid for all their goods with dignity and with the assumption that all customers were honest and truthful. Handled all indiscretions of purchases out of earshot of other customers, thereby preserving their self-respect.

Exact sentences with well-defined and measurable Significant Contributions on the officer's OER Support Form can be transferred directly to the OER. That should be the goal for completing this portion of the Support Form. Officers tend not to use adjectives and adverbs in their descriptions of their performance. They should be instructed to rewrite sentences so that they say what an achievement has contributed to the organization or officer. The rater and senior rater can then embellish the adjective or adverb in a more laudatory tone. I hope this simplified Support Form will help you throughout your next rating period and improve your ability to sell yourself on your next OER.

CW5 Leslie M. Carroll is currently the Property Book Officer for the 2d Infantry Division, Republic of Korea. Her next assignment this summer will be with the Army G4 (Army Chief of Staff, Logistics) at the Pentagon. She has a bachelor of computer science degree from the University of Central Texas.

Warrant Officer Accession Board Tips

CW4 Jeffrey T. Brehmer

One of my primary duties as the Assistant Quartermaster Warrant Officer Proponent at the US Army Quartermaster Center and School (USAQMC&S) is to execute the Quartermaster Warrant Officer Accession Program. I review and process Quartermaster warrant officer packets from each of the four enlisted "feeder" military occupational specialties (MOSs): 92A (Automated Logistical Specialist), 92G (Food Service Specialist), 92R (Parachute Rigger) and 92Y (Unit Supply Specialist). Noncommissioned officers (NCOs) interested in becoming a Quartermaster warrant officer have questions at times. Some questions are as simple as the following:

- Do I meet the prerequisites?
- Does my packet look good?
- How do I apply?
- What is the web site for application procedures?
- What is the board looking for in a warrant officer packet?

Answers to many questions are available at <http://www.usarec.army.mil/hq/warrant> on the US Army Recruiting Command (USAREC) web site. This article will offer some of my own tips for preparing a packet.

Remember, things don't happen overnight. It takes a concerted effort to properly prepare a warrant officer packet. Seek guidance to assist you in this

endeavor. Prepare both yourself and your packet. Be assertive in going after what you really want, and be confident in both yourself and your packet.

Seek Guidance

Start by visiting USAREC's web site at <http://www.usarec.army.mil/hq/warrant/>. Familiarize yourself with the Army prerequisites for the warrant officer program and the specific Quartermaster MOS prerequisites. Make a list of what you must do to prepare your packet. Next, seek out a senior warrant officer in the MOS you are applying for. Ask the senior warrant officer for guidance and how to start preparing for a career as a Quartermaster warrant officer.

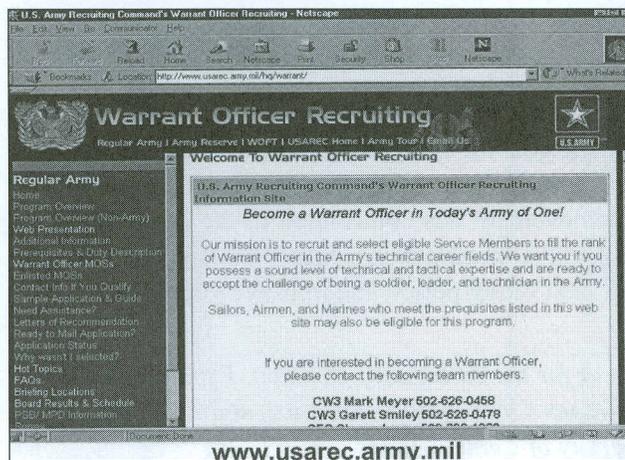
Prepare

Attend all the military schooling available for your MOS. Today there are multitudes of schools you can complete through Distant Learning (DL). Complete Army correspondence courses related to your MOS. Also the USAQMC&S at Fort Lee, VA, and the Professional Education Center at Little Rock, AR, have resident functional courses, to name a couple of locations. Every course you attend will provide you additional knowledge in your MOS that, in time, better *prepares* you for a future as a Quartermaster warrant officer. Many courses lead to additional promotion points and offer college credits.

Consider taking college courses. Enlisted soldiers can pursue a college degree using eARMYU or tuition assistance (today 100 percent paid) at an accredited institution. Previous board members have stated, **"Soldiers with college degrees were a plus."** A soldier seeking a college education shows initiative. When reviewing packets, we receive many waivers saying, "I didn't have time to go to school." This may be true, but you should take advantage of every available opportunity to further your knowledge.

Be Assertive

Let your supervisor, platoon sergeant, first sergeant and commander all know your intention to become a warrant officer. Act on your intention.



- Seek the hard jobs and try to gain a variety of experiences in different jobs.
- Be physically fit! Strive for the highest Army Physical Fitness Test (APFT) score possible. A leader sets the example for others to follow.

During quarterly counseling sessions with your supervisor, be prepared. Ensure that you understand your supervisors' intentions and your responsibilities. When you receive your NCO Evaluation Report (NCOER), make sure that the supervisor properly spells out your job description and captures all of your achievements. You should always strive to be the best!

Complete all NCO Professional Development (NCO PD) courses, such as the Platoon Leader Development Course, Basic NCO Course and Advanced NCO Course, when required. Be a leader. Provide direction, supervision, and have consideration for others. **Remember, the accession board looks for the best of the best.**

Be Confident

Prepare all your documentation according to directions on the USAREC web site, and then have someone check it.

- **Your Resume:** Tell the truth. *Don't inflate it!*
- **Your Department of the Army Photograph:** Your official photograph is worth a thousand words. Ensure that your uniform is in accordance with AR 670-1 (Wear and Appearance of Army Uniforms and Insignia) and that awards and decorations match your Enlisted Record Brief (ERB) or your DA Form 2-1 (Personal Qualification Record).
- **Official Military Personnel File (OMPF):** Ensure all documents are in your file.

One very important document in your packet is the **senior warrant officer (CW3 or above) letter**. When a senior warrant officer agrees to write you a letter of recommendation, he notes your personal attributes and achievements. The letter needs to address both your technical and tactical accomplishments. If there is no senior warrant officer in the MOS you are applying for, ask a junior warrant officer in the MOS or ask any senior warrant officer

Required Documents

- **DA Form 61 (Application for Appointment)**
- **DA Form 160 (Application for Active Duty)**
- **Resume**
- **Official Photograph**
- **Memo, Security Manager**
- **Official Military Personnel File (Microfiche)**
- **Appointment Physical**
- **Company and Battalion Commanders' Letters of Recommendation**
- **College transcripts**
- **Enlisted Record Brief (formerly DA Form 2A and 2-1)**
- **Prerequisites, moral or Active Federal Service waivers**
- **Statement of understanding**

or a junior warrant officer. If you do not know a warrant officer, then you must seek out a warrant officer. Set up an interview and present your packet and your life history. You must be *confident* and sell yourself. Ensure letters written by each officer (company commander, battalion commander, and senior warrant officer) address your accomplishments and are not duplicated from one to another.

Packet Process

This process starts with a determination of how many warrant officers the Army needs to access for the next fiscal year. The Department of the Army, with input from the Quartermaster Warrant Officer Proponent, decides the mission for each Quartermaster warrant officer MOS: 920A (Property Accounting Technician), 920B (Supply Systems Technician), 921A (Airdrop Systems Technician) and 922A (Food Service Technician). Boards for the Quartermaster warrant officer packets usually meet three times per year in March, July and November at Headquarters, USAREC. I receive packets throughout the year from each of the four Quartermaster "feeder" MOSs. There is no set limit on the number of packets I can receive.

When a packet from USAREC arrives, reviewers at the USAQMC&S must determine if the soldier meets both the Army and Quartermaster prerequisites. The packet is then reviewed to ensure the

Quartermaster NCO meets the prerequisites for his “feeder” MOS and to assess his potential to become a Quartermaster warrant officer. Soldiers determined eligible for their MOS are approved by the proponent at the USAQMC&S, and then their packets are sent back to USAREC to go before an accession board.

Accession Board Process

Each time Quartermaster NCOs go before an accession board, a senior Quartermaster warrant officer serves on the board to represent the Quartermaster Corps. The accession board consists of board members from each proponent MOS that is being boarded. For the March 2003 board, for example, there were seven board members (six senior warrant officers and one field grade officer who served as the board’s president) reviewing **about 525 packets**. That means each board member has about **3-5 minutes** to review each packet. In that limited time, the neat and accurate packets with good resumes and preparation according to USAREC guidelines stood out and were noticed.

Each board member receives set guidelines from USAREC. Board members must score each packet based on “**the total soldier**” concept. This concept includes previous assignments, NCOERs, awards, military and civilian education, physical fitness, the quality of the letters of recommendation, resume, and other parts of the application. Board members score each packet from a range of -0 through 6. After voting on all packets, a total score from each board member is calculated and a total merit score is given to each applicant. Then an Order of Merit List (OML) is developed for each MOS from the total merit score. The “cut line” is drawn based on the mission, for example:

- The mission for 920A (Property Accounting Technician) requires six soldiers: the top six 92Y (Unit Supply Specialists) NCOs on the OML are “Fully Qualified – Select” (FQ-S). The remaining 92Ys will either be “Fully Qualified - Non Selected” (FQ-NS) or “Not Selected - Not Competitive” (NS-NC).
- Packets are classified “NS-NC” when the applicants have exhausted their board appearances. These “NS-NC” packets will be

Accession Board

APPLICANT	MOS	VOTE	OML#
FLURER	920A	36 -2	1
CLARK	920A	35 +4	2
ALLEN	920A	35 +3	3
SMITH	920A	34 +3	4
BLACK	920A	33 +6	5
ROBERTS	920A	28 +2	6
HUGHES	920A	26 +2	7
BRANCH	920A	12 +4	8
JONES	920A	9 +5	9

SCORING

001 987

MEMBER	VOTE	APPEAR.
MEMBER 1	5 +	
MEMBER 2	4 +	
MEMBER 3	5	
MEMBER 4	3 +	
MEMBER 5	5 -	
MEMBER 6	6	
MEMBER 7		
MEMBER 8		
MEMBER 9		

28 +2

destroyed after 90 days, unless an individual applicant requests that USAREC return the packet to him. Soldiers whose packets are “NS-NC” can reapply one year from the date they originally signed their DA Form 61. Packets classified as “FQ-NS” are sent before a board one additional time, the next time the applicant’s “feeder” MOS is boarded.

Updating A Packet

If your packet is determined “FQ-NS” by the accession board, you can submit updates in preparation for the next board. Send only updates you feel will strengthen your packet. Some examples include the following:

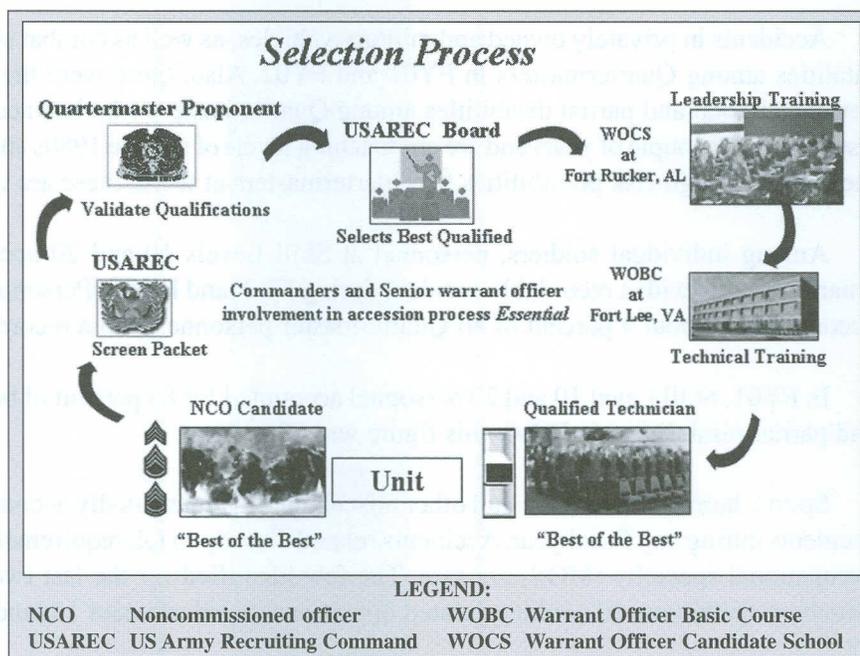
- You completed additional college courses. Send copies of the new transcripts.
- You took another official photograph.
- You received another NCOER or awards. Also request a new microfiche from the US Total Army Personnel Command (PERSCOM) as an exception to policy from Enlisted Records (EREC). NOTE: EREC now will only support requests for microfiche as an exception to policy. Ensure your request for an exception to policy states that you are requesting the microfiche in order to complete an application for the warrant officer program.
- You moved to another assignment. Submit new letters if you feel they will help you. (It is not necessary to update letters of recommendation unless they were not very strong.)
- Update the DA Form 61 only if something changed. The signature page will not be updated.

From the Quartermaster Regimental Warrant Officer

Our goal is to provide the Army with the most technically competent, tactically proficient, and professionally motivated Quartermaster Warrant Officer Corps. We achieve this from those mid-career NCOs who have demonstrated that they are a cut above their contemporaries and have the potential to meet the demanding future challenges of serving as a Quartermaster Warrant Officer. - CW5 James C. Tolbert. CW5 Tolbert wrote about the Warrant Officer Corps *Accessing for the Future* in the Spring 2003 edition available at www.quartermaster.army.mil on the Quartermaster Home Page under "Professional Bulletin."

You must send all updates to **COMMANDER, HQ USAREC, ATTN RCRO SM A, 1307 3D AVE, FT KNOX, KY 40121-2726**. Upon receipt, USAREC will replace the old documents with the new and add any additional documents submitted.

The soldiers who were successful preparing their packets are Quartermaster warrant officers today. To be a part of the future Quartermaster Warrant Officer Corps, follow my recommendations and do not be afraid to ask for more assistance.



CW4 Jeffrey T. Brehmer is currently the Assistant Quartermaster Warrant Officer Proponent assigned to the Office of the Quartermaster General, US Army Quartermaster Center and School (USAQMC&S), Fort Lee, Virginia. He has served in a variety of assignments worldwide. These include Battalion Property Book Officer, 3/37th Field Artillery Battalion, Herzo Base Germany; and Battalion Property Book Officer, 544th Maintenance Battalion, Fort Hood, Texas, where he deployed to Saudi Arabia during Operations Desert Shield/Storm in October 1990. Also, he served as a Brigade Property Book Officer, 46th Support Battalion, Fort Wainwright, Alaska; Brigade Property Book Officer, 15th Support Battalion, Fort Meade, Maryland; and Instructor/Writer, USAQMC&S, Fort Lee, Virginia. He has a bachelor of science degree in occupational education from Wayland Baptist University, Plainview, Texas.

Quartermaster Warrant Officers Online

Access the Quartermaster Warrant Officer Proponent Office, Fort Lee, VA, at www.quartermaster.army.mil under "Warrant Officers" on the Quartermaster Home Page for the latest information about accessions and board results, conferences, professional development, education and promotions. This site also has links to points of contact for warrant officers within the US Army Quartermaster Center and School, Regimental Honors, and other sites of interest, such as Automation Tools.



SAFETY SAVES SOLDIERS



Quartermaster Corps Accident Data For FY01 and FY02

Michael L. Davis

Safety Specialist Assigned to the US Army Quartermaster Center and School, Fort Lee, VA

Accidents in privately owned and military vehicles, as well as combat soldiering accidents, caused the most fatalities among Quartermasters in FY01 and FY02. Also, these were the same top areas for the majority of permanent total and partial disabilities among Quartermasters who had accidents. Fatalities have continued to rise for the last couple of years and are approaching levels of the late 1980s and early 1990s. However, considering the generally high-risk possibilities for Quartermasters at work, these are two very good fiscal reports overall.

Among individual soldiers, personnel at Skill Levels 10 and 20 accounted for about 91 percent of all Quartermasters with a recordable accident during FY01 and FY 02. Personnel at Skill Levels 30 and above only accounted for about 9 percent of all Quartermaster personnel with a recordable accident during FY01 and 02.

In FY01, Skill Level 10 and 20 personnel accounted for 84 percent of both fatalities and all permanent total and partial disabilities. In FY02, this figure was 73 percent.

Sports, human locomotion and other miscellaneous areas usually account for 15 to 20 percent of recordable accidents during any fiscal year. Accidents related directly to job requirements of a soldier working in a military occupational specialty (MOS) are rare. The few identified for the last two fiscal years involved only 5 total refueling operations, 10 cooking-related operational accidents, and 1 laundry operation accident.

For more details about accident categories, see the tables of Quartermaster general accident data. The following information was compiled from all recordable accidents involving Quartermaster Corps personnel during FY01 and FY02. The tables in this article are designed to show general accident trends while still identifying possible, specific problem areas.

Quartermaster Total General Accident Data for FY01								
POV	AMV	COMBAT SOLDIER	FUEL	COOK	HUM LOC	SPORTS	OTHER	TOTALS
40	66	72	3	7	14	19	5	226
18%	29%	32%	1.5%	3%	6%	8.5%	2%	100%

GENERAL DEFINITIONS:

POV - Privately Owned Vehicle

AMV - Army Motorized Vehicle (data may include forklift accidents)

COMBAT SOLDIER - Combat Soldiering Task (data includes actions involved in physical training; Confidence Course/Rappel Tower; parachuting; human locomotion during an operation; materials handling (movement of supplies/equipment during an operation); accidents during land navigation; marine accidents during water operations; ground guide accidents; weapon accidents; unarmed combat; set up and operation of equipment)

FUEL - Refueling operational accidents

LAUND - Accident involving laundry equipment/operation

COOK - Cooking accident

HUM LOC - Human locomotion (usually a fall by an individual that is not related to a operation)

SPORTS - Any sport that caused an injury to an involved individual

OTHER - Any other accident which was not related to an Army operation

RECORDABLE ACCIDENTS - Accidents that caused 24 hours (or more) of lost time from work for a soldier and or caused \$2,000.00 (or more) of damage to government equipment/property.

Specifics on Total Quartermaster Accidents in FY01

- POV, AMV, and combat soldiering accidents accounted for 79 percent of all Quartermaster accidents during FY01.
- Soldiers with MOSs 92Y (Unit Supply Specialist), 92A (Automated Logistical Specialist), 77F (Petroleum Supply Specialist) and 92G (Food Service Specialist) accounted for 82 percent of all Quartermaster accidents during FY01.
- Most MOS 77F accidents involved POVs and AMVs.
- Speed too fast for road conditions accounted for almost all of the POV and AMV accidents.
- AMV accidents appear to have a related problem of personnel not having enough experience and training to handle the situation the soldiers were placed in.
- A best estimate is that 90 percent of all accidents in FY01 are due to human error, with a lack of poor supervision strongly hinted.
- The causes of combat soldiering accidents can be split among poor training of the soldier for the task, human error, and lack of supervision.
- The refueling accidents all seem to show that human error was involved
- The cooking accidents involved human error or materials handling during operations. (Two soldiers with the 92Y MOS were involved in kitchen duties when accidents occurred.)
- Sports injuries happened mostly during football and basketball games. Most of the sports events were controlled by the soldier's unit. Human error and lack of supervision appear to be the main causes for sports-related accidents.

Quartermaster Total General Accident Data for FY02

POV	AMV	SOLDIER	FUEL	LAUND	COOK	HUM LOC	SPORTS	OTHER	TOTALS
37	30	40	2	1	3	11	15	1	140
26.5%	21.5%	28.5%	1%	0.75%	2%	8%	11%	0.75%	100%

Specifics on Total Quartermaster Accidents in FY02

- POV, AMV, and combat soldiering accidents accounted for 76.5 percent of all Quartermaster accidents during FY02.
- Soldiers with the MOSs 92Y, 92A, 77F and 92G accounted for 84 percent of all Quartermaster accidents during FY02.
- The majority of MOS 77F accidents involved POV, AMV, and combat soldiering.
- Speed too fast for road conditions accounted for almost all of the POV and AMV accidents.
- AMV accidents appear to have a related problem of personnel not having enough experience and training to handle the situation the soldiers were placed in.
- A best estimate is that 90 percent of all accidents resulted from human error, with a lack of poor supervision strongly hinted as a secondary reason.
- The causes of combat soldiering accidents can be split among poor training of the individual, human error, and lack of supervision.

- There is some good news in the FY02 general accident data. After years of cooking accidents with the M2 Burner Unit, none are now being reported. Also, no accidents have been reported with the Modern Burner Unit (MBU) that replaced the M2.
- The cooking accidents involved human error or materials handling during operations. (One 92A soldier was involved in kitchen duties when an accident occurred.)
- Sports injuries happened mostly during football or basketball games. Most of the sports events were controlled by the soldier's unit. Human error and lack of supervision appear to be the main accident causes.

Quartermaster Fatalities, Permanent Total Disabilities and Permanent Partial Disabilities for FY01				
TYPE OF ACCIDENT	FATALITY	PERMANENT TOTAL DISABILTY	PERMANENT PARTIAL DISABILITY	TOTAL
POV	9	1	0	10
AMV	1	0	1	2
COMBAT SOLDIERING	3	0	0	3
HUM LOC	1	1	0	2
OTHER	1	0	1	2
GRAND TOTALS	15	2	2	19

Specifics on Fatalities, Permanent Disabilities and Permanent Partial Disabilities for FY01

- Of the 15 soldiers who died and the 4 who have disabilities after accidents in FY 01, 81 percent were personnel at Skill Levels 10 and 20, while 16 percent were personnel at Skill Levels 30 and above.
- Speed too fast for road conditions accounted for 78 percent of all POV accidents that resulted in death.
- Another driver on the road accounted for 22 percent of the POV accidents that resulted in death.
- The AMV accidents that that caused death and a permanent partial disability were caused by the military operator driving at speed too fast for the road conditions.
- The combat soldiering deaths were caused by a weapon wrongly discharged and a fire from commercially purchased equipment.
- Human locomotion accidents, such as slips, trips and falls, caused the one death (an individual who had been drinking fell from second story while hanging Christmas lights) and one permanent total disability (a soldier fell down the barracks stairs).
- One permanent partial disability occurred when a soldier cut his hand while working on a remote control car as a hobby.

Quartermaster Fatalities, Permanent Total Disabilities and Permanent Partial Disabilities for FY02				
TYPE OF ACCIDENT	FATALITY	PERMANENT TOTAL DISABILTY	PERMANENT PARTIAL DISABILITY	TOTAL
POV	9	0	0	9
FISHING (DROWNING)	1	0	0	1
OTHER (CHOKING)	1	0	0	1
GRAND TOTALS	11	0	0	11

Specifics on Fatalities, Permanent Disabilities and Permanent Partial Disabilities for FY02

- Of the 11 Quartermasters (ALL fatalities), 73 percent included either Skill Level 10 and 20 personnel, while 27 percent included Skill Level 30 and above personnel.
- One death (92Y10) by drowning occurred during a fishing trip.
- One death (92Y40) occurred when the individual choked to death during a meal with his family.
- Seven deaths (one 92Y40, two 77F20s, three 92G10s and one 92G30) occurred in POVs because of speed too fast for the road conditions.
- Two deaths (one 92S10 (Laundry and Shower Specialist) and one 92G10) from POV accidents were caused by another driver on the road.

Quartermaster Combat Soldiering Accidents for FY01											
	PT	OBS COURSE	HUM LOC	PARA	MAT HLD	LAND NAV	MARINE	GRD GUIDE	SET UP	WEAPON	TOTALS
TOTALS	10	4	4	33	6	1	2	2	9	1	72

Quartermaster Combat Soldiering Accidents for FY02										
	PT	MAT HLD	BURN	PARA	AIR ASLT	FROST- BITE/ HEAT	HUM LOC	OBS COURSE	WEAPON/ UNARM COMBAT	TOTALS
TOTALS	2	6	6	18	1	2	1	2	2	40

LEGEND:		NAV	Navigation
ASLT	Assault	OBS	Obstacle
GRD	Ground	PARA	Parachuting
HUM LOC	Human locomotion	PT	Physical training
MAT HLD	Materials handling	UNARM	Unarmed

Specifics on combat soldiering accidents for FY01 and FY02

- The causes of combat soldiering accidents are split among poor training of the individual, human error, and lack of supervision.
- Ground guide training, or a lack of it, appears as a continuing problem.
- The parachuting accidents were caused by human error and involved poor landings by the soldiers. An interesting point is that a majority of all Quartermaster MOS holders were involved in this area.
- All of the events in combat soldiering must be considered as high risk, with an occasional chance of a soldier being killed or disabled for life.
- The firing of the weapon that killed one Quartermaster and wounded a second was directly related to someone (usually the individual using the weapon) not ensuring that the weapon had been unloaded and also to pointing the weapon at another without following standard safety procedures.
- Most of the physical training injuries were caused by soldiers running on poor roads, which appears to have caused the individuals to fall and injure themselves.

Quartermaster Sports Accidents for FY01									
FOOTBALL	BASKET- BALL	FLICKER BALL	SKIING	KICK- BALL	HORSE RIDING	BIKING	ICE SKATING	RUNNING	TOTALS
2	9	2	1	1	1	1	1	1	19

Quartermaster Sports Accidents for FY02					
FOOTBALL	BASKETBALL	ALL TERRAIN VEHICLE	FISHING	RUGBY	TOTALS
6	6	1	1	1	15

Specifics on Quartermaster Sports Accidents for FY01 and FY02

- Football and basketball remain the two sports with the highest number of injuries.
- Most injuries have not been serious for these two fiscal years, except for the one drowning (fatality) which occurred when an individual was fishing.
- Another drowning that occurred at Fort Lee, VA, in FY02 is not listed. It has not been placed in the Safety Center Data Base.
- Most of the sports-related accidents for football, basketball, rugby, flicker ball and kick ball were at sports events sponsored by and controlled by the soldier's unit. In many cases, it appears that rules were not being followed and supervision was not provided for the activity.
- Human error seems to have been the leading cause of all of these sports-related accidents.



CAREER NEWS

Professional Development

As 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 <https://www.perscomonline.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 <https://www.perscomonline.army.mil/OPwod/marquez.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. Access www.us.army.mil to set up a free E-mail account with Army Knowledge Online.

Pin-on to Captain, Official Photographs, STOP Loss/Move, and USAREC Company Commands

LTC Tracy Cleaver, Chief, Quartermaster Officer Personnel Management

Tracy.Cleaver@hoffman.army.mil, DSN 221-5266

As we enter the busy permanent change of station (PCS) season, many faces will change on the Quartermaster Branch team. I'll be staying here at PERSCOM as the branch chief for a second year to provide stability and continuity. This will be the first time in more than 10 years that Quartermasters have had a branch chief stay a second year, and I look forward to working with all of you.

Pin-on to Captain. It is official! The pin-on to captain is 40 months with the timeline looking more like 42 months of time in service to captain pin-on. This is all driven by captain-level requirements across the Army and the fact that we are not facing the shortages of a year ago. Therefore, the Army did not hold the May 03 captains' board. Instead, that board is scheduled to convene 1st Quarter, FY04.

Department of the Army (DA) Photograph. This official photograph is a vital part of an officer's file, regardless of rank (2LT-COL). Leaders must stress the importance of the DA photograph to junior officers and ensure they have a current photograph on file at the Quartermaster Branch. **DO NOT** listen to the photography laboratory technician saying that it will be sent digitally to DA in a week. The technician is correct, but the network is not fully established so that the assignments officer at PERSCOM has access. So, Quartermasters are still required to send two hard copies of their official photographs to DA PERSCOM.

STOP Loss/Move. Please refer to <http://perscomnd04.army.mil/milpermsgs.nsf> for any questions about past or present MILPO messages on STOP Loss/Move. If you have any questions after referring to this Internet site, then please call your Quartermaster Branch. We will help get clarification. This link covers all MILPO messages and any supplemental messages that are published by the Army.

USAREC Company Commands. This is not the US Army Recruiting Command (USAREC) of the past that many of us know. Command in USAREC is a very selective process approved by PERSCOM's Director,

Officer Professional Management Division. More than one file has been sent back, ensuring that we send quality officers to recruit the Army's next generation. The good news is that officers assigned to USAREC continue to work hard and maintain the competitive edge required for selection to the rank of major and to Command and Staff College.

The Army and the Quartermaster Corps are extremely busy. With both *Operation Enduring Freedom* and *Operation Iraqi Freedom* in full swing in Southwest Asia, there is little end in sight for the increased operating tempo. In such turbulent times, flexibility and patience will pay the greatest benefits in personnel actions. We here at the Quartermaster Branch will continue to assist you in meeting the personal and professional needs required to keep you competitive and the Corps strong.

The Most Commonly Asked Questions

LTC Eugene "Chip" Lilliewood, Lieutenant Colonel Assignments Officer

Eugene.Lilliewood@hoffman.army.mil, DSN 221-5269

This article will answer Quartermasters' most commonly asked questions. Primary topics are Officer Evaluation Report (OER) Status, Checking Your Senior Rater Profile, Selection/Promotion Board Preparation, Promotion Reconsideration, and Frocking.

OER Status. To determine if PERSCOM has received an OER in time for a selection board, for example, or for profile-sequencing purposes, personnel officers should telephone the OER Processing Branch at (703) 325-4191/4192/4202 or DSN 221-4191/4192/4202 or E-mail to tapcmser@hoffman.army.mil. If contacting the OER Processing Branch by E-mail, please specify whether OER status is being determined for board cutoff or for profile-sequencing purposes because this determines the method of search.

The OER Processing Branch activated the Interactive Voice Response System (IVRS) for OERS. Officers and the personnel community have a 24-hour service, which will provide the date of the last OER processed at PERSCOM and the date of the last photograph received by PERSCOM. The phone number to access the IVRS is DSN 221-2OER (2637) or (703) 325-2OER (2637).

Checking Your Senior Rater Profile. If you are a senior rater and wish to discuss your profile or OER sequencing, you must telephone the Evaluation Systems Office at (703) 325-9660 or DSN 221-9660 or E-mail to tapcmse@hoffman.army.mil. Remember, senior rater profile information can only be provided to the holder of the profile and not to third parties such as adjutants, aides or executive officers.

The Evaluation Systems Office at PERSCOM sends an annual Senior Rater Profile mailing to all Senior Raters of Army officers in January. To receive your copy, you must keep your mailing address on your Officer Record Brief (ORB) updated.

The Evaluation Systems Office has a web page with recent trends, senior rater comments and words to avoid. Go to www-perscom.army.mil/tagd/oers/srupdt3.htm to view this web site.

Selection/Promotion Board Preparation. Many soldiers ask me how to prepare their files for the next board. Please go to this link - www.perscom.army.mil/opmd/board.htm - to find an excellent information paper on the necessary "precombat" checks.

Promotion Reconsideration. There is an established appeals process for an officer who believes that he was not favorably considered for promotion because of a material error in the promotion packet. Examples of material errors would be missing awards (Silver Star medal or higher), missing OERs, and an adverse document belonging to another officer on the microfiche. Minor administrative errors are not a basis for reconsideration.

Go to www.perscom.army.mil/select/infocor.htm to review an information paper on promotion reconsideration. To read an information paper that provides an overview of the centralized officer promotion selection system, go to www.perscom.army.mil/select/centpro.htm

Frocking. Frocking is a Promotion Branch action and not a Quartermaster Branch action. The point of contact for frocking at PERSCOM suggests going to <http://www.perscom.army.mil/select/i-frock.htm> for priorities and procedures to request a frocking action. It is a solid source of information online and a great place to start. For further questions, telephone DSN 221-3955 or (703) 325-3955.

High Operating Tempo Remaining Unchanged

MAJ Keith Sledd, Major Assignments Officer

Joe.Sledd@Hoffman.army.mil, DSN 221-5267

Many of you are currently deployed in support of *Operation Iraqi Freedom* or the global war on terrorism. Units throughout the Army are experiencing high operating tempo (OPTEMPO), with ongoing operations or deployments. It does not look like the pace will change for some time. About one-third of Quartermaster majors are on assignment orders for this summer. Just as many are moving to new locations. I will remain at PERSCOM as the Major Assignments Officer for Quartermasters until Summer 2004.

Online, the PERSCOM web page for Quartermaster majors is going to take on a different look to make information more readily available. Some information that was previously in the basic branch newsletter will now appear under "Majors Topics" or "Frequently Asked Questions." This will facilitate updating the web page. For example, go to <https://www.perscomonline.army.mil/opqm/Quartermaster%20MAJs%20Assignments%20Officer.htm> for current "hot topics."

STOP Loss. STOP Loss affects release from active duty, resignations and retirements. STOP Loss is broken down into multiple categories and exceptions too numerous to describe here. For questions about STOP Loss, contact your local separations branch or telephone PERSCOM Officer Separations at DSN 221-5704 or (703) 325-5704.

STOP Move. STOP Move affects permanent change of station (PCS) moves only. Earlier in 2003, the Army initially implemented a limited STOP Move policy for officers with report dates of 1 Mar 03 to 31 May 03. Officers with report dates in this category were deferred reporting to their new duty stations for 90 days unless their new duty stations were high-priority assignments. Officers with report dates of 1 Jun 03 and later report as scheduled. However, the Army G1 (Army Chief of Staff, Personnel) may implement additional STOP Move procedures based upon the operational needs of the Army. For questions about STOP Move, contact your S1 (Adjutant) or Quartermaster Branch.

Command and General Staff College (CGSC). This summer 54 Quartermaster majors will attend resident CGSC. Two officers will attend Navy Command and Staff College (CSC), two officers will attend Air CSC, and the remaining officers will attend Army CGSC. The next CGSC board is scheduled for 19 Aug-19 Sep 03. This board will select the remaining officers from Cohort Year Group (YG) 1992 and also will select 50 percent of YG 1993. This will be the last CGSC selection board. Beginning in 4th Quarter, FY05, the Officer Education System (OES) transitions to Intermediate Level Education (ILE) for majors. Under ILE, all YG 1994 and later majors will attend a resident CGSC equivalent course. Officers in the Operations Career Field (which includes Quartermaster officers) will attend ILE at Fort Leavenworth, KS. Officers in career fields other than the Operations Career Field will attend ILE at their respective satellite locations. More information on the OES is available online at <http://www.dtic.mil/armylink/news/Feb2003/a20030204ile.html>.

Reserve Officers' Training Corps (ROTC) Professor of Military Science (PMS). If you are interested in the ROTC PMS program, you need to apply. The next PMS board convenes 18 Aug 03 to select majors and lieutenant colonels (MAJ/LTC) for available PMS assignments in Summer 2004. Only branch-qualified majors should compete because ROTC PMS assignments are not branch-qualifying. First, contact me to get permission to compete. This is only a formality so we can track who intends to compete. Next you must submit name, rank, branch, work phone, home phone, cell phone (optional), and work E-mail, home E-mail to Patricia.Harp@monroe.army.mil or to Marilyn.Keener@monroe.army.mil. Access <http://www.rotc.monroe.army.mil/PMSBoard/index.htm> for more information.

Cohort Year Group. Several officers have noticed that the Year Group shown on their Officer Record Brief (ORB) in the Basic Year Group (BYG) block has changed. This has caused confusion among some officers and commands. Earlier this year, a software update to the database software in TOPMIS II changed the year shown from Cohort Year Group to Basic Year Group. For many officers, these two Year Groups are the same, but for other officers they are different. The BYG block on your ORB now shows the fiscal year (FY) that you first started active duty. This is not necessarily your Cohort Year Group that determines when you are eligible for boards and that commands use as one criterion for slating majors to branch-qualifying jobs.

Your Cohort Year Group is determined by your date of rank (DOR). You can verify your Cohort Year Group with the following chart. For example, if your DOR to major is 1 Jun 99, then your Cohort Year Group (COHORT YG) is 1988, your primary zone board for lieutenant colonel (PZ to LTC) meets in February (FEB) 2004, and your first look for battalion command (BN CMD Board) is in October (OCT) 2004. Assignment officers here at PERSCOM have asked for the Cohort Year Group to be added to the ORB. That recommendation is under review.

COHORT YEAR GROUP TABLE			
DOR to MAJ	COHORT YG	PZ to LTC	BN CMD Board
20020902 to present	92	FEB 2008	OCT 2008
20010602 to 20020901	91	FEB 2007	OCT 2007
20000602 to 20010601	90	FEB 2006	OCT 2006
19990702 to 20000601	89	FEB 2005	OCT 2005
19981002 to 19990701	88	FEB 2004	OCT 2004
19980102 to 19981001	87	FEB 2003	OCT 2003

Properly Managed Officer Record Briefs

*CPT Manu Yasuda, Lieutenant/Non-Branch Qualified Captain Assignments Officer
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Attention all company grade Quartermaster officers. I would like to share extremely valuable information that allows you to serve as your own best administrative file manager. The Officer Record Brief (ORB) is a one-page Army form (DA Form 4037) designed to summarize your qualifications and career history. The ORB is produced from data stored on the Total Army Personnel Data Base/Active Officer (TAPDB/AO) at PERSCOM in Alexandria, VA. The ORB is a snapshot of your Army career information, as it exists at the time the ORB was produced. Each ORB reflects essential personnel data: civilian and military education, promotion history, career and professional specialties, awards and decorations, and up to 19 previous assignments.

The Annual Audit ORB was discontinued in August 1997. The availability of automation software at all installations provides field units the ability to produce the birth month ORB on demand. This capability makes

production and mailing of the Annual Audit ORB by PERSCOM obsolete. Officers should develop their own techniques and timelines in reviewing and updating their ORBs. I recommend reviewing updating every year during your birth month.

Several regulations and offices provide guidance on how to properly manage your ORB. These include AR 640-2-1 (Personnel Qualification Records), DA Pamphlet 640-1 (Officers' Guide to the Officer Record Brief), and the Personnel Service Company/Center (PSC) at your installation.

To make updates to your ORB, schedule a time to visit your PSC. This update can take from 10 to 20 minutes, depending on how current your data is on your ORB. The PSCs can update records for the officers assigned or attached to one of the units they serve. Also, the PSCs can provide an invaluable service to you if you provide them with the correct information with supporting documents, such as orders for awards. Your PSC can update your awards, assignment history, combat training center information, military education data, civilian education data, additional skills, personal and family data, basic active service date, deployment information, and your arrival/departure dates. Make sure your assignment officer has your current E-mail address. As a result, you will find your E-mail address in the top left corner (above the Brief Date) on your ORB.

Often, battalion commanders will schedule an officer professional development period that teaches officers how to manage their files and ORBs. Be certain to attend these valuable sessions so you can best manage your ORB. For all security information updates, officers must contact the Central Clearing Facility at Fort Meade, MD.

Quartermaster Branch Web Page, Army Knowledge Online, and Professional Timeline

MAJ Kevin Gilson, Branch-Qualified Captain Assignments Officer

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The Quartermaster Branch has a web page on the PERSCOM site. This is a great source of information for boards; open assignments; schools; various programs; and information on how to contact your Future Readiness Officer, assignments officer or the Quartermaster Branch chief. Also, the online site provides all Quartermaster officers with information coming straight from the assignments officers and the Quartermaster Branch chief. As the Future Readiness Officer, one of my additional duties is Quartermaster Branch webmaster. I keep this information updated on a weekly basis. I encourage anyone who has ideas on ways to improve this site to contact me. I want this site to contain all of the information required to keep Quartermaster officers informed about what is going on in their field and the opportunities that exist for them in the Quartermaster Corps.

Electronic-mail (E-mail). E-mail has quickly become a fact of life in the military. As a matter of fact, your E-mail address is now placed on the upper left portion of your Officer Record Brief (ORB). If you still have one of your college E-mail addresses, for example, you may want to change your E-mail address before the next board or sign up for an Army Knowledge Online (AKO) E-mail address at no cost. With AKO, you can stay in contact with your military counterparts throughout your career. Also, you can have the mail that you receive at your AKO address automatically forwarded to any E-mail accounts that you designate. This will allow all of your counterparts and Quartermaster Branch to stay in contact with you and keep you informed of critical events throughout your Army career. It only takes a minute to sign up for your AKO E-mail address. Once you have this AKO address, contact your PERSCOM assignments officer or myself so that we can update your personal contact information and your ORB. Keeping your point of contact information updated with Quartermaster Branch will ensure that we can keep you informed of boards, assignments, opportunities and key information.

For AKO, go to <http://www.us.army.mil/>. This site provides you with a personalized home page that you can customize. With AKO, you can look up military personnel, search Army installations, conduct research and much more. You can get your military E-mail account on this site and set up your own address book.

The Army has jumped onto the automation bandwagon. Do not get left behind the times. Make sure you regularly check the Quartermaster Branch web page, have an AKO E-mail account and establish an AKO personalized home page.

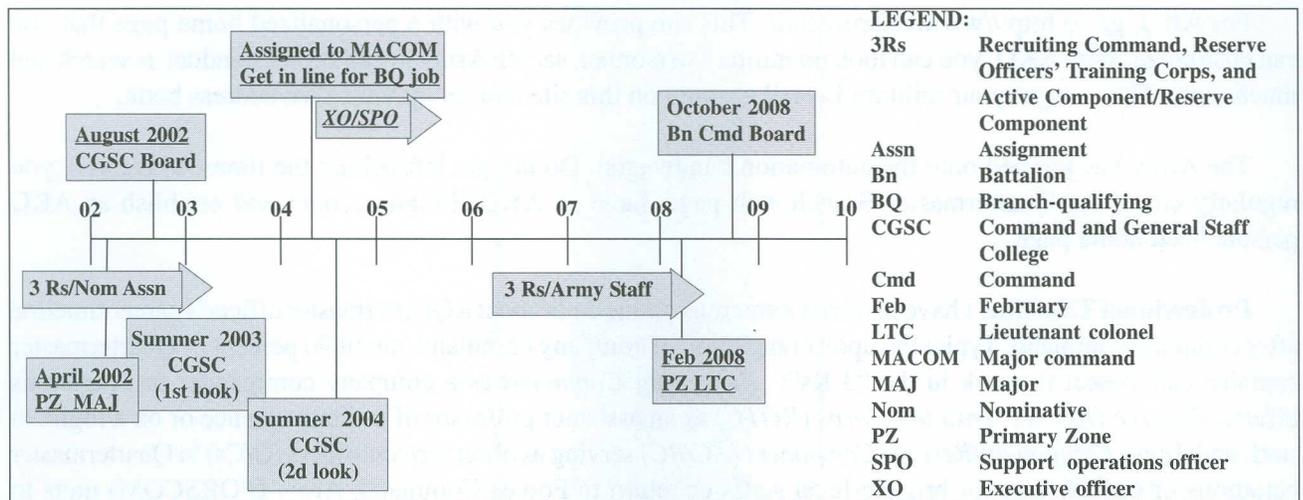
Professional Timeline. I have received numerous phone calls about a Quartermaster officer's career timeline after company command. Typically, upon completion of company command, about 90 percent of Quartermaster captains can expect to work in the "3 Rs": *Recruiting Command* as a company commander or operations officer; *Reserve Officers' Training Corps (ROTC)* as an assistant professor of military science or on a regional staff; and *Active Component/Reserve Component (AC/RC)* serving as observer/controllers (O/Cs) in Quartermaster battalions or on battalion- or brigade-level staffs or return to Forces Command, Army (FORSCOM) units to serve on divisional staffs.

The remaining 10 percent will compete for nominative assignments after company command. These include Advanced Civil Schooling, Logistics Executive Development Course/Florida Institute of Technology (LEDC/FIT), Training With Industry, Joint Chief of Staff internships, Defense Logistics Agency internships, PERSCOM/Quartermaster Branch positions, O/Cs at the Combat Training Centers, Project Warrior (serve as an O/C for two years with return assignment to Fort Lee, VA, to serve as an instructor), United States Army Military Academy training, assessment and counseling (TAC) officers and professors, and as logistics staff officers at the Central Identification Laboratory, Hawaii, and for the Deputy Chief of Staff, Logistics at the Pentagon. For information on these assignments, go to www.perscom.army.mil/opqm/qm.htm.

Most of these tours are fixed in duration. The US Army Recruiting Command (USAREC) and AC/RC are typically two-year assignments with the option to extend to three years. The ROTC and FORSCOM assignments are typically three-year assignments. The nominative jobs vary in duration anywhere from two to five years.

Normally during this tour, branch-qualified captains are preparing for the Primary Zone (PZ) Promotion Board to major. Once an officer becomes eligible for promotion to major, his file will be forwarded to the Major Assignments Officer at PERSCOM for future assignments, including Command and General Staff College (CGSC).

The following is a standard timeline for YG92 officers, officers preparing for the upcoming PZ Promotion Board to major. Some of the arrows in the timeline overlap. These times will fluctuate based upon CGSC selection and time needed to branch-qualify as a major. After branch-qualifying as majors, they will find themselves in a situation similar to branch-qualified captains. This time the options for assignment opportunities return to the "3 Rs," Army and joint staffs, and most of the nominative assignments previously discussed while the majors begin to prepare for the PZ Promotion Board to lieutenant colonel.



Here are some points to consider when preparing for future assignments: Review the basic timeline so your initial request makes sense. Contact your assignment officer early (minimum of 8-10 months ahead of time) just to begin reviewing options. Let the assignment officer know of your preferences early enough to do something about them. Three months before a permanent change of station move is too late to expect to receive the assignment you truly want. Understand that you are vulnerable to an overseas assignment if your last assignment was within the continental United States (CONUS). If your last two to three assignments were CONUS, expect to go overseas. Remain flexible – PERSCOM’s goal is to assign the right officer with the right skills to the right place at the right time. If one of these items do not fit, the assignment will not happen.

Promotion Board/Selection Board Timeline Listed By Year Group													
YG	CPT	FAD YR	BZ MAJ	PZ MAJ	CFD BD	1ST CSC	2D CSC	BZ LTC	PZ LTC	BN CMD	1ST SSC	LAST BN CMD	PZ COL
78													1999
79													2000
80					1999							2002	2001
81					2000							2003	2002
82					2001						1999	2004	2003
83					2001				1999	1999	2000	2005	2004
84					2002			1999	2000	2000	2001	2006	2005
85					2002			2000	2001	2001	2002	2007	2006
86					1999			2001	2002	2002	2003	2008	2007
87					2000			2002	2003	2003	2004	2009	2008
88					2000		1999	2003	2004	2004	2005	2010	2009
89				1999	1999	1999	2000	2004	2005	2005	2006	2011	2010
90			1999	2000	2000	2000	2001	2005	2006	2006	2007	2012	2011
91			2000	2001	2001	2001	2002	2006	2007	2007	2008	2013	2012
92			2001	2002	2002	2002	2003	2007	2008	2008	2009	2014	2013
93		1999	2002	2003	2003	2003	2004	2008	2009	2009	2010	2015	2014
94		2000	2003	2004	2004	2004	2005	2009	2010	2010	2011	2016	2015
95		2001	2004	2005	2005	2005	2006	2010	2011	2011	2012	2017	2016
96	1999	2002	2005	2006	2006	2006	2007	2011	2012	2012	2013	2018	2017
97	2000	2003	2006	2007	2007	2007	2008	2012	2013	2013	2014	2019	2018
98	2001	2004	2007	2008	2008	2008	2009	2013	2014	2014	2015	2020	2019
99	2002	2005	2008	2009	2009	2009	2010	2014	2015	2015	2016	2021	2020
00	2003	2006	2009	2010	2010	2010	2011	2015	2016	2016	2017	2022	2021

The Warrant Officer Assignment Process

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The US Total Army Personnel Command (PERSCOM) is a field-operating agency of the Army's Deputy Chief of Staff for Personnel (DCSPER). PERSCOM's primary mission is to manage the Army's uniformed personnel. Within PERSCOM are two management directorates: the Officer Personnel Management Directorate (OPMD) and the Enlisted Personnel Management Directorate (EPMD). The OPMD's primary mission includes assignment and career management of officers worldwide. The OPMD has nine separate divisions, and the Warrant Officer Division (WOD) is one of the nine.

The WOD's primary mission is to develop the professional capabilities of warrant officers through planned schooling and worldwide assignments while satisfying valid Army requirements. This really equates to placing *the right officer, with the right skills, in the right position, at the right time*. Within the WOD are 12 career managers who manage officers within their same branch, in most cases. Career managers assign officers worldwide according to DA Pamphlet 600-3 (Commissioned Officer Development and Career Management) and DA Pamphlet 600-11 (Warrant Officer Professional Development), soon to be integrated into DA Pamphlet 600-3.

Making the Assignment

The assignment process can appear confusing at times because of the rules and regulations that each career manager must adhere to, as well as assigning the right officer to the right position at the right time. The assignment process has the following elements:

Army Requirements. Above all else, the main reason for making an assignment is to fill a valid Army requirement. In fact, according to AR 614-100 (Officer Assignment Policies, Details and Transfers), assignments involving permanent change of station (PCS) moves are authorized only when required by national security or to ensure equitable treatment of service members.

Normally, reassignments occur when an officer leaves a position, the losing agency generates a requisition for the replacement, and PERSCOM validates the position and assigns an officer. Valid Army requirements for personnel are specified on the various tables of organization and equipment (TOE) and tables of distribution and allowance (TDA). Grade, branch, functional area, skill and special remarks are documented for each position within The Army Authorization Documents System (TAADS), which the Deputy Chief of Staff for Operations and Plans (DCSOPS) maintains.

Annually, the Army projects the positions to be filled and places officers on orders to occupy the vacancies. Within the OPMD, requisition cycles are opened semi-annually. The assignment branches determine which officers meet the position requirements and are available for the assignment.

Availability for Assignment. Officers are considered available for assignment when they complete the required tour length as specified in AR 614-100 for locations in the continental United States (CONUS) and outside CONUS (OCONUS). Changes to Department of Defense and Army policies for tour length are based on a variety of external factors, to include budget limitations. The Army's goal for CONUS tour length is three years. Officers can be reassigned after 24 months on station if they have volunteered to move or if a higher priority requirement exists, but this is an exception and not the normal reassignment policy. The majority of Quartermaster warrant officers will serve at least two-thirds of a CONUS tour and five-sixths of an overseas tour before reassignment. Career managers use the available officers to fill most requisitions.

Career Development Needs. Regardless of availability, career development in the officer's functional area is an important piece of the assignment process. The Quartermaster warrant officer has a life cycle development model in DA Pamphlet 600-3 (under revision). The model provides all Quartermaster warrant officers a career path and goals for institutional training, operational assignments and self-development. By following these goals, warrant officers should remain competitive and eventually reach the rank of CW5. The PERSCOM career manager also uses this model to effectively make career assignment and training opportunity decisions.

Other Assignment Considerations. In addition to Army requirements, availability and career development, the PERSCOM career managers must also consider the following:

- **Officer Preference.** Officers can now submit their duty and assignment preferences on line via the PERSCOM Online web site. Career managers routinely check officer preferences, which aids in assigning the right officer to the right position. Career managers may not always be able to satisfy all preferences because of ever-changing requirements, but they do attempt to satisfy as many as possible.
- **Training and Education.** Whenever possible, career managers provide schooling en route to the warrant officer's next assignment to meet any special requirements of the position or to continue to develop the officer. Warrant officers are also considered for the Army's Degree Completion Program, attendance at the Logistics Executive Development Course (LEDC) at Fort Lee, VA, and participation in the Army's Training with Industry (TWI) program.
- **Personal and Compassionate Factors.** Throughout their careers some officers encounter personal hardships and emergencies. In many cases, career managers attempt to assist officers in such circumstances by adjusting assignments. In some cases, formal requests for compassionate deferments from assignments or requests for reassignments are required. Other such programs that affect assignments are the Exceptional Family Member Program (EFMP) and the Married Army Couples Program (MACP).
- **Overseas Equity.** Overseas tour equity is always a consideration when selecting warrant officers for assignments. Quartermaster warrant officers serve in a variety of OCONUS locations, some long tours accompanied by families and some short tours, or dependent-restricted without families. The goal of all career managers is to equitably distribute assignments to OCONUS and unaccompanied tours among all officers. In many cases, OCONUS tours can broaden the professionalism of the warrant officer, and career managers consider this element in each assignment action. Currently, there are more OCONUS short tour assignments for warrant officers with the 920A (Property Accounting Technician) military occupational specialty (MOS) than long tours. This will eventually shorten CONUS tours for 920As. There are very few short tours OCONUS for warrant officers with the 921A (Airdrop Systems Technician) and the 922A (Food Service Technician) MOSs. Therefore, time on station in CONUS tends to be longer than 36 months for 921As and 922As.
- **Stabilizations.** According to AR 614-5 (Stabilization of Tours), officers can be stabilized in CONUS locations for several reasons. Career managers must pay particularly close attention to these reasons. Some of the most common reasons for stabilization apply to officers recently returned from dependent-restricted tours and deployments to combat and danger zones. Officers can also request stabilization under the High School Stabilization Program. This very popular program can stabilize an officer's family when a dependent is beginning the junior year of high school until the dependent completes high school. This program prevents officers from being assigned to long tours (accompanied tours). However, the officer can be placed on a short tour. Career managers work closely with officers to ensure that full periods of stabilizations are met before committing the officer to a new assignment.

Deciding Who Goes

Let's look at an example of how a decision is made to assign a junior warrant officer with the 920A MOS to Germany. His unit of assignment is a separate Engineer battalion authorized one 920A CW2.

	Name	TOS	Factors
	CW2 Adams	42	Approved retirement
	CW2 Jones	41	Joint domicile but no position in area for spouse
	CW2 Johnson	39	High school stabilization until next summer
*	CW2 Miller	38	Promotable to W3
	CW2 Marks	38	EFMP cannot be assigned to that location
*	CW2 Negrón	37	Available
	CW2 Nelson	35	Serving in Engineer battalion
*	CW2 Pitt	32	Available
	CW2 Pyle	30	Last OCONUS tour was long tour
	CW2 Zain	30	Newly promoted

Of the 10 warrant officers with the 920A MOS and with the most time on station (TOS) in CONUS, only three are available for this assignment: Miller, Negrón and Pitt. CW2 Miller has the most TOS with 38 months, but he will be in the zone of consideration for promotion this year and most likely make CW3. Therefore, he will not be considered for this assignment. This leaves us with CW2 Negrón and CW2 Pitt. Neither warrant officer has served on a long tour or in Europe, or has volunteered for this assignment. The Career Management Information File (CMIF) maintained by the PERSCOM career manager for CW2 Negrón and CW2 Pitt will be reviewed to determine their levels of experience and manners of performance. Each warrant officer will be contacted to determine if there are any other reasons that may prevent reassignment.

Because CW2 Negrón has 37 months TOS and is currently serving on a division property book team, this assignment to Germany will be career-enhancing for him. CW2 Pitt is currently serving as a separate Signal battalion property book officer (PBO), and this assignment would not be career-enhancing (going from a battalion to a battalion). Ideally, CW2 Pitt's next assignment would be to a division PBO team or to a brigade. The decision is made to assign CW2 Negrón to Germany. Of course, this is an oversimplified example of how the assignment process works. However, these factors are typical of how decisions are made when a career manager makes an assignment.

Personal Interviews

Warrant officers often ask, "Is it beneficial for me to have a face-to-face interview with my PERSCOM career manager"? Of course, the answer is "yes, YES!" Whether at conferences, training events or during PERSCOM field trips, personal interviews are important elements not only for the assignment process, but also for the mentorship process between two officers.

During such an interview, the career manager can get to know the warrant officer much better than by reviewing his CMIF, talking on the phone or sending E-mails back and forth. The interview allows the career manager to assess an individual's character and professionalism and also observe an officer's conduct, manner of speech and delivery and, above all, his potential. These factors can become critical when the career manager nominates warrant officers for select positions in US embassies, the White House Communications Agency, and joint command billets.

Officers should make every attempt to personally meet and speak with their career managers and conduct personal interviews. If in the area, I highly recommend a visit to your career manager at PERSCOM in Alexandria, VA.

In summary, the assignment process is not science. It is more like art - constantly changing and being refined based upon the latest requirements, information and personal desires of warrant officers. Included within this process is the personal interaction between available Quartermaster officers and their PERSCOM career manager. Regardless of how the career manager arrives at his decision, the process is equitable and fair. The career manager can be overruled at PERSCOM by the Technical Services Branch Chief, the WOD Chief or others throughout the chain of command. Assignment decisions are reviewed and scrutinized. Personal concerns are taken seriously but never in lieu of Army requirements.

With a better understanding of the assignment process, what can you yourself do? After all, "You are your own best career manager"!

Take the lead in your overall career management plan, be it a five-year plan or just planning for the next assignment. Stay in contact with your PERSCOM career manager and share with him your career plan. Personally seek him out whenever and wherever you can. When that great job comes open, will your name come to mind? Be proactive and keep abreast of the changes being made within your MOS. Stay informed about the changes being made within this transforming Army. Be ready to move to that "hot" position rather than merely seeking out the ideal location. Use the assignment process to your advantage in guiding your career. Time your moves around available schools and other opportunities. Continually seek out those hard positions that will ensure your development and promotion potential. Continually discuss these options with senior warrant officers in the field and with your PERSCOM career manager. Above all else, stay focused on your career and be ready to move.

Enlisted Aide (92G ASI Z5) Program

MSG Rudolph M. Valentine, Enlisted Aide/Advanced Noncommissioned Officer Course Manager, Quartermaster Assignments Branch, PERSCOM

The Department of Defense has designed a voluntary Enlisted Aide Program to provide professional and personal aides to selected general officers in the Army. Quartermasters with the 92G (Food Service Specialist) military occupational specialty (MOS) and Additional Skill Identifier (ASI) Z5 may volunteer. Congress has approved 78 enlisted aide positions for the Army, which the Chief of Staff, Army manages. Enlisted aides serve worldwide in the Army and in joint military positions. Ranks for enlisted aides range from specialist to sergeant major.

A 92G enlisted aide's responsibilities cover a wide range. Duties include preparing daily meals, routine cleaning, outside maintenance, maintaining uniforms and professional clothing, providing gourmet meals and the highest quality service when the general officer entertains guests in quarters.

What makes the Enlisted Aide Program attractive is the recognition received from the general officer and the opportunity to observe how the Army functions at the general officer level. Promotion and career enhancement are achievable if the aide presents a high standard of professionalism at all times. In most cases, the generals will sign the aides' Noncommissioned Officer Evaluation Report (NCOER) themselves. The key to this program is versatility. Enter the program for two to three years and return to the field. This will show a well-rounded soldier. If interested in this program, contact MSG Rudolph M. Valentine, Enlisted Aide and Advanced Noncommissioned Officer Course (ANCOC) Manager, Quartermaster Branch, PERSCOM, at DSN 221-5297 and (703) 325-5297 or E-mail to rudolph.valentine@hoffman.army.mil.

QUARTERMASTER

UPDATE

2003 Hall of Fame, Distinguished Members and Units of the Regiment

Brigadier General Scott G. West, one of 34 Distinguished Members of the Regiment in 2003, became the 48th Quartermaster General during Quartermaster Regimental Week, 14-17 May, at the US Army Quartermaster Center and School, Fort Lee, VA. Also, the Hall of Fame inducted six new members, and five units became Distinguished Units of the Regiment. The Hall of Fame annually recognizes military personnel of all ranks who are retired and civilians who have made lasting contributions to the Corps. The theme for 2003 was *Supporting the Army at War and Transforming*.

The US Army Quartermaster Museum officially opened its "Supporting Victory" Gallery that traces the mission history of the Corps and relates some logistical challenges during each war period. Also, Quartermasters dedicated the LTG Arthur J. Gregg Training and Leader Development Corridor in Mifflin Hall in honor of LTG Gregg (Retired), a 1991 inductee into the Hall of Fame and also Honorary Colonel Emeritus of the Quartermaster Regiment. LTG Gregg has been described as one of the few Quartermasters in the modern era who have had "as much positive impact on the lives of individual soldiers." Mifflin Hall is the headquarters for the "Home of the Quartermaster Corps" at Fort Lee.

2003 Quartermaster Hall of Fame Inductees: MG Joseph P. Sullivan (Deceased), MG Jere H. Akin (Retired), COL Robert C. Barrett (Retired), CW5 John A. O'Mara (Retired), CSM Oscar R. Patton (Retired) and CSM Milton B. Hazzard (Retired).

2003 Distinguished Members of the Regiment: MG Collis N. Phillips, MG Lawrence J. Johnson, MG Michael W. Symanski, MG Richard S. Colt, BG Abner Blalock, BG John F. Holecheck Jr., BG George W. Wells, BG Michael K. Jelinsky, BG Perry G. Smith, BG Mark A. Montjar, BG Scott G. West, BG Bill C. Branson (Retired), COL Raymond V. Mason, Larry D. Scheuble (Retired), COL Donald E. Plater, COL Larry Watson, COL Ronald E. Beasley, COL John E. Hall, COL Landrum R. Landreth (Retired), COL Harold N. Post (Retired), COL Jesse R. Tolleson (Retired), COL Jeffrey R. Earley (Retired), William W. Henderson III, LTC William J. Fedeli (Retired), LTC John W. Browne (Retired), CW5 James Wiggins, CW5 Wilbert L. Watson, CW4 Jeffrey T. Brehmer, CW4 Jorge A. Martinez, CSM W.C. Phillips (Retired), CSM Don E. Wells, CSM David Roman, SGM Michael J. Damico (Retired) and SGM David Staples (Retired).

2003 Distinguished Units of the Regiment: Support Squadron, 3d Armored Cavalry Regiment; 26th Forward Support Battalion, 3d Infantry Division; 46th Quartermaster Company (Graves Registration); 53d Quartermaster Company, Special Troops Battalion, 64th Corps Support Group; and Company A, 201st Forward Support Battalion, 1st Infantry Division.

Sixth ROWPU Competitions Rescheduled

The dates for competition in the sixth SGM John C. Marigliano Award of Excellence (formerly called the ROWPU Rodeo) changed from June to September during the global war on terrorism and deployments to Iraq in early 2003. Now, the preliminary Phase I will be 8-12 Sep 03 at Fort Story, VA. The Phase II championship will be held 15-19 Sep 03 at Petroleum and Water Department sites at the US Army Quartermaster Center and School, Fort Lee, VA. Commands assess the capability and readiness of their water purification teams during the two-phase competition for all Active and Reserve Component units. The proper use of the ROWPU (Reverse Osmosis Water Purification Unit) can provide purified drinking water for thousands in a military theater.

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1st Cavalry helicopters line up at a Supply and Transport Company, 215th Composite Service Battalion (Support) refuel point, Vietnam, July 1971

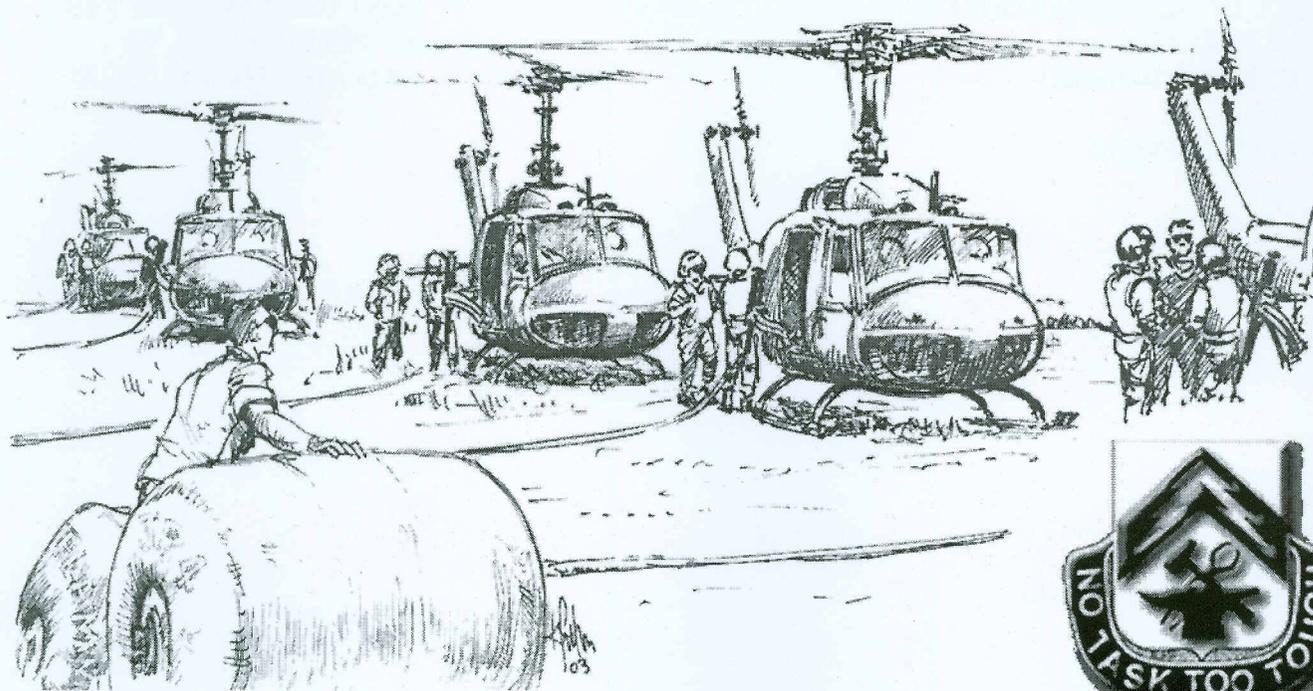


Illustration and Lineage by Keith Fukumitsu

215th Forward Support Battalion “Blacksmiths”

Constituted in the Regular Army on 30 June 1971 as the 215th Composite Service Battalion (Support) and assigned to the 3rd Brigade (Special), 1st Cavalry Division and activated at Bien Hoa, Republic of Vietnam.

Battalion comprised of the following units:

*Headquarters, Headquarters and Band Support Command
Administrative Company
Supply and Transport Company
Medical Company
Headquarters and Maintenance Support Company*

Inactivated on 30 June 1972 at Oakland, California.

Reactivated and redesignated on 16 December 1991 as the 215th Support Battalion (Forward) at Fort Hood, Texas, and assigned to the 1st Cavalry Division.

Unit organized with three companies:

*Headquarters and Alpha Company (Supply)
Bravo Company (Maintenance)
Charlie Company (Medical)*

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