

Quartermaster

PROFESSIONAL BULLETIN

WINTER 1995 PB 10-95-4

SUPPORTING VICTORY

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Joint PREPO Operations

CAREER NEWS

PREPO Afloat

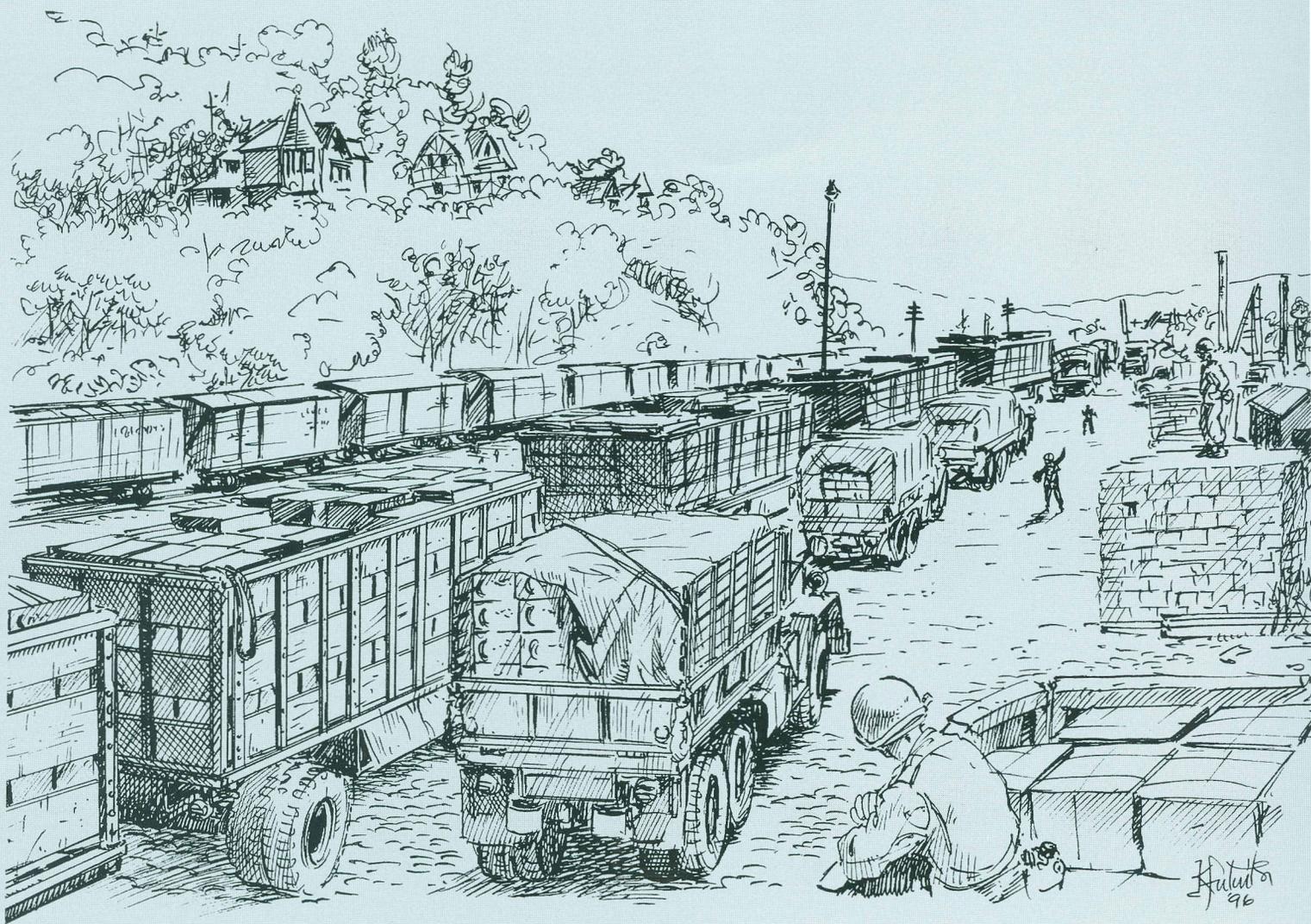
**Combined Logistics Officer
Advanced Course**

nca news

PROFESSIONAL READINGS

TOTAL FORCE

Featured Quartermaster Unit



Quartermasters stockpile and preposition Class I (rations) at a railhead in Belgium, March 1945.

For the first time, this winter edition features articles written by Quartermasters in the Combined Logistics Officer Course (CLOAC). As part of their branch-specific CLOAC requirements, Quartermaster officers will be contributing to their professional bulletin on a regular basis.

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

Quartermaster

PROFESSIONAL BULLETIN



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ILLUSTRATIONS FOR INSIDE FRONT AND INSIDE BACK COVERS: LTC Keith K. Fukumitsu, Quartermaster, created the inside cover art for this edition. LTC Fukumitsu was formerly assigned as Chief of the Course Development Division, Directorate of Training and Doctrine, U.S. Army Quartermaster Center and School, Fort Lee, VA.

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From The Quartermaster General



Major General Robert K. Guest

Rapid Deployment Force

This edition of the *Quartermaster Professional Bulletin* features some new elements of today's rapid deployment force. For the past couple of years, Quartermaster soldiers have been involved in many strikingly different operations. As a result of our recent experiences, we have identified some keys to our success. In particular, we have identified elements that are essential to the flexibility to support different types of operations.

The corps support group (CSG) and its corps support battalions have become the workhorses of the logistics community. The evolution of this doctrine and force structure has been crucial to our success since *Operation Desert Shield/Storm* in the early 1990s. The strength and flexibility that the CSG provides today's Army are paramount to future victory. The article titled *CSG Doctrine and Real-World Operations* addresses how the Army's newest addition to the rapid deployment forces does its job.

Without the Army's Prepositioned Afloat (PREPO Afloat) Program, we would not have the ability to rapidly deploy the majority of our critical corps and division support elements. The article *PREPO Afloat: An Execution Challenge* takes a look at the evolving doctrine and its historical base. A further look into the *Joint Employment of Army and Marine Prepositioned Afloat War Reserves* discusses how the Army has teamed up with the military's "resident expert" to project an overwhelmingly decisive force.

As our Army continues to support United Nations efforts in Bosnia, it is important to note the overall contribution of our Quartermaster Corps and other logisticians to the success of US forces in this Eastern European country. The rapid deployment of combat and logistics soldiers is paramount to our success as an Army. Not the least of our combat service support initiatives is our newest 488th Quartermaster Force Provider Company. This company's

mission is to operate Force Provider, a system of containerized modules with comfortable field facilities to give frontline soldiers a respite. Quartermaster soldiers support the field well and in significantly adverse winter conditions. Force Provider units are deployed and are giving the Army a taste of excellent support to the field. Likewise, the Quartermasters in the Army's only mortuary affairs company, the 54th Mortuary Affairs Company, continue to deploy to provide support when and if needed.

At the Home of the Quartermaster Corps, we will continue to make our training even better. For example, the Logistics Training Department of the US Army Quartermaster Center and School, Fort Lee, VA, will teach the first of nine classes of the new three-week Standard Army Retail Supply System-Objective (SARSS-O) division/corps-level functional additional skill identifier course this January. This course was in the planning stages for several years and is ready for execution with the Army Chief of Staff's approval of SARSS-O fielding. This is a critical addition to the Quartermaster School's automation training capability.

I look forward to your continued support throughout 1996. As the new year starts, let us continue our resolve to support our Corps and our Army in a first-class manner.

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



New CLOAC Writing Program Benefits the Bulletin

This edition of the *Quartermaster Professional Bulletin* features the first articles written by teams of Quartermaster officers in Phase II of the Combined Logistics Officer Course (CLOAC) at Fort Lee, VA, as part of their branch-specific requirements. Quartermaster officers have a unique opportunity for professional development, working together to research, write and illustrate key Army topics. Perhaps even more important, these students fresh from the field can share their myriad of experiences with the rest of the Quartermaster Corps. We look forward to hearing what these soldiers have to say.



Force XXI and the Quartermaster NCO



Command Sergeant Major Ricky A. Vernon

The Quartermaster vision to support the force of the future is very consistent with our mission today. The Quartermaster Corps must be able to provide high quality combat service support (CSS) to the force of the future. As weapon systems and machinery improve and the organizations change through the Force XXI processes, supporting the individual soldier still remains our constant and most important requirement.

I want every noncommissioned officer (NCO) in the Quartermaster Corps to think about and discuss what his or her role will be in the Army of the 21st Century. Learn all that you can so you can ask all the right questions. I hope the next few paragraphs will serve as food for thought in this professional discussion.

As the Quartermaster Corps moves toward the realization of its share in the success of Force XXI, just what does that mean to the Quartermaster NCO? The Army is fast becoming a "force projection" Army as opposed to a "forward deployed" Army. Individual readiness is a major issue for the NCO leader. Ensuring soldiers are ready to deploy is paramount. Individual needs must be taken care of and individual equipment must be in the hands of the soldiers who need it. The amount of time available to prepare for deployment gets smaller all the time.

Great strides are being made in developing information systems to support Quartermaster missions. The Quartermaster NCO's role in training these systems in a tactical environment cannot be underplayed. Once fielded, the day-to-day operation and training falls to the NCO. Continual resupply on any battlefield is an enormous task requiring constant vigilance. Until the CSS community can provide a single Standard Army Multicommand Management Information System (STAMMIS) for all commodities on the battlefield, the Quartermaster NCO must lead the way in technical proficiency of the many systems that we deploy with today. The ability to win with what we have as we travel the road to Force XXI is a serious challenge.

New organizations are being designed to ensure that the right amount of support is deployed to meet mission requirements. The structure of these modu-

lar organizations will allow for the deployment of "slices" without interfering with the support, functionality and mission of the parent unit. What does this mean to the NCO? The requirement for the NCO to operate independently with smaller groups of soldiers and provide multifunctional support appears to be increasing. Every opportunity to train leadership skills in logistical operations should be seized. Hit the books. Learn everything you can about the emerging doctrine so that you can learn to support it.

Constrained resources are a fact of life. The maximum use of resources of all types is more important than ever before. The Quartermaster NCO stands at the forefront of protecting the material resources of our Army and ensuring efficient use. The resources that can be saved by disciplined inventory practices in all classes of supply and prudent individual use can

make a significant difference. Little things make a difference, day in and day out. The ability to have what is needed when needed is directly related to the performance of the Quartermaster NCO Corps.

The US Army Quartermaster Center and School is working to be ready to train all aspects of Force XXI. Building on the automated systems approach to training, long-distance training products are being developed for the field via on-line telecommunications or compact disk read only memory (CD ROM) to provide up-to-date, real-time information, assistance and training.

With the support of the Quartermaster NCO, our Army can accomplish our vision of the future. We must have leaders and soldiers, Logistics Warriors, who are technically proficient and tactically tough, vigilant and ready. As we move into 1996 and beyond, remember, the Quartermaster NCO is and always has been an impact player. Your ability to keep pace with the changing Army will guarantee your continued relevance in the coming years.

**Welcome
to the
21st Century,
Soldier.**

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

Professional Dialogue

They Spread Their Fame by Their Deeds — Successful Logistics Warriors in QMOAC Class 59-1

CPT Patrick B. Gaston

By any definition, Quartermaster Officer Advanced Course (QMOAC) Class 59-1 was successful. Their “words of wisdom” speak to the logisticians of today and tomorrow. In their own words, these logisticians who came of age in the aftermath of World War II, and whose careers included experience in Korea and Vietnam, relay advice learned on their paths to success. This class, perhaps like no other, embodies the Quartermaster School motto, “We spread our fame by our deeds.” Those deeds produced 6 general officers and 33 colonels/lieutenant colonels who held such key positions as Department of the Army Deputy Chief of Staff for Logistics (DCSLOG); Commander, Army Aviation Systems Command; Quartermaster General; Deputy Director, Defense Logistics Agency; US Army Europe DCSLOG; Commander, Army Air Force Exchange Service-Europe; and many other critical logistics positions throughout the Army. Just as important, several members of the class continued service to the nation as doctors, clergymen and businessmen.

The experiences of these logisticians must not be overlooked when exploring the factors behind the success of QMOAC Class 59-1. Their early childhood years coincided with the Great Depression, and World War II preceded their enlistment into military service. LTC Kenneth Jansen, USA (Retired), felt that having numerous officers with previous enlisted service may have contributed to the success of the class. Both LTG Arthur J. Gregg, USA (Retired), and LTC Jansen said that service in Korea and Vietnam had a significant impact. LTG Gregg summed it up this way:

... class members served during the long Cold War and Vietnam war periods. The large size of the Army and other military services provided a large number of diverse challenging assignments . . . including joint service assignments. Therefore, we had the confluence of high achievers and expanded opportunities over a long period.

As field grade officers, the class members were critical players in the Department of Defense’s conversion from commodity-based to function-based logistics. These logisticians carried out the directed changes and ensured the Army’s continued preparedness, which was soon tested on the battlefields of Vietnam. The class honed their skills under difficult conditions and implemented revolutionary changes in logistics. Their early experiences made the class extremely qualified to fill key logistics leadership positions in the following years. We can learn much from them.

LTC Robert W. McGrath, USA (Retired), offered the following advice as he referred to a former admired and respected boss, COL DeTreville Ellis (Deceased):

For those who are, or soon to serve on active duty, may we suggest you keep his traits of character in mind. In addition to duty, honor and country; be of sound substantive character, maintain the highest of ethical standards, be honest in all your dealings, be persistent and relentless in your pursuit of excellence in your work and personal lives.

LTG Gregg defines the true reason to serve the Army. He said that the motto of the Army must guide soldiers’ actions. When answering why QMOAC Class 59-1 was more successful than most, he responded:

Firstly, the class had an unusual number of very high achievers, officers who would have been very successful members of any advanced officer class. They shared a deep sense of responsibility for contributing to their profession and to society, and this was a force in their military and post-military careers.

In addition to sound character and a sense of purpose, a successful Quartermaster officer must be a competent logistician. When explaining how the Army develops competent senior logisticians, MG Robert C. Gaskill, USA (Retired), mentioned several factors:

In general, what is required is a combination of relevant and challenging schooling and progressively demanding and relevant command and staff duty. Beyond this generalization, history shows that the specific developmental schooling and operational assignments of successful senior Quartermaster and other logisticians have great diversity. . . . All education, classroom and otherwise, can be useful; it is useless only if we make it so.

Soldiers are trained to follow the axiom, "You are your own best career manager," but there is danger if this effort becomes the priority over dedicated service. MG Henry G. Skeen, USA (Retired), upon his retirement in 1988 said: "Too many young officers were spending too much time trying to manage their total career." He believes captains need to do some career management, but energy must be devoted to their present job and selection to major, rather than to selection to general officer.

Officers in an Army that is drawing down have a natural and justified apprehension about their futures. Following MG Skeen's advice is a prerequisite to a successful career: perform well in all jobs, as you progress.

In his 1959 article for the *Quartermaster Review*, MG Roy T. Evans (Deceased), the Deputy Quartermaster General during QMOAC Class 59-1's stay at Fort Lee, VA, offered the words that seemed to inspire the class:

Our progress and our future, to a very high degree, hinge upon our training programs. But to an even higher degree, they depend upon how the training and experience of our personnel are applied as we proceed with our individual and collective efforts.

. . . A Quartermaster officer to be really effective must blend three basic ingredients in his process of thought and action and he must arrive at logical conclusions. The three basic ingredients are (1) benefit from past experience, (2) perform the present job in the most efficient manner, and (3) constantly prepare to perform in the armies of the future.

Those "ingredients" shaped the logisticians of the past, and summarize their advice to the Logistics Warriors of the present and future. The words of a Colonel Emeritus of the Quartermaster Regiment, MG Joseph E. Pieklik, USA (Retired), offer advice that not only supports the themes of QMOAC Class 59-1, but also add valuable imperatives for the Force XXI logistician. MG Pieklik put his advice in the terms of a four-legged stool, steady and strong:

First leg, be a soldier first. Physically and mentally fit. Outsoldier everyone around you.

Second leg, know supply. Know it like the back of your hand. Subsistence, petroleum, water, general supplies, clothing—all aspects. Be the expert—supply is a Quartermaster's birthright.

Third leg, be computer literate. Know the systems in which you have to operate. Not a "nerd" but know the language and the essential details.

Fourth leg, be multifunctional as you progress up the ladder of success. Ordnance, Engineer, Transportation, Medical, and Signal logistics functions should be a part of your knowledge and expertise.

The words of QMOAC Class 59-1 and other distinguished logisticians cited are timeless. Quartermaster officers who choose to heed their advice will certainly spread their own fame on paths leading to successful careers.

CPT Patrick B. Gaston is currently attending the Logistics Executive Development Course. His previous assignments include Supply and Service Branch Chief for the 7th Corps Support Group and Commander of the 240th Quartermaster Company (Direct Support) and 75th Supply Company (General Support) in Europe. He graduated from the United States Military Academy at West Point, New York, with a bachelor of science degree. His military training includes the Northern Warfare Course, Field Artillery Officer Basic Course, Quartermaster Officer Advanced Course, and Combined Arms and Service Staff School.

CSG Doctrine and Real-World Operations

CPT Samuel J. Lex CPT Michael E. Phillips CPT Richard C. Song
 CPT Benny L. Starks Jr. CPT Gregory M. Walker

Army doctrine provides procedures, guidance and flexibility for commanders to execute assigned missions and perform on the battlefield. As the global political conditions change, so does the Army and its doctrine. Although training tests soldier skills and doctrine, sometimes only wartime missions provide the actual test of doctrine.

Operation Desert Shield/Storm gave the Army an excellent opportunity to test the doctrine for corps support groups (CSGs) and corps support battalions (CSBs) to provide continuing logistics support for the battlefield. This article illustrates how the CSG and CSB doctrine were extremely effective during those logistics support operations in Southwest Asia.

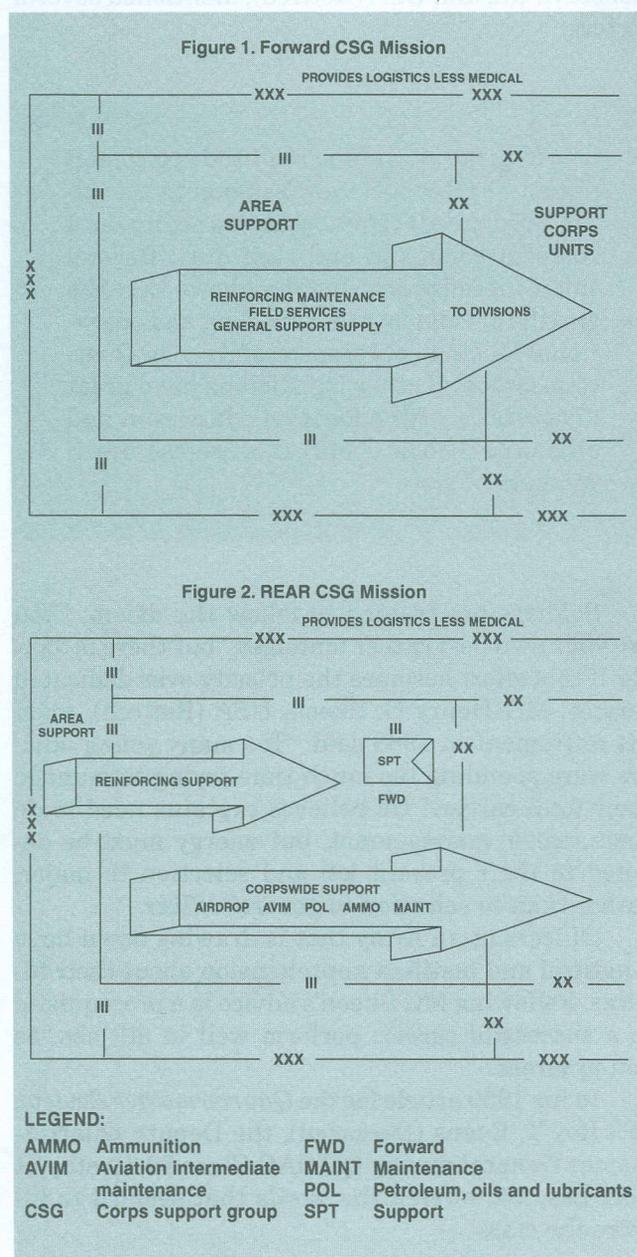
This article reviews the doctrinal missions of CSGs and CSBs, including their task organizations, and focuses specifically on how CSGs and CSBs give petroleum support to forces. This review provides an understanding of the CSG/CSB concept. Then, for wartime missions, this article shows how the 1st Corps Support Command (COSCOM) of the XVIII Airborne Corps, Fort Bragg, NC, applied CSG/CSB doctrine to support missions during *Operation Desert Shield/Storm* in Southwest Asia.

Doctrine

CSGs are the primary source of logistics for all corps assets. CSGs are divided into two categories: forward and rear. The main difference between rear and forward CSGs is that forward CSGs focus on supplying divisions. Rear CSGs focus on reinforcing the forward CSGs while providing a myriad of corpswide support.

The mission of the forward CSG normally includes providing logistics support (less medical) to three divisions and any assigned separate brigades and also reinforcing the forward support battalions and main support battalions to increase their logistics supply capabilities based on the division's mission. The forward CSG serves as the "liaison" between division and corps support. The forward CSG is the first line of corps support for divisions.

The mission of the rear CSG includes reinforcing support to designated forward CSGs; providing area support to divisional units or corps units in the corps rear area; and providing corpswide petroleum, ammunition, transportation, aviation intermediate maintenance, airdrop and mortuary affairs support. The rear CSG's transportation assets may be used



to throughput petroleum, barrier materials and ammunition from the corps rear to division support areas. The rear CSG may also be assigned the mission of pushing water to chemical units of divisions. The rear CSG is the "workhorse" of corps support operations. Not only must the rear CSG meet the needs of the forward CSGs, but also perform the multifunctional corps support to many divisions at the same time. (Figures 1 and 2 depict the missions of the forward and rear CSGs.)

Both forward and rear CSGs use multifunctional CSBs to give agility and responsiveness to the corps support. FM 100-5 (Operations) identifies agility as “the ability of friendly forces to react faster than the enemy and is a prerequisite for seizing and holding the initiative.” CSBs provide the agility to the CSGs by allowing the group commanders to rapidly place a total support package wherever needed on the battlefield. Also, CSBs allow maximum responsiveness to the needs of customer units.

Missions of the forward and rear CSBs mirror the missions of their parent CSG. Rear CSBs provide the assets for corpswide support. Rear CSBs provide the transportation for all throughput operations and for sustaining ammunition and petroleum support to the entire corps. They routinely augment forward CSBs with assets when the mission dictates, and this increases forward CSB support to divisions.

Forward CSBs provide direct support (DS) level maintenance and supply to mainly nondivisional units. Forward CSBs use forward logistics elements (FLEs) to accomplish this. The FLE design depends on the critical supplies needed forward. The FLE is a small portion of the CSB that “jumps” forward to extend supply lines and reduce the length of lines of communication for corps units. This provides the

most responsive support to customers by pushing support as far forward as possible.

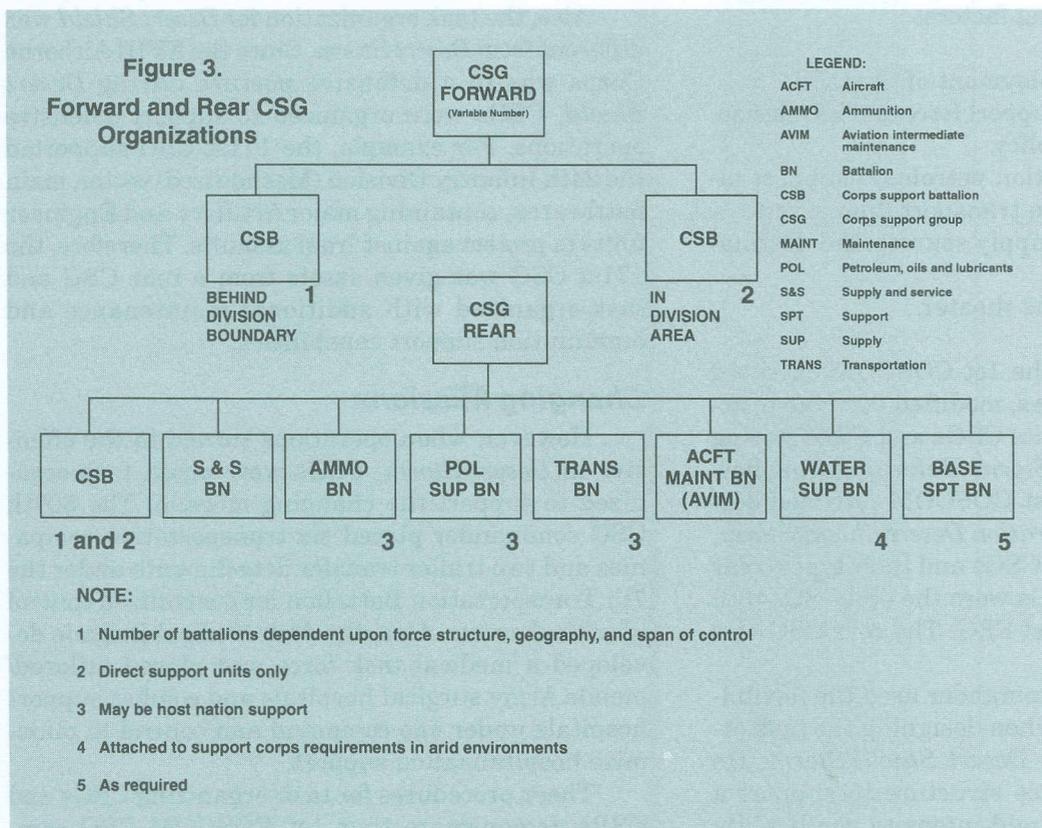
Unlike the division’s multifunctional forward support battalions and main support battalions, forward CSGs and CSBs have no fixed organization. This gives the COSCOM commander the flexibility to design a support structure to meet the logistics demands of the battlefield. The COSCOM commander can assign the CSG commander additional tasks with additional companies or battalions. Also, the CSG commander can reorganize CSBs under his control to accomplish missions assigned to the unit.

Task Organize for Success

Task organization is key to the success of the CSGs and CSBs. FM 54-30 (Corps Support Groups) outlines the following as factors for both the COSCOM commander and CSG commander to analyze before changing the task organization:

- Types and number of units requiring support.
- Tactical support situations.
- Extent of host nation support available or required.
- Factors of mission, enemy, terrain, troops and time available.
- Requirement to provide support to other services or allied forces.

Rear CSGs are currently organized with specialized battalions that perform only certain missions, such as petroleum supply or transportation. Each battalion provides crucial assets to sustain corpswide support. The rear CSG commander can combine the specialized battalions for missions. Also, he can assign portions of those battalions to CSBs under his control or send them forward to augment missions of the forward CSGs and CSBs.



(Figure 3 depicts the “typical” structure of both forward and rear CSGs during war operations. It does not depict garrison CSG structures because each COSCOM or post can dictate that structure based on peacetime requirements.)

Sustaining fuel support is an extensive and critical mission of the COSCOM and its CSGs. Typically, COSCOMs can expect to issue over 600,000 gallons of fuel per day to divisional units, and DS supply units must stock nearly 11 million gallons of fuel in dispersed Class III sites. How is the fuel distribution established in theaters?

Fuel Support

A fuel support organization can be either storage- or distribution-oriented. Short operations are distribution-oriented, primarily to fuel forward. Lengthy operations are storage-oriented, primarily to build an extensive general support storage base. The support organization is tailored to the resources required. Developed theaters have a fuel storage base and an extensive road and/or rail distribution network. Undeveloped theaters require additional fuel supply units. Supporting truck units deploy to offset the lack of existing fuel storage sites and host nation fuel transportation assets. The number and type of fuel support elements attached to a CSG varies, depending on the following factors:

- Forward or rear employment of the CSG.
- Type and size of the support force and its mission.
- Command reserve policy.
- Existence of host nation petroleum support facilities and petroleum transportation assets.
- Distances between supply sources and destinations.
- Road conditions in the theater.

In Southwest Asia, the 1st COSCOM executed doctrine and, in some cases, modified doctrine to accomplish the missions of its CSGs and CSBs during *Operation Desert Shield/Storm*. Before showing how CSGs and CSBs of the 1st COSCOM provided doctrinal support during *Operation Desert Shield/Storm*, this article must note the CSGs and their types (rear or forward). Forward CSGs were the 43d CSG, 46th CSG, 101st CSG and 171st CSG. The rear CSG was the 507th CSG.

The 1st COSCOM commander used the flexibility provided by doctrine when designing the task organization for *Operation Desert Shield/Storm*. He planned to provide a force structure to support a three-division force in a mid-intensity conflict. He

ensured that COSCOM planners used **doctrine** as the basis for the organization. Planners also made sure that multifunctional battalions were designed to support anticipated forces based on the geographic requirements—another doctrinal requirement.

During *Desert Shield*, the COSCOM commander intended to keep together units that usually worked together in garrison. An example was the 46th CSG (Forward) from Fort Bragg. CSBs that trained with the 46th CSG remained with the parent organization. However, the commander also realized that certain units were designed to operate at echelons above corps (EAC), and he removed them from their parent organizations to operate in EAC.

Another intent during *Desert Shield* was to develop multifunctional CSGs. Because the CSG is multifunctional, but its battalions are not, the COSCOM commander directed planners to identify shortfalls in this area and realign types of units to fill them. This led to aligning nonaligned maintenance, transportation and other support units to CSGs, requiring them to round out a multifunctional capability. This further allowed CSG commanders to task-organize within their specialized battalions and CSBs to provide support based on mission requirements. For example, the 846th Medium Truck Company was assigned to the 171st CSG because the unit did not have line haul capability.

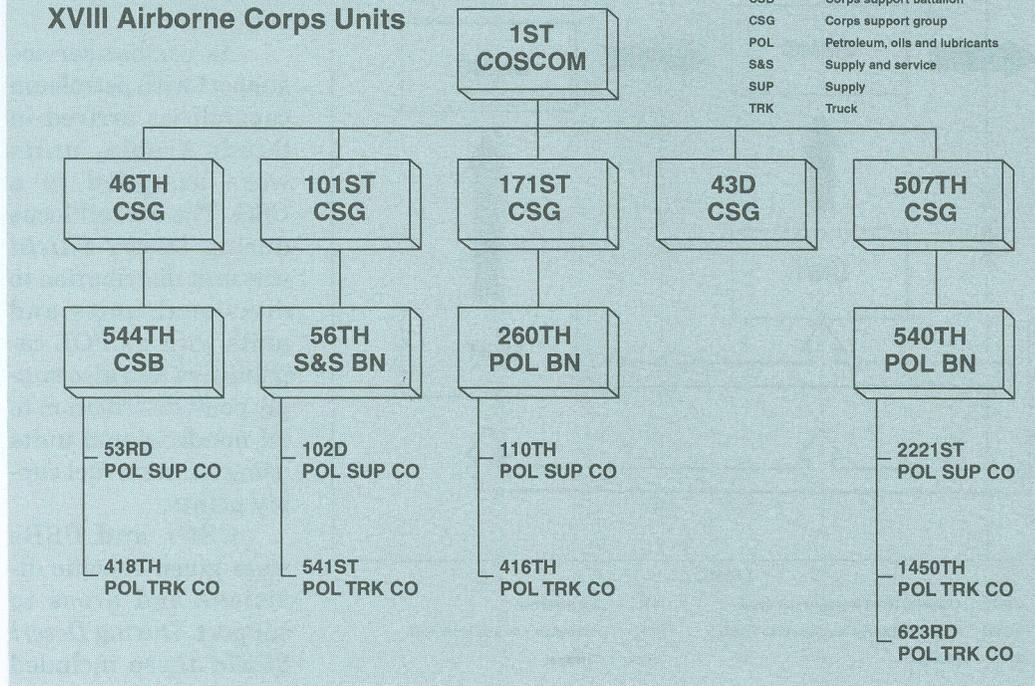
Also, the task organization for *Desert Shield* was different from *Desert Storm*. Since the XVIII Airborne Corps was in a defensive posture during *Desert Shield*, CSGs were organized to support defensive operations. For example, the 171st CSG supported the 24th Infantry Division (Mechanized) sector, main battle area, containing major Artillery and Engineer units to protect against Iraqi assaults. Therefore, the 171st CSG was given assets from a rear CSG and task-organized with additional maintenance and ammunition support capabilities.

Changing Missions

However, when operations turned to the offensive in *Desert Storm*, CSGs were again task-organized to support the changing mission. The 507th CSG commander placed six transportation companies and two trailer transfer detachments under the 7th Transportation Battalion for centralized control of critical assets. Also, the 44th Medical Brigade developed a medical task force and placed tailored/mobile Army surgical hospitals and combat support hospitals under one command and control to maximize hospitalization support.

These procedures for task-organizing CSGs and CSBs demonstrate that 1st COSCOM CSG com-

Figure 5.
Bulk Petroleum
XVIII Airborne Corps Units



Airborne Corps a success during their war-time operations.

The commanders of CSGs and CSBs in the 1st COSCOM displayed their extensive knowledge and abilities to execute their missions as outlined in FM 54-30. They made excellent use of the capability to task-organize units based on the geographic area, mission requirements and tactical situations. Not only did group commanders identify the different requirements for defensive operations and offensive operations in fuel support, but also every other supply arena.

The examples of the accomplishments of these

CSGs provided extensive throughput of fuel to meet the initial requirements of the XVIII Airborne Corps. Once corps units moved into position, the CSG and CSB relationships with designated divisions and nondivisional units were reestablished.

The offensive move also made use of equipment not mentioned in current CSG doctrine about fuel support. This was the Refuel on the Move (ROM) kit. ROM kits were locally purchased and fielded to POL supply and truck companies. These kits normally allowed 24 vehicles to refuel at one time. At one point, the 43d CSG established a ROM system to refuel 72 vehicles at one time.

By developing host nation support for the undeveloped theater and immediately aligning petroleum units with CSGs, the 1st COSCOM professionally executed the doctrinal methods of establishing bulk fuel support. The flexibility of task-organizing units was reemphasized. The forward and rear CSGs also accomplished their doctrinal missions. Each forward CSG was assigned divisions and nondivisional units to support. Rear CSGs were given area support missions and executed the throughput of fuel when necessary. Rear CSGs provided continual corpswide support of bulk fuel. Together the forward and rear CSGs and CSBs made the fuel support for the XVIII

CSGs and CSBs represent the standard for knowing how and when to organize assets to provide continuous logistics support.

This article examined two critical areas of support for CSGs. By linking the doctrine to the actual operations, soldiers can see just how effective US military doctrine is and how doctrine still gives flexibility to commanders for supporting combat operations. The CSG doctrine proved a key asset for the entire 1st COSCOM during operations in Southwest Asia.

Finally, as the leaders planned using the doctrine, the soldiers and noncommissioned officers of the 1st COSCOM units executed the missions and plans. Their efforts and leadership were responsible not only for the success of the 1st COSCOM, but also for all logistics during *Operation Desert Shield/Storm*. This dedication to missions proved that CSG/CSB doctrine does work.

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 95-9/10 at Fort Lee, Virginia.

PREPO Afloat: An Execution Challenge

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In the early 1980s, the Department of the Army (DA) started forecasting its ability to fight wars at locations throughout the world. The Army discovered the need to have heavy equipment prepositioned, not only on land in overseas locations but also in positions for quick movement from one country to another. Therefore, the Army needed highly mobile warehouses and chose ships as these highly mobile warehouses for heavy equipment.

In the early 1990s, *Operation Desert Shield/Storm* in Southwest Asia created not only a tremendous achievement for the United States but also led Congress to examine the effectiveness of the US Armed Forces. Congress mandated a mobility requirements study (MRS) that created what is known today as "PREPO (Prepositioned) Afloat." The study looked at the strategic mobility requirements and procurement plans for FY 1992 to FY 2003. Analysts noticed that a key



Staging Area at Antwerp, Belgium

hindrance in *Operation Desert Shield/Storm* was the Army's inability to get large armored elements to the "far side of the world" in a short period of time. The 82d Airborne Division and its other light division elements can get to trouble spots anywhere at record speeds. However, once these light elements arrive, they lack the heavy equipment to fight an enemy with a large mechanized capability. In *Operation Desert Storm*, Iraq had this armored capability.

The Army has heavy armor prepositioned around the world, but this equipment is just as remote from some potential trouble spots as the heavy divisions in the Active Component. The prepositioning of materiel configured to unit sets (POMCUS) of Army Reserve 2 in Italy remains in storage in Europe, and the Army is expanding the POMCUS of Army Reserve 5 in the Middle East. This still leaves the United States vulnerable in some parts of the world. Thus, the congressional MRS study led to the concept



Staff of the 2d Brigade, 3rd Infantry Division, led their equipment through Erlangen, Germany, before loading on PREPO ships.

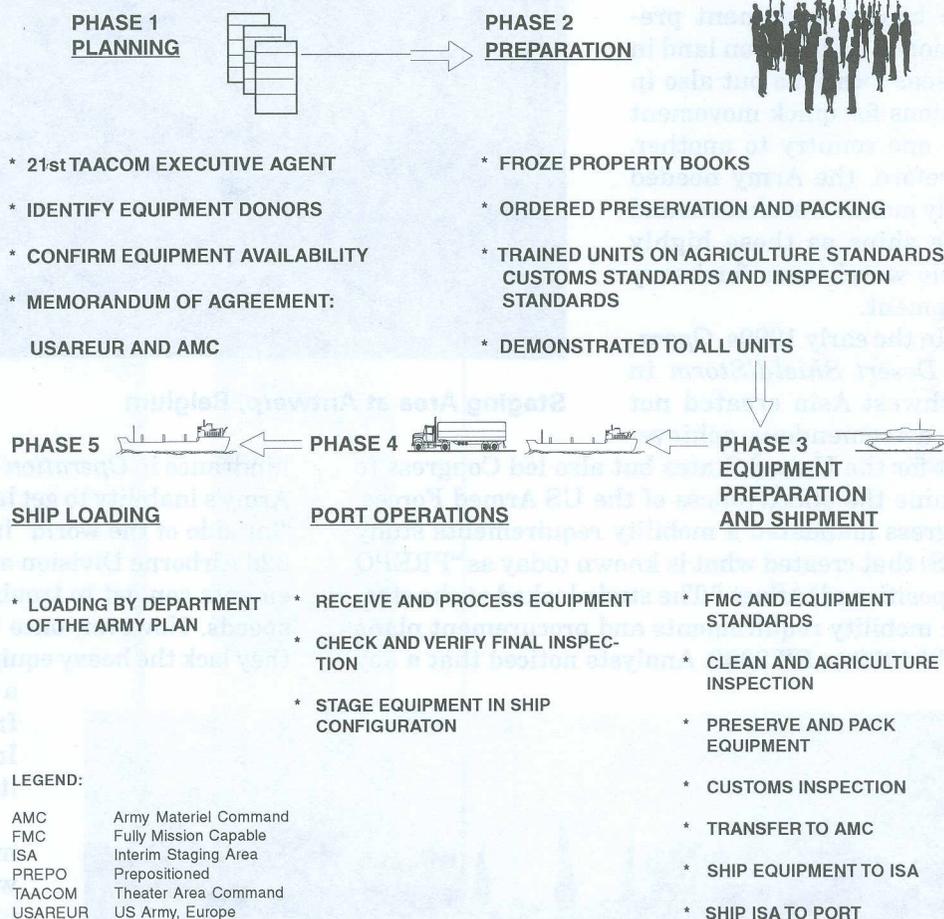
of a “floating brigade.”

After deciding that the floating brigade was the key in filling the deployment gap, the DA, Deputy Chief of Staff for Logistics developed the requirements. Obviously, the brigade would be a heavy Armor brigade. In addition to two Armor battalions and two Infantry battalions, the brigade also would include a Multiple Launch Rocket System (MLRS) battery and doctrinal combat support (CS) and combat service support (CSS) units. Corps and theater logistical units also were added to support the separate brigade.

PREPO Afloat was not created to compete against the Marine Expeditionary Brigades (MEBs) first developed from 1983 to 1987. Instead, PREPO Afloat was designed to complement the capabilities of the sister services: MEBs, Navy carrier battle groups, Air Force tactical fighter wings and the Army’s light divisions. Before PREPO Afloat, the theater commander-in-chief did not have expedient heavy battle capability. MEBs are not designed to fight sustained land combat because these brigades must rely on resupply and support from the sea. PREPO Afloat received the extra logistical units to support its capability to fight sustained inland battles.

21st TAACOM

PREPO PROCESS



Critical to developing a successful program is acquiring the appropriate resources. In PREPO Afloat, appropriate resources included the ability to get a heavy armored brigade’s worth of equipment. The Marines were able to secure new equipment for their MEBs when MEBs were initiated in 1983. In contrast, the Army started the PREPO Afloat program during the budget-crunching days of the early 1990s. Therefore, the costs associated with upgrad-

ing ships, loading the vessels and securing a heavy brigade's worth of equipment were astronomical. PREPO Afloat was planned to begin loading up at the same time that the European theater was continuing to draw down.

Two major participants in this drawdown were the 2d Brigade, 3rd Infantry Division, and the 11th Armored Cavalry Regiment. Both units had the equipment required for a heavy brigade's modification table of organization and equipment (MTOE). These two active duty units fulfilled most MTOE requirements for a heavy brigade. Europe was responsible for donating about 86 percent of the equipment required for PREPO Afloat. (Of course, acquiring or converting the ships for PREPO Afloat was another battle. This aspect will be left to other analyses.)

Once the Army decided to assign US Army Europe (USAREUR) the mission of filling PREPO Afloat requirements, USAREUR assigned the logistical load-up of the PREPO Afloat mission to its largest subordinate logistical element, the 21st Theater Area Army Command (TAACOM). The 21st TAACOM has headquarters in Kaiserslautern, Germany, and several CSS brigades and a Military Police (MP) battalion. The 21st TAACOM provides logistical support throughout Europe and any other locations assigned by USAREUR. The Army also required Combat Equipment Group Europe (CEGE, the unit that maintains POMCUS), 29th Area Support Group (ASG, the unit that maintains war reserves), and other key CS and CSS organizations to successfully complete this mission. The 21st TAACOM was assigned as the executive agent in USAREUR, just as the US Army Materiel Command (AMC) was the DA executive agent.

The former commander of the 21st TAACOM designated the PREPO Afloat mission as the primary mission of the 21st TAACOM. Every subordinate brigade of 21st TAACOM was involved with the PREPO Afloat mission. CEGE, along with an independent inspection team from AMC, assisted in preserving, inspecting and accepting all equipment from donor units. CEGE also provided many vehicles because of its drawdown of POMCUS.

The 80th ASG was designated to operate the port support area. The 29th ASG provided maintenance support teams and equipment from its war reserve stock. The 14th MP Brigade provided security and customs inspections. The 37th Transportation Command (TRANSCOM) provided line-haul requirements for delivering supplies in order to upgrade and preserve equipment. The 37th

TRANSCOM also delivered many of the requirements from originating motor pools through the intermediate storage areas to the port of embarkation (POE). Some equipment was used from the 37th TRANSCOM's deactivating units to fill requirements for PREPO Afloat.

To Antwerp, Belgium

The 1st Transportation Movement Control Agency arranged not only for military transportation but also for civilian highway delivery, trains and barges to bring the requirements to the POE of Antwerp, Belgium. The 200th Theater Army Materiel Management Center, as Europe's agency for the reconfiguration of all Class VII (major end items) and also the manager of the war reserves and POMCUS, was dedicated as the agency to give disposition instructions to deactivating units.

Having all subordinate elements do their parts in the PREPO Afloat mission came naturally to the supporting units. All subordinate brigades of 21st TAACOM stayed closely within the mission parameters of their mission-essential task list. Some adaptations were required of the 21st TAACOM units' missions, such as CEGE personnel deploying throughout Europe to accept pieces of equipment versus staying at home sites to process equipment back into storage facilities. Also, the standard used for equipment acceptance was something new to everyone: Fully Mission Capable + (FMC+). FMC+ was

a term that described a standard near the Army's 10/20 standard but with added flexibility. According to the 10/20 maintenance standard, all items noted as deficiencies must be repaired or have a valid requisition against them. Since equipment was designated to leave the unit motor pools within short periods of time, units had no time to order parts. Therefore,

some deficiencies that were nondeadlining were authorized on vehicles. The "+" indicated that some additional standards were added to certain pieces of equipment. For example, the M1 main battle tank had to have 75 rounds left on the tank's gun tube

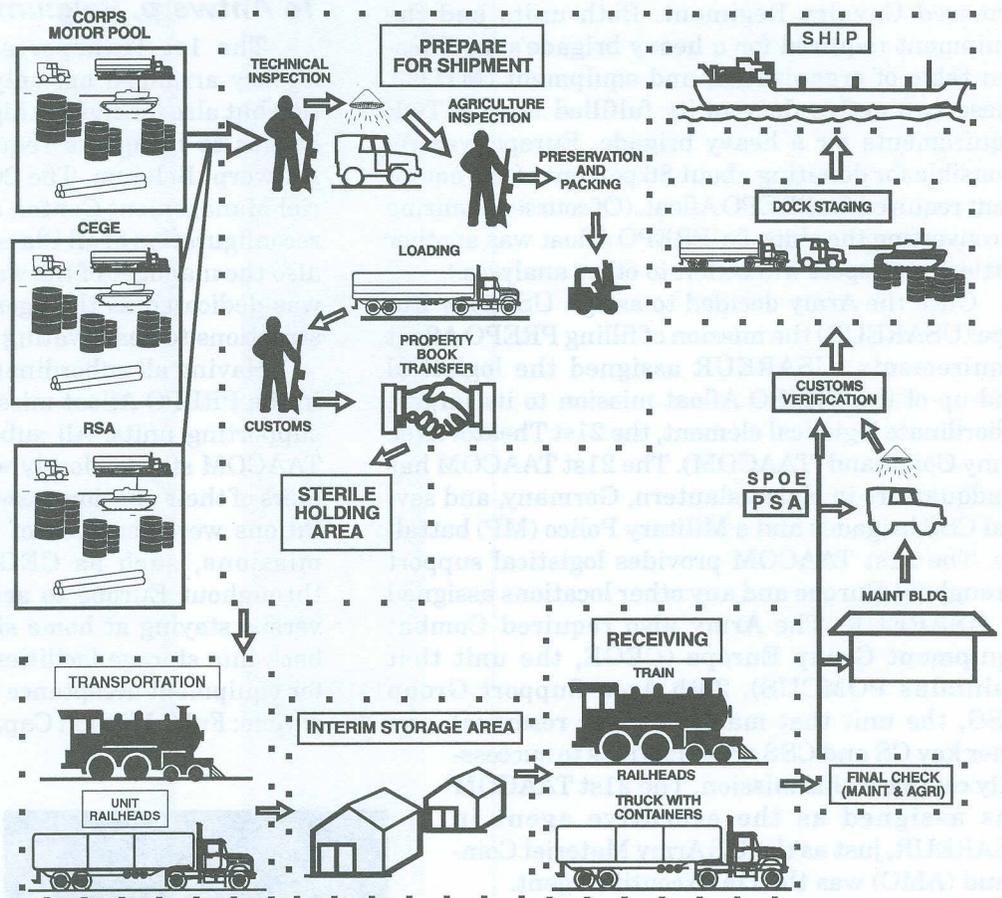
All PREPO Afloat actions in Europe seemed like 'firsts.'

before it required changing.

As all of the 21st TAACOM units started on their particular part of PREPO Afloat, V Corps units began preparing equipment for acceptance by the inspection team. Early, participants noticed that even though all units put forth a concentrated effort and the normal chain of command was in place, a one-stop shop for all PREPO items was lacking. Therefore, the 21st TAACOM's commanding general designated a colonel who was just finishing brigade command to lead a headquarters cell for all PREPO Afloat activities in Europe. This colonel was also given one lieutenant colonel and one noncommissioned officer (NCO) to manage this program. Soon, the control cell needed more personnel. A major, a captain, two senior lieutenants and six NCOs were added.

It seemed that all PREPO Afloat activities in Europe were done for the first time. Not only did the coordination between the different USAREUR units, V Corps, 21st TAACOM and Military Traffic Management Command need work but also the many external USAREUR units added in the coordination effort. The DA Military Sealift Command and the AMC were just some of the external agencies assist-

CONCEPT OF OPERATIONS



LEGEND:

AGRI	Agriculture
BLDG	Building
CEGE	Combat Equipment Group, Europe
MAINT	Maintenance

PSA	Port Support Activity
RSA	Reserve Storage Area
SPOE	Sea Port of Embarkation

ing with the project. Some of these units had never worked together. Extensive management was required as 21st TAACOM coordinated a combat-ready, brigade-sized package including requisite CSS onto eight ships in six months. The loaded equipment included 123 M1A1 tanks, 125 Bradley Fighting Vehicles, 40 self-propelled howitzers, 9 MLRSs, 383 other tracked vehicles, 2,035 wheeled vehicles, 1,246 trailers, a 300-bed hospital, 12 bridges and 73 con-

tainers of ammunition. A former USAREUR commander summarized the effort perfectly: "USAREUR has enabled the Army to provide multiple warfighting commanders-in-chief with an operational capability and flexibility across the spectrum of operations. This has been completed by a total team effort, involving the Active and Reserve Components as well as host nation support."

During *Operation Desert Shield*, the Army learned the need for more prepositioned assets at sea. Prepositioning war supplies on land and aboard ships in strategic regions is the way the US military can compensate for a shortage of airlift and sealift assets. Based on lessons learned, the congressionally mandated MRS showed a need for five million square feet of additional prepositioning and surge sealift capabilities. Congress responded with funding to support those requirements. The MRS provided a solid road map for the future. The Army Strategic Mobility Plan (ASMP) was developed from the MRS. This plan enhanced the Army's ability to project itself rapidly.

The ASMP provides the capability to close a 5-division corps with full support into any theater within 75 days. The ASMP supported several major procurements. One procurement was 19 large, medium-speed, roll-on-roll-off (LMSR) ships by FY 2001. These LMSR ships will be the backbone of the future PREPO Afloat program. The Navy has increased the number of roll-on-roll-off ships for the ready reserve from 19 to 29, with plans for a total of 36, putting the US military close to the five million square feet needed. The ASMP improves infrastructures at key installations, depots and ports and also funds six sea emergency deployment readiness exercises annually.

The PREPO Afloat program provides a flexible, ready brigade of equipment and supplies to any theater, worldwide. The Army intends to deliver equipment quickly to trouble spots while soldiers are flown from the continental United States. The Army validated PREPO Afloat in Southwest Asia during *Operation Vigilant Warrior*, when a brigade force of two Armor battalions, two Infantry battalions and CSS units from prepositioned assets deployed. The Army saw the PREPO Afloat force response to Iraq's move toward the Kuwait border. As the Iraqis moved east, displaying the same aggressiveness that preceded the invasion of Kuwait five years ago, Presi-

dent Clinton called on the US military. In response, *Operation Vigilant Warrior* was launched with soldiers from the 24th Infantry Division in Kuwait moving prepositioned armored vehicles out into the desert within days of their notification. The PREPO Afloat forces arrived aboard ships previously berthed at the island of Diego Garcia in the Indian Ocean and the island of Guam in the Pacific Ocean.

All the prepositioned ships responded as planned, despite some minor complications such as ramp problems and occasional ship engineering problems. Overall, results of recent operations demonstrated the US military's ability to project a combat force quickly.

During this operation, ships were reconfigured into tactical loads of battalion task forces to allow more flexibility in deploying smaller, but complete, packages. The Army will reload this equipment on LMSRs starting in FY 1996, thus improving maintenance capability while afloat and decreasing response time.

**The Army
learned
to preposition
more assets
at sea.**

The Army Strategic Logistics Plan (ASLP) defines the logistics support concept for the Army of the 21st Century. As the entire Army evolves from an industrial-base to an information-age force, logistics must evolve in concert with the combat arms to provide essential support on the battlefield where and when needed. The ASLP

provides the framework for the transition from today's logistics systems and doctrine to a power-projection logistics Force XXI.

The PREPO Afloat initiative is synchronized with the Force XXI logistics vision. The bottom line: Force XXI is America's army of the future, and logistics is at the forefront of making this vision a reality.

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 95-9/10 at Fort Lee, Virginia.

Joint Employment of Army and Marine Prepositioned Afloat War Reserves

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After World War II, the polarization of countries under the protective umbrella of the US and the Soviet Union and also the superpowers' reluctance to employ weapons of mass destruction made the waging of total warfare unlikely. As a result, countries have generally been limited to achieving their political aims through small-scale conflicts. With the breakup of the Soviet Union, the US no longer has one clearly defined threat and must be prepared to react to an increasing number of widely dispersed "brush fires" as regional powers flex their new autonomy. The US, as part of the United Nations, also has assumed a new and demanding role in operations other than war, such as worldwide emergency relief operations. Thus, to effectively protect US interests in today's global arena, the US needs a force structure capable of winning "nearly simultaneous" major regional contingencies.

A significant combat multiplier in successfully executing multiple missions is a rapid response to prevent escalation of a crisis. In the words of former Secretary of Defense Les Aspin: "The key is how fast you can get something there." Therefore, the US must be able to quickly send an overwhelmingly decisive force anywhere in the world. This article will focus on such land forces necessary for victory. Two components of the US military are key players in power projection on land: the Army and the Marine Corps. The Marine Corps possesses the speed and early lethality to decisively engage an enemy. The Army can sustain its heavy force for long-term combat. Mutual deployment, when required, ensures the flexible operational force needed to win battles on land.

The Marine Corps is structured around the concept of economy of force. Marines provide highly trained, rapid-response forces for the initial phases of a land campaign. However, the Marine Corps may require reinforcements to counter a large-scale, prolonged, armored threat. Through the Maritime Prepositioning Force, the Marines have the rapid deployment capability to place a credible combat force

on the ground within 10 days. The Maritime Prepositioning Force consists of three Marine Prepositioning Squadrons task-organized by ground, air, combat service support (CSS) and command elements.

The Marine Prepositioning Squadrons are based at the island of Diego Garcia in the Indian Ocean, the island of Guam in the Pacific Ocean, and off the North Carolina coast.

Each Marine Prepositioning Squadron is designed to support a Marine Expeditionary Brigade (MEB). The MEB is a Marine Air Ground Task Force based around an Infantry Regimental Landing Team with an Aviation Group and a combat support/CSS element capable of rapid mobility and amphibious insertion. The MEB can be sustained for 30 days with

prepositioned supplies or resupplied indefinitely in coastal operations.

The MEBs are ideally employed to preemptively occupy and defend key choke points along strategic sea lines of communication; reinforce an ally with credible force before hostilities; execute, support or reinforce an amphibious operation; establish a sizable force ashore in support of a land campaign; and support other missions assigned by commanders-in-chief and joint field commanders. The Maritime Prepositioning Force can position an effective force quickly but is not suited to long-term, large-scale land campaigns against an enemy with significant armored or mechanized forces.

On the other side of the spectrum, the US Army operates on the mass principle. The Army provides the main warfighting effort in major conflicts. However, current Army airlift assets restrict the Army's ability to move the powerful heavy brigades and divisions. To circumvent this, the 1992 Joint Chief of Staff Mobilizations Requirements Study proposed creating the Army's "PREPO (Prepositioned) Afloat" program. Under PREPO Afloat, the Army places aboard ships the materiel required to equip, support and supply one heavy Armor brigade with two Armor battalions and two Infantry battalions and the

**Marines =
Speed,
Early Lethality.
Army =
Sustainment for
Long-term
Combat.**

brigade's CSS and corps support package for 30 days of operations. These ships can move to a theater, offload and combine equipment with troops in less than 14 days.

The joint employment of the Army and Marine Corps can be divided into five phases: predeployment, deployment, employment, sustainment and redeployment. This article will only address the first three phases because they are most applicable to prepositioned stocks.

To establish a case in which the US might use PREPO Afloat and the Maritime Prepositioning Force, the following scenario is presented with the assumption that the region represents an area of interest to the US and this interest is sufficient to warrant armed intervention. Ideal circumstances for employing PREPO Afloat and the Maritime Prepositioning Force include adequate port facilities with sufficient space for storage and staging, a colocated airfield, good road and rail access from the port to the interior, and strategic airlift assets for the port operations personnel and combat troops. In this article, host nation support will create the framework for an employment scenario although the Maritime Prepositioning Force could perform an in-stream offload if no acceptable port facility is available.

A typical timeline begins with monitoring political and military activities in unstable regions for changes in "normal" activity that would represent an increased threat to US interests. The US precautionary response to these changes marks the beginning of the predeployment phase. In predeployment, the Army initiates the movement of prepositioned stocks toward the developing theater of operations, relocating the PREPO Afloat stocks and Marine Prepositioning Squadrons closer to a potential port facility. Maintenance crews are flown to the ships to conduct checks on the equipment and supplies and prepare them for offloading. If US forces are in the region, they can respond with displays of force such as training exercises or joint operations. This provides the added benefit of positioning personnel and equipment in the immediate

**PREPO Afloat ships
can equip
troops in theater
in less than
14 days.**

area. Local logistics base activities are increased and focused on preparation for port operations. Mission assignments for currently nondeployed units are modified to ensure that targeted units are readily available. All of these activities anticipate a decisive aggressive action against US interests that will prompt the beginning of the deployment phase.

Priority to Marines

On order, the prepositioned stock ships move to a selected port facility to prepare for nontactical insertion operations. The Army and Marine Corps alert the forces designated to fall in on the prepositioned stocks and coordinate for strategic lift. The Department of the Army identifies CSS units for rapid deployment and coordination with PREPO Afloat in the theater of operation. The Composite Transportation Group and other support activities are given priority lift to the port facility. The MEB advance party, with a Naval Support Element, jointly coordinate with the Composite Transportation Group to offload the supplies and equipment, preparing the port for PREPO Afloat/MEB download, storage and staging areas. As the Air Force Air Mobility Command assets become available, troop main body elements will deploy, with priority given to the Marines.

The employment phase begins with receipt of equipment and materiel from the Army's PREPO Afloat and Maritime Prepositioning Force ships and the transfer of accountability from ship to shore operations. The Composite Transportation Group, consisting of personnel from the Army and Marine Corps, is responsible for executing the transportation operations, while the PREPO Afloat and Maritime Prepositioning Force provide liaison officers to ensure a smooth reception and to begin staging procedures. Offload and initial staging of supplies and equipment occur in a designated arrival and assembly area (AAA) or marshaling area. Equipment aboard the ships is already labeled with bar-coded data on line item number and unit designation. Logistics Application of Automated Marking and Reading Symbols (LOGMARS) or its equivalent efficiently designates unit-specific equipment and supplies, and LOGMARS facilitates marshaling and movement. As the fly-in echelons arrive at a nearby airfield, they move to their respective assembly areas. Coordination has been made and host nation support is available for warehousing, water and fuel storage.

In the AAA/marshaling area, equipment for combat units is staged according to guidance from higher

headquarters. Personnel and equipment link up. A logistics support element (LSE) has previously developed a complex logistics base for supply distribution, services and general support maintenance. Personnel from the LSE top off each major end item with fuel and fluids and cross-check each vehicle "gas station" style in the CSS area and the designated supply points.

Major End Items

Unit CSS personnel assist the CSS area as required. Responsible for the movement of the major end items, unit drivers are provided until all major end items have been processed. Convoy teams move each vehicle to its respective staging areas. Prime movers stage trailers, water suppliers and generators before topping off. As required, vehicles proceed to the applicable supply point (Classes I (rations) and IV (construction and barrier materiel)) to pick up basic loads of supplies. Ordnance vehicles, such as tanks and artillery, then move to the remotely located

ammunition supply points to pick up allocated munitions. Depending on the threat level, security ammunition should be considered. Additional storage of stocks of Class II (general supplies) are available for high-usage items. Class VII (major end items) for crew-served weapons are available for selected units. Class VIII (medical supplies) will be coordinated by the physician or surgeon at the lowest level. Units direct maintenance issues to the general support or third and fourth echelon of maintenance. The CSS area maintains Class IX (repair parts). Battalion-sized units may draw parts directly from the CSS area for repairs.

After equipment is fully loaded with applicable supplies and is fully operational, all major end items with related additional items move into the respective unit's staging area. Upon delivery to the S4 for the unit (battalion or larger), the unit signs for and retains responsibility for its maintenance. This staging area is close to the unit's AAA. When this phase is completed, the unit drivers and CSS representatives will return to their respective units.

Combat units now deploy forward to designated tactical assembly areas and then move onward to

perform mission requirements. Headquarters sections select supplies and equipment to keep for critical resupply. This equipment and supplies are "pushed" forward to advancing units by the most expedient means possible, by air, road or rail.

Army PREPO Afloat and Maritime Prepositioning Force ships are now performing secondary missions. Sea-based logistics ships are being used for storing ammunition and sensitive supplies. Selected ships have returned to the continental US for

the onload of additional supplies and equipment for the assault follow-on echelon, the air contingency force, reserve units, depot-level supplies, and crisis action modules. Approximately half of the shipping is in a "common user status" under the US Transportation Command.

The establishment of the operational LSE completes the employment phase and provides a logistical infrastructure for the continuation of support. As more supplies and equipment arrive at the port, they are received and transferred to forward units. This

transfer initiates the sustainment phase of the operation.

Armored Enemy

Although joint employment of the Army and Marine assets greatly enhances the flexibility and agility of the forces available to a theater commander, some issues remain to be addressed. The US must continue to integrate interservice logistical operations through practical experience and joint training exercises. Theater commanders must decide how best to use the combined equipment and supply assets to sustain combat operations. As the US military continues to operate in a joint environment, the use of Army and Marine assets in concert will provide enhanced capabilities, especially against an armored enemy, without overtaxing limited airlift assets. The mutual deployment of Army and Marine prepositioned stocks ensures the flexible operational force needed to win battles.

Joint Army and Marine assets greatly enhance combat flexibility and agility.

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 95-9/10 at Fort Lee, Virginia.

Force Provider

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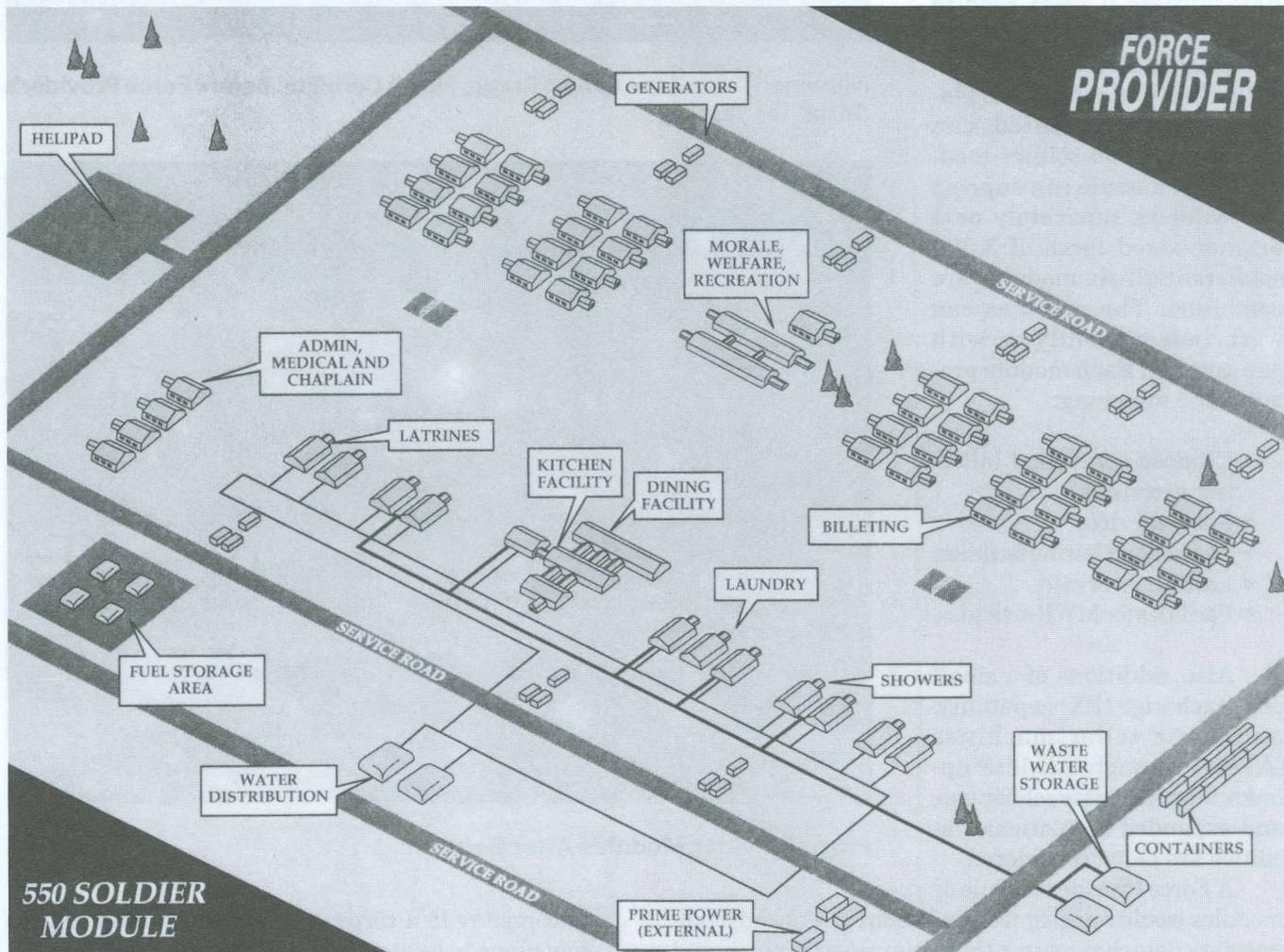
Operation Desert Shield/Desert Storm reinforced what many soldiers had suspected for years: the Air Force was head and shoulders above the Army when it came to comfortable field facilities. In July 1991, after *Desert Storm*, Army Chief of Staff General Gordon R. Sullivan set out to change all that. The Army's Force Provider concept was born a short time later.

The challenge to "improve the quality of life for soldiers" went to the commanders of the US Army Training and Doctrine Command (TRADOC) and the US Army Materiel Command (AMC). In November 1991, the project was assigned to TRADOC's US Army Quartermaster Center and School (USAQMC&S) at

Fort Lee, VA, and to AMC's Natick Research, Development and Engineering Center in Massachusetts.

TRADOC and USAQMC&S defined the organization and equipment requirements for Force Provider to support diverse missions. Force Provider is containerized for easy air, land and sea transport. Also, the containerized system is modular for operating in a variety of tactical environments.

TRADOC and AMC tailored the Air Force's Bare Base concept to meet Army needs. The resulting Force Provider design was engineered in less than two years by selecting from the best combat service support equipment available within the Department



of Defense. Force Provider uses the modern air-conditioned and heated Army Tents Extendable, Modular, Personal (TEMPERs) as its basic building block. TEMPERs house Air Force showers and latrines, serve as billets and kitchen and dining facilities and also accommodate morale, welfare and recreation (MWR) centers. The Army's new 60-kilowatt tactical quiet generators or 750-kilowatt generators from an Army prime power battalion will supply Force Provider with electrical power.

Currently, Force Provider's mission is to give front-line soldiers a brief respite from the rigors of duty. Each Force Provider company consists of six platoons. Each platoon, when augmented, can operate one 550-soldier module. Each module can support 550 soldiers separately or a brigade-sized force of 3,300 soldiers if all six modules are combined. The modules can work independently or with one another. Each module provides the following:

- * Climate-controlled billeting activities.
- * Food service.
- * Shower and latrine facilities.
- * Laundry service.
- * Facilities for MWR activities.

Also, additions of a small post exchange (PX) capability, automatic teller machines (ATMs) through satellite uplinks, telephones for soldier use, and expanded recreational facilities are being considered.

A Force Provider module or modules would be assigned to a headquarters and headquarters detachment in a theater army area command or a corps support command (COSCOM), a supply and services battalion, or a headquarters and headquar-

ters company in a corps support group. However, the Army plans to locate a Force Provider module or modules as far forward as the division support area. The supported commander will decide the location.



Nijmegen Drop Zone at Fort Bragg, North Carolina, Before Force Provider's Setup for Testing



Force Provider Modules After Setup

Force Provider was operationally tested on Nijmegen Drop Zone at Fort Bragg, NC, by the Operational Test and Evaluation Command. This test ensured system design suitability, verified the adequacy of the Quartermaster Force Provider company's staffing levels and provided a training opportunity for the first operators of Force Provider.

During the test, soldiers from a test Force Provider company operated the Force Provider module in a scenario simulating actual use. Soldiers from the XVIII Airborne Corps rotated through the Force Provider module for three-day periods. A total of 1,650 soldiers had the opportunity to test and take advantage of all that Force Provider had to offer. The Force Provider team used test results to finalize doctrine and the table of organization and equipment, and to support a full-scale production decision.

At present, the Army inventory has 13 modules: 12 interim support package (ISP) modules (near-Force Provider configuration) and 1 Force Provider test module. Six ISP modules are deployed on the prepositioned ship *Gopher State*. Six modules are stored at Sierra Army Depot. One Force Provider test module is deployed to Guantanamo Bay, Cuba.

Deployment planning for Force Provider is ongoing. The ISP modules can be available within 30 to 60 days by surface transportation. Two Force Provider modules are currently being procured for packaging and assembly at Sierra Army Depot. Each Force Provider module is stored and shipped in 109 TRICON and 5 standard ISO containers. A module is transportable by all modes, including C-130 aircraft (54 sorties), C-141 (24 sorties), C-17 (12 sorties) and C-5 (9 sorties).

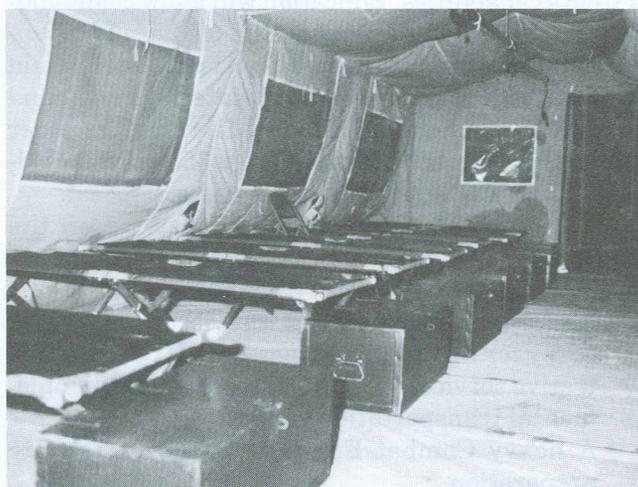
Currently, the Army has two Force Provider companies in the Active Component. One is assigned to the 1st COSCOM's 507th Support Group (Corps), 530th Supply and Services Battalion at Fort Bragg, NC. The other is assigned to the 13th COSCOM at Fort Hood, TX. Also, the Army plans to have four Force Provider companies assigned to the US Army Reserve to bring the total number of Force Provider companies to six, enough to support 19,800 soldiers or thirty-six 550-soldier modules.

Additional Missions

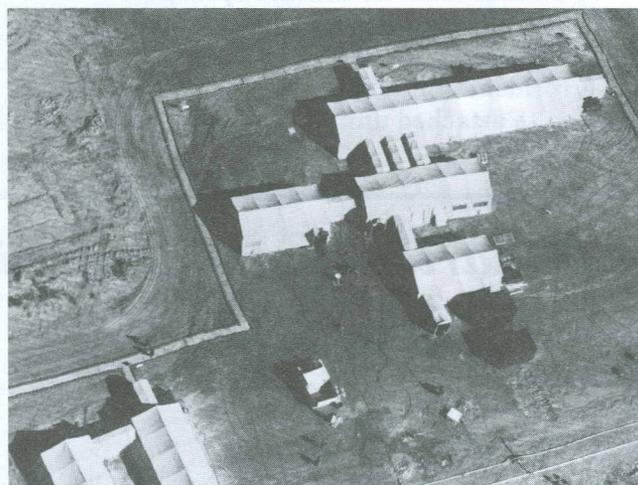
In addition to Force Provider's basic mission of giving a brief respite to frontline soldiers, the modules can be used during initial theater reception if deployed early. The modules can also provide a rest stop as soldiers move forward in the theater, collocating with other activities such as maintenance units or Refuel on the Move points. Following the



Force Provider's Billeting Tents



Inside Force Provider's Billeting



Force Provider's Dining Facility

theater's mission, Force Provider could be used in the reverse, as a redeployment staging facility. Finally, it could also support a myriad of other missions, including soldier rest and refit, convoy support, and intermediate staging base operations. Force Provider also is envisioned as a system to support non-combatant evacuation, humanitarian aid, and disaster relief missions such as Hurricane Andrew.

In August 1993, the Department of the Army (DA) approved making the commander of each Force Provider company a major. Although the company requires 445 personnel, only 44 Army soldiers are authorized. The remainder would be filled by DA civilians, contractor personnel, local nationals and third country nationals.

One obstacle to proper employment of Force Provider is the lack of education about this support system's capabilities. Education will allow commanders to understand the magnitude of the service operation. For example, a brigade-sized cluster would require about 66,000 gallons of water each day and about 10,000 gallons of fuel daily. The Force Provider site itself will cover approximately 35 acres, including 10 acres for liquid and solid waste disposal.

The Force Provider unit will depend on the following:

- * Appropriate elements of the corps or theater Army for finance, legal, personnel and administrative services, additional security, and supplemental transportation support.
- * A heavy Combat Engineer battalion for site preparation.
- * An Engineer fire fighting team and fire truck for fire fighting.
- * A utilities team for utilities operation.
- * A Quartermaster supply company for potable water supply.
- * A resident unit ministry team for religious support to attached unit.

- * An Engineer prime power battalion for power generation support.

When fully operational, 1 brigade-sized module will be able to serve up to 1,500 meals each day from 8 containerized kitchens, including refrigeration trucks or reefers and dining tents; provide personal hygiene facilities for 280 soldiers from 14 latrines, each consisting of 12 toilets, 4 urinals and 4 sinks; provide 3 showers a week for each soldier from 6 shower units, with 9 shower heads in each unit; provide billeting in 275 TEMPERs capable of billeting 12 soldiers, complete with cots, liners, floors and lighting; provide laundry services to 15 pounds of each soldier's clothing each week by 6 laundries; and provide 20 gallons of water a day for each soldier through the use of four 20,000-gallon collapsible water tanks and three 3,000-gallon reverse osmosis water purification units.

Improvements are underway for the laundry and latrine subsystems. As part of the production program, a winterization kit is being assembled to expand Force Provider's deployment capabilities in cold weather environments. These winterization kits will allow a Force Provider module to operate in temperatures to -15 degrees Fahrenheit.

The Force Provider has already proven itself through a sustained operation in Guantanamo Bay, Cuba, where one module has supported 820 personnel to include members of the 1/9th Infantry, Fort Lewis, WA, and 1/3 Air Defense Artillery, Fort Carson, CO. These units verified that Force Provider is a morale builder and a key to soldier satisfaction.

The Army's most valuable resource is the individual soldier. Force Provider provides the means to safeguard this resource.

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 95-9/10 at Fort Lee, Virginia.

Quartermaster Professional Bulletin Objectives:

- Reinforce the training base.
- Reinforce skills.
- Introduce new concepts.
- Demonstrate the "how to."
- Provide a medium for professional dialogue.
- Stimulate professionalism.
- Encourage study and innovative thought.
- Provide a forum for commandants to communicate to the field.

Developing Management Training for SARSS-O

MAJ Suparek Polchai CPT Danielle K. Erhardt CPT Paul R. Fiscus
CPT Colleen S. McCloskey CPT Macy Ngo CPT Anthony A. Smith

The development and fielding of the Standard Army Retail Supply System-Objective (SARSS-O) necessitated the development of management-level training for the system. The Combined Logistics Officer Advanced Course (CLOAC) revised its officer training for SARSS-O to focus on management concepts.

SARSS-O is the future single automated supply system for the Army. The current fielding plan for this computer system envisions Active Army, US Army Reserve and Army National Guard units to be fully automated within the next three years.

During its initial fielding phase, students attending CLOAC Phase II received instruction on SARSS-O. Initial SARSS-O automation training for Quartermaster captains in CLOAC focused on operational rather than managerial skills. When the developers of SARSS-O originally fielded their product, they focused their training packages on new operators and their noncommissioned officer (NCO) supervisors. However, officers must understand SARSS-O from the perspective of a manager. Also, until recently, most SARSS-O experts held operational assignments in units with SARSS-O, instead of holding assignments as instructors at institutional facilities.

A change in the SARSS-O training course was imperative. CLOAC graduates assigned to units operating under SARSS-O were familiar with the functional aspects of the system, but unfamiliar with basic SARSS-O management principles.

CLOAC is a three-phase course designed to replace each of the combat service support logistics officer advanced courses, including the advanced courses for Quartermaster, Ordnance, Transportation, Aviation, and Medical Service Corps logistics. The mission of the seven-week Phase I of CLOAC is to prepare Army first lieutenants (promotable) and captains for company command of logistics units. During the five-week functional Phase II, each school hosts students for specific training on tasks unique to each basic branch. The mission of CLOAC Phase II is to prepare Quartermaster officers to command branch-specific companies and to serve in Quartermaster staff positions.

Under the supervision of the Quartermaster Phase II cadre, a team of SARSS-O subject matter experts gathered to assess the current training level of CLOAC students. This team consisted of Quartermaster commissioned officers, senior warrant officers (Supply Systems Technicians) and NCOs, all familiar with each level of SARSS-O. This team developed a course of instruction to teach the management skills that captains need as successful multifunctional logisticians.

To understand how the team designed the training system, it is important to understand the structure of SARSS-O. SARSS-O operates at three separate levels of supply management. The first level, SARSS-1, operates at non-divisional supply support activities (SSAs), main support and forward support SSAs in divisions, separate brigades and armored cavalry regiments. Major functions executed in SARSS-1 include processing customer requests for issue, cancellations or modifications, receipts, replenishment, ex-

cess, inventory, and location survey. SARSS-1 maintains the accountable balance data for the SSA.

SARSS-1 contains an imbedded tutorial system. This tutorial system provides both on-the-job and refresher training with training fields that react the same as SARSS-1 when on-line.

SARSS-2A is located within materiel management centers in divisions, separate brigades, and armored cavalry regiments. SARSS-2A performs time-sensitive functions that include management support, financial adjustment, Department of Defense Activity Address Code (DODAAC) and parameter maintenance, and housekeeping.

SARSS-2A/2B must be addressed as a separate level. SARSS-2A/2B performs non-time-sensitive functions. Its processes include all of the SARSS-2A functions, plus SARSS-2B non-time-sensitive actions such as catalog, document history, demand history, and interface with the financial systems.

The team of subject matter experts initially evaluated the current SARSS-O training system. The Supply Training Division of the Logistics Training

**SARSS-O is the
Army's future
single automated
supply system.**

Department of the US Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA, was responsible for all automated systems training. The SARSS-O instructors were primarily staff sergeants and sergeants first class who were knowledgeable about the operational capabilities of the system. These instructors were proficient in both operator and supervisor tasks, but they had little management-level experience with SARSS-O. The instructors developed their lesson plans from pre-existing training packages published by the contractor responsible for the initial fielding of SARSS-O. These lesson plans correctly taught the actual use of the automated system for both operators and supervisors, rather than the management aspects of the system.

After evaluation, the team determined that a majority of the SARSS-O training packages for CLOAC instruction needed revision. In accordance with the Systems Approach to Training, the Army's standard procedure for developing instruction, the subject matter experts developed a list of critical tasks necessary to teach Quartermaster CLOAC students. The team based the critical task list upon the assumption that CLOAC students would need the requisite knowledge to command a combat service support company, to perform duties within a battalion or brigade support operations, and act as commodity manager at a materiel management center.

Critical Task List

The team sent the preliminary critical task list to dozens of experts across the country who use SARSS-O. The subject matter experts received replies from the 311th Corps Support Command, Los Angeles, CA; the 24th Infantry Division, Fort Stewart, GA; and many SARSS-O managers from Fort Bragg, NC. Officers attending a Quartermaster Colonels' Conference, hosted by the USAQMC&S at Fort Lee, reviewed the critical task list and offered recommendations. The subject matter experts incorporated these responses before finalizing the critical task list.

From this critical task list, the subject matter experts developed training support packages. This portion of the process was the most time-consuming. The team determined a method of instruction for each critical task. The subject matter experts wrote lesson plans to train each task and developed practical exercises to supplement the training material.

The subject matter experts determined that most of the critical tasks could be taught in either lecture or conference format, using scenario-driven practical exercises to illustrate the information. Some les-

sons required the student to apply the information presented in computer-based practical exercises. The team designed most lessons as conferences to encourage class participation, with paper-based practical exercises to supplement the instruction. They based this decision upon the assumption that it is more critical for the student to evaluate reports generated by the SARSS-O than to understand how to generate and print reports from the computer.

Field Trips

The subject matter experts incorporated into the new program of instruction a two-day field trip to Fort Bragg, NC, to show the students how SARSS-O operates in a garrison environment. The field trip allows the CLOAC students to see the automated system in operation and encourages dialogue between the students and the actual SARSS-O operators and managers. The field trip shows the students the latest in supply operations technology, including the Automated Manifest System (AMS) and the Materiel Release Order Control System (MROCS). Fort Bragg supply support activities currently use these systems to enhance their operations. The students see the latest corps-level SARSS-2AC/B system that operates on the Corps Theater Army Data Processing (ADP) Service Center-Phase II (CTASC-II) computer, as well as the materiel management team's portable system.

In July 1995, Reserve Component CLOAC Class 95-3 completed the pilot management-level SARSS-O course, and their comments were positive. Although some students thought that the instruction should emphasize more computer operations, most agreed that the management focus of the course was what they needed to know as multifunctional logisticians.

Several CLOAC classes have participated in the SARSS-O management training so far. Senior warrant officers are the course's primary instructors because they have the most expertise with this system. The course received positive feedback from participating students. The true test of the validity of the instruction will be after CLOAC graduates reach their next assignments. If the CLOAC graduates retain the management techniques, supply operations at all levels of the Army's single automated supply system will be more effective.

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 95-11/12 at Fort Lee, Virginia.

Rapid Refuel Korea: 1951

MAJ Mark A. Olinger

During combat, the refueling of ground combat units is just as vital a mission today as during the Korean War. As Quartermasters we are all familiar with the importance of this mission in supporting victory. At times our fellow logisticians must also accomplish this mission without the benefit of training, rehearsals or proper equipment. This is what happened to one such unit in March 1951.

In mid-March the 187th Airborne Regimental Combat Team (RCT) was directed to move from Eighth Army reserve to Taegu Airfield in preparation for a combat jump at Munsun-ni on 23 March in support of *Operation Tomahawk*. The 187th Airborne RCT's mission was to capture Munsun-ni and establish a blocking position to prevent the withdrawal of Chinese and North Korean forces along the Seoul-Kaesong road. Task organization of the 187th Airborne RCT was 187th Airborne Infantry Regiment; 674th Airborne Field Artillery Battalion; 187th Airborne Anti-Aircraft Artillery Battery; 187th Airborne Engineer Company; 187th Pathfinder Team; 187th Quartermaster Parachute Maintenance Detachment; an Airborne Military Police Traffic Platoon; an Airborne Medical Clearing Platoon and an Airborne Medical Ambulance Platoon. This was a sizable force to move by ground transportation using mostly theater assets.

On 22 March the 425th Transportation Traffic Regulating Group was tasked to establish a refueling and regulating point to support the move of the 187th Airborne RCT. Establishing and operating refuel points was not within the table of organization and equipment mission statement of this unit. To support the refueling, this unit placed signs to indicate the interval between vehicles when they halted. The unit could refuel 15 vehicles at one time. The 425th Transportation Traffic Regulating Group did not have organic tank and pump units for refueling. Instead, they used five-gallon gas cans which they stored at intervals alongside the road and refueled by hand. A serial of 15 trucks could be refueled and under way within 5 minutes. According to CPT Douglas O. Kennedy of the 425th Transportation Traffic

Regulation Group, "In thirteen hours five hundred trucks were refueled."

Our fellow logisticians applied what we now know as the five sustainment imperatives of anticipation, continuity, integration, responsiveness and improvisation in executing the refueling mission in support of the 187th Airborne RCT. The two most important imperatives in this mission were responsiveness and improvisation. Responsiveness was

critical in the short time period allowed to plan and establish the refuel point: the entire mission from tasking to completion took under 24 hours. Improvisation was critical in the detailed layout of the refueling point and the method of refueling the serials passing through. In Department of the Army General Order 88-52, the 425th Transportation Traffic Regulating Group was awarded the Meritorious Unit Citation for the period 15 Jan 51 to 15 Jun 52.

The professional manner in which the 425th Transportation Traffic Regulating Group accomplished this refueling mission is a tribute to its soldiers and serves as an example for all Quartermasters. By following their example and applying the sustainment imperatives, we will ensure that the combat units win the fight.

**With 5-gallon cans,
500 trucks
were refueled
in 13 hours.**

MAJ Mark A. Olinger has a bachelor of science degree in business administration from California State Polytechnic University, Pomona. He is a graduate of the Operations Research Systems Analysis Military Applications Course I, Combined Arms and Services Staff Course, Canadian Basic Parachute Course, the Quartermaster Officer Advanced Course, Airborne Course, Air Assault Course and the Infantry Officer Basic Course. His assignments include Operations Research Analyst, 72d Military Intelligence Battalion, Fort Meade, Maryland; Command and Staff positions with Special Operations Forces at Fort Bragg, North Carolina, Panama, and Saudi Arabia; and Infantry positions in the 101st Airborne Division (Air Assault), Fort Campbell, Kentucky. He is currently a Support Operations Officer, 201st Forward Support Battalion, 1st Infantry Division, Fort Riley, Kansas.

Quartermaster Corps FY95 Accident Report

Michael L. Davis

The Quartermaster Corps had a major reduction in recordable accidents during FY95, including about a 28 percent reduction in all types of ground accidents. Leadership's enforcement of standards, attention to detail, and a team effort contributed to these decreases.

The five most common Quartermaster accidents have not changed in the past six years: (1) Army motor vehicle (AMV) accidents, (2) privately owned vehicle (POV) accidents, (3) combat soldiering (CBT SOL), (4) sports, and (5) materials handling (MAT HDLG) accidents. These five categories of accidents account for 77 to 82 percent of all recordable Quartermaster accidents each year and almost 90 percent of all fatal and disabling injuries.

Five Most Common Quartermaster Corps Accidents

TYPE	FY90	FY91	FY92	FY93	FY94	FY95
AMV	17%	25%	15%	16%	21%	22%
POV	17%	11%	16%	21%	16%	20%
CBT SOL	21%	21%	21%	15%	18%	18%
SPORTS	14%	11%	17%	18%	16%	12%
MAT HDLG	08%	09%	08%	09%	11%	09%

Total Quartermaster Fatalities — FY88 Through FY95

FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95
50	25	46	21	25	23	25	22

These accident types need attention at all safety briefings as the most high-risk areas that Quartermaster personnel face. Safety involves the protection of the total force that includes personnel and equipment, on and off the job. Without safety, the Quartermaster Corps cannot complete its overall Army mission. Continued, active leader involvement at all levels, use of the risk management process by all personnel, and a team effort by everyone are essential for an effective safety program.

Quartermaster Fatal/Disabling Accident Data for FY95 by MOS

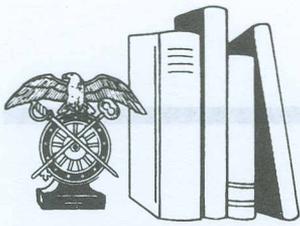
TYPE	MOS							TOTAL FATAL	TOTAL DISABLED
	92G	92R	57E	77F/W/L	92Y	92A	OFF/WO		
MISC	1/0	1/0	—	—	—	—	1/0	3	0
POV	3/0	—	0/1	3/0	1/0	4/1	—	11	2
CBT SOL	1/0	—	—	—	—	—	—	1	0
AMV	1/0	—	—	—	1/0	2/1	—	4	1
SPORTS	—	—	—	1/0	1/0	1/0	—	3	0
TOTALS	6/0*	1/0*	0/1*	4/0*	3/0*	7/2*	1/0*	22	3

* FATAL/PERMANENTLY DISABLED

MISC — involved two private aircraft accidents and one firearm accident.

SPORTS — involved one rappelling, one mountain climbing and one bicycle accident.

Michael L. Davis, Quartermaster Branch Safety Office, US Army Quartermaster Center and School, Fort Lee, Virginia.



PROFESSIONAL READINGS

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

The Art of War

Sun Tzu, translated by Samuel B. Griffith, Oxford University Press: Oxford, 1963.

Despite centuries of scholarly analysis of *The Art of War* and the author, Sun Tzu, no one knows for sure if Sun Tzu existed or whether he wrote the treatise. Despite the controversy, the work's depth, consistency and coherent thematic development seem to indicate a single author. Chinese generals have used the principles in the treatise for over 2,000 years. Mao Tse-tung, most notably, used it effectively against the Chinese Nationalists and the Japanese in the 1920s through the 1940s.

Sun Tzu's primary purpose was developing a systematic guide to rulers and generals in the intelligent prosecution of war. He discusses factors such as the relationship of the sovereign to his appointed commander; the moral, emotional and intellectual qualities of the good general; organization, maneuver, control, terrain and weather. If one must conduct war, Sun Tzu states, then most critical to the war is the skillful leader who is able to use the factors of war to his advantage and quickly end the war. The leadership qualities of "...wisdom, sincerity, humanity, courage and strictness" are essential. If the wise leader is knowledgeable of his capabilities and limitations, he is able to delegate appropriately. The leader must empathize with the soldiers as well as maintain order and discipline.

Sun Tzu believed in the importance of logistics for planning the war operations. The fighting in war was only the last step in the sequence of events leading to combat. Sun Tzu provided a guideline of the requirements for troops and the means to sustain them. Of course, his statistics are outdated, but his emphasis on the need to sustain troops shows the importance of providing adequate support to the fighting troops.

The principles in Sun Tzu's work, in my opinion, show a clear vision and profound insight into the conduct of war. Although the book dates back 2,000 years, the principles have endured the test of time. Many of Sun Tzu's principles are part of the Army's doctrine. An especially appealing part of the work is the emphasis that Sun Tzu placed on considering the consequences of war before waging war. Unlike many other military strategists, Sun Tzu had the foresight to deal with the technical details of war without leaving out the humanity.—*LT Michael B. Siegl*

Just and Unjust Wars

Michael Walzer, Basic Books, Inc., Publishers: New York, 1977.

The author clearly states in the preface that his intent is "...to recapture the just and unjust war for political and moral theory." The author reevaluates the ethical basis and political implications of a moral concept of war as either justified or not. The author does stay with his thesis throughout the book without developing a hidden agenda. However, he does reveal a bias initially by saying that he began his thinking about war as a political activist and a partisan with the US intervention in Vietnam.

The author concisely illustrates the necessity of leaders and soldiers who morally understand the justification for their actions and sacrifices. He chooses particular battles, military decisions and individual cases to support the argument that ethical values tremendously impact the success of individuals and units. I agree that the concept of a *just war* must be paramount in both the political and military arenas. This is particularly important to the emerging 21st Century military where person-to-person contact of enemy forces appears to be diminishing because of more devastating technology. Because individual soldiers will have more machines and computers to hide behind while inflicting violence resulting from such technology, the need to restate the parameters of warfare is critical.—*LT Mary A. Boswell*

The Challenge of Command

Roger H. Nye, *Avery Publishing Company: New York, 1986.*

The author was a career Army officer whose thesis contains three central ideas:

- Especially at battalion and higher levels, command is where all aspects of military life come together. Commanders are at once required to be tacticians, warriors, strategists, moral leaders and mentors. The challenge of command is to blend all of these aspects of military life into a united whole.
- Military officers must start early in their careers to prepare. It is not enough for young lieutenants and captains to learn their jobs. Junior officers must focus on preparing themselves to be commanders and must learn the skills necessary to fulfill the many roles of a commander.
- The best way for officers to prepare themselves for command is through a structured program of professional reading.

Each chapter of COL Nye's book examines one of the commander's roles: tactician, warrior, moral arbiter, strategist and mentor. At the end of each chapter, he gives a list of readings to help teach officers about that aspect of command.

COL Nye's book deserves the attention of military officers at all levels. Only those officers who take the time to develop themselves will have the knowledge and ability to truly command. I agree with his emphasis on reading philosophy and history to develop the character and moral standards necessary to be a successful commander. Commanders make difficult decisions affecting other people's lives on a regular basis. All too often commanders lacking the strength of moral conviction fail to properly deal with these decisions. The author's lists of suggested reading will be a valuable tool to any officer seeking professional development. I strongly recommend this book to all lieutenants entering the Army.—*LT Kathryn M. Cullen*

The Killing Zone

Frederick Downs, *Norton Publishing: New York, 1978.*

The author is a Vietnam veteran who lost his arm in a mine explosion. He was an Infantry platoon leader whose book is a realistic diary of his experience during 1967 and early 1968. His thesis is highlighted in the following quotation: "LT Frederick Downs knew nothing of war when he came to Vietnam. Neither did the young men he led into the most savage battle zone in Vietnam. But they learned. And now so will you."

He offers few opinions about orders he was given to follow or about reasons for US involvement in the "conflict." Downs accepted his men for who they were and tried to use the talents of each to the benefit the platoon. Including the ethical issue he faced as a platoon leader, Downs tells an interesting story of his experiences. The book is entertaining and educational. Many of the accounts affirm the value of the training provided to soldiers and officers. The author also shows the value of following orders without trying to second-guess the meaning behind them.—*LT John A. Woodard*

On Strategy: A Critical Analysis of the Vietnam War

COL (Ret.) Harry G. Summers Jr., *Dell: New York, 1984.*

The author was an Army strategist who served in the Infantry as a battalion and corps operations officer in Vietnam. He now is on the faculty of the US Army War College. He analyzes the Vietnam war and the relationships between civilians and the military. How the US succeeded so well in logistics and tactics, yet failed so miserably is the question COL Summers analyzes throughout the book.

COL Summers believes the failure to spark a national will to win was a strategic vulnerability that the enemy greatly exploited. A second reason for failure in Vietnam was the friction between the military and the bureaucracy. COL Summers argues that the military yielded the right of way to civilians to create military strategy. Finally, COL Summers points out that a clear definition of the objective — the driving principle of war — was lacking. He said the US mission should have just been to stop the infiltration of the North Vietnamese into the South. Instead, US forces concentrated on repelling external aggression. The author explains how the US unsuccessfully tried to solve the internal problems of South Vietnam.—*LT Louise Barger*



Rotational Assignment: Career Programs

Theresa Brown

Another developmental opportunity will soon be available for supply careerists in the GS-14 and above level. See your local activity Career Program Manager for more information about this pilot program or other programs included in the FY96 *Catalog of Civilian Training, Education and Professional Opportunities*.

The following information describes this employee exchange program for civilian logisticians:

The Functional Chief Representative (FCR) for Career Program (CP)-13 (Supply) is sponsoring an Armywide competitive pilot program for all GS-14 and above CP-13 careerists. The developmental assignment for this program is six months to a year.

Suspense Date: Initial offering - Spring 1996.

Location: Varies.

Objectives: Enhance career and professional development of the participants. Develop and upgrade competencies and skills. Offer opportunities for new perspectives and ideas. Expand retention possibilities by diversifying careerists' skills.

Description: The rotational assignment will involve two or more Army commands/agencies exchanging employees for a period of six months to a year. If the rotational assignment is in the applicant's commuting area, then the applicant must be willing to commute to the new work site at no cost to the government and must agree to remain in the program for the 6- or 12-month tour of duty. Nomination packages outside of the commuting area will be considered. However, the employing activity may be responsible for providing travel and per diem expenses. In all cases, the employing activity will con-

tinue to pay all salaries and benefits. At the completion of the program, participants will return to their home duty station.

Eligibility Requirements: Interested candidates for the rotational assignment must be high-potential employees at the GS-14 or above level, with career status in CP-13.

Application Process: Applicants must submit a DA Form 2302, SF 171 or resume, last three performance appraisals, a one-page letter expressing interest in the program, a letter from their command stating support and justification for the nomination, and designation of a program length of either 6 or 12 months. The appropriate major command (MACOM) channels must forward the nomination packages.

Evaluation, Selection and Notification: Employees nominated for this program will be evaluated competitively by the FCR for CP-13. Notification of selections will be announced through appropriate MACOM channels.

Request for Organizations' Support: Applicants must request forwarding of their activity's interest in participating through their MACOM's Career Program Manager to the Supply Management Career Program FCR. Also, each addressee should nominate only the employees with the highest potential for this opportunity.

Theresa Brown, an Inventory Management Specialist at the US Army Communications Electronics Command, is currently on a developmental assignment at the Office of the Deputy Chief of Staff for Logistics in Washington, DC.

Civilian Proponency for Logisticians

Management of civilian logisticians to ensure availability of well-trained, smartly educated, experienced employees equipped with the right skills for the mission in support of a Force XXI Army.



TOTAL FORCE

Reserve Component Branch Qualification Course

The Quartermaster Team (Training Directorate, US Army Combined Arms Support Command, and the Logistics Training Department, US Army Quartermaster Center and School (USAQMC&S)) plan to end the Supply Management Officer (SMO) Army Correspondence Course Program (ACCP). The SMO is being eliminated because the Active Component will be allowed to attend only the resident course and cannot use the ACCP version. The Reserve Component (RC) used the ACCP SMO course primarily as a way to branch-qualify RC officers who had already completed another officer advanced course. Typically, funding and/or training time was not available to send such RC officers to additional advanced courses. An RC Quartermaster Branch Qualification Course (BQC) will replace SMO as a method for the RC to branch-qualify officers. The RC Quartermaster BQC should be available in the Second Quarter, FY96. Students already enrolled in the ACCP version of the SMO course will be allowed to complete that course. The point of contact for more in-

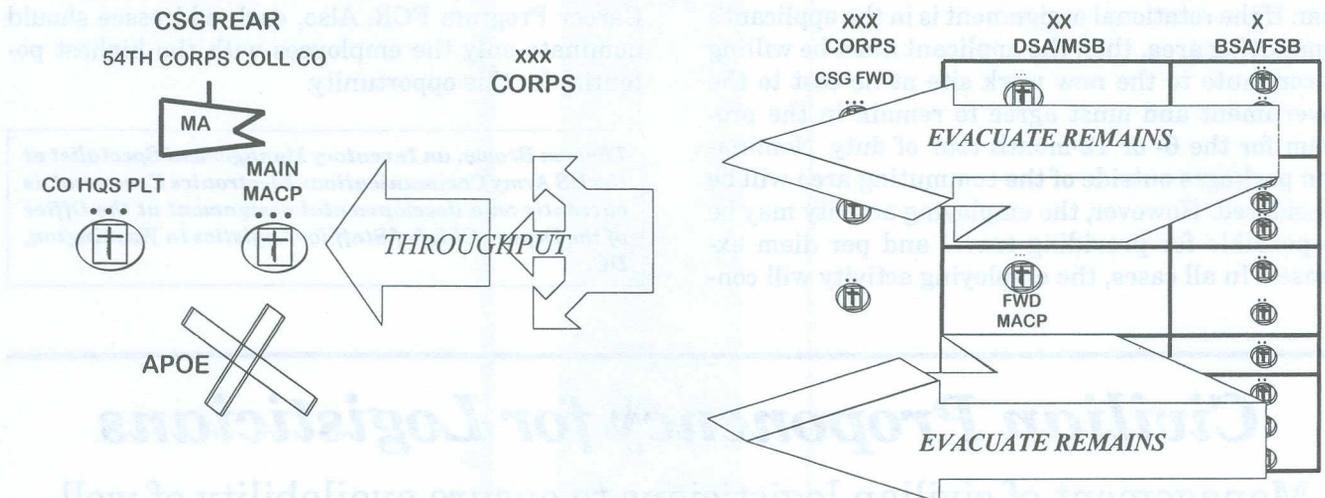
formation at the USAQMC&S is MAJ Lojek at (804) 734-4676 or DSN 687-4676.

Additional Skill Identifier (ASI) H7 Exportable Training

ASI H7 is titled "Petroleum Vehicle Operations." This ASI applies to military occupational specialty 77F (Petroleum Supply Specialist). Until recently, the only Reserve Component (RC) training for this ASI was a five-week course at the US Army Training Center, Fort Leonard Wood, MO. As of 27 Nov 95, a nonresident version of this course became available. The US Army Training Support Center (ATSC) RC Distribution Office at Fort Eustis, VA, distributes the ASI H7 courseware. The course's program of instruction has 22 hours of inactive duty training and 108 hours of active training instruction. Units with personnel who need ASI H7 training work through their supporting Reserve Forces School (or combat service support brigade under the new Total Army School System alignment) to schedule the course. The point of contact at the USAQMC&S is LTC Joose at (804) 765-1773 or DSN 539-1773.

CORRECTION: One of the charts with the *Mortuary Affairs Logistical Planning* article by David B. Roath in the Summer 1995 edition was printed incorrectly. The *Quartermaster Professional Bulletin* regrets the error. The following chart is the correct version. The article's author, Chief of Joint Services Integration at the Mortuary Affairs Center, US Army Quartermaster Center and School, Fort Lee, VA, is presently deployed to Headquarters, US Army Europe as the Mortuary Affairs Planner for United Nations operations in Bosnia. The Mortuary Affairs Center at Fort Lee is the training and doctrine integration center and Department of Defense focal point for mortuary affairs field operations.

Mortuary Affairs Logistics



LEGEND:

APOE Aerial Port of Embarkation	COLL Collection	FSB Forward Support Battalion	MA Mortuary Affairs	MSB Main Support Battalion
BSA Brigade Support Area	CSG Corps Support Group	FWD Forward	MACP Mortuary Affairs Collection Point	PLT Platoon
CO Company	DSA Division Support Area	HQS Headquarters		



CAREER NEWS

Officer Personnel Actions Eligibility by Year Group

Officers can use the following chart from the Quartermaster Branch, US Army Total Personnel Command (PERSCOM) to assist with career plan-

ning. This lifecycle chart shows significant milestones that occur for officers in each year group as they progress through their careers.

Read across for officer's YG and down for FY that action will occur.

	YG	96	95	94	93	92	91	90	89	88	87	86	85	84	83	82	81	80	79	78	77	76	75	74	
ACTION																									
CPT PROM		99	98	97	96	95																			
FA SELECT		01	00	99	98	97	96	95																	
MAJ PROM		06	05	04	03	02	01	00	99	98	97	96	95												
1ST YEAR CGSC		06	05	04	03	02	01	00	99	98	97	96	95												
LAST YEAR CGSC		09	08	07	06	05	04	03	02	01	00	99	98	97	96	95									
LTC PROM		12	11	10	09	08	07	06	05	04	03	02	01	00	99	98	97	96	95						
LTC CMD 1ST LOOK		12	11	10	09	08	07	06	05	04	03	02	01	00	99	98	97	96	95	94	93	92	91		
LTC CMD LAST LOOK		16	15	14	13	12	11	10	09	08	07	06	05	04	03	02	01	00	99	98	97	96	95		
SSC BOARD 1ST LOOK		12	11	10	09	08	07	06	05	04	03	02	01	00	99	98	97	96	95	94	93	92	91	90	
SSC BOARD LAST LOOK		18	17	16	15	14	13	12	11	10	09	08	07	06	05	04	03	02	01	00	99	98	97	96	
COL PROM		17	16	15	14	13	12	11	10	09	08	07	06	05	04	03	02	01	00	99	98	97	96	95	

NOTES:

- FA Designation: 5-6 years AFCS
- CGSC: Less than 168 months AFCS (14 years)
- SSC: Serving LTC/COL, 16 years AFCS and not more than 23 years AFCS (276 months) as of 1 Oct of the year following board
- BN CMD: Until 21 years (252 months) AFCS as of the 1st of the FY

LEGEND:

- AFCS — Active Federal Commissioned Service
- BN — Battalion
- CGSC — Command and General Staff College
- CMD — Command
- CPT — Captain
- COL — Colonel
- FA — Functional Area
- FY — Fiscal Year
- LTC — Lieutenant Colonel
- MAJ — Major
- PROM — Promotable
- SSC — Senior Service College
- YG — Year Group

Professional Development

As the Army continues to draw down, we at the Quartermaster Branch, PERSCOM, would like to update Quartermasters about some new changes, developments and trends in the assignment and professional development arenas.

Functional Area (FA) 90

LTC Jeffrey R. Earley, Quartermaster Officer Assignments Branch Chief

I have received numerous questions about FA 90 from YG 90 Quartermaster officers going before the FA designation board. These seem the most frequently asked questions: "Why should I go FA 90 and what can it do for me?" I will explain the benefits of choosing FA 90 as I see them. FA 90 offers a wide

variety of assignments in every echelon of the Army as well as other agencies within the Department of Defense (DOD) and federal government. Most FA 90 assignments are with the field Army. Troop assignments with divisions and corps make logistics happen for the combined arms team.

Captain assignments include battalion S4, S1, S3 or assistant support operations officer in both division- and corps-level support battalions; support command or group headquarters and headquarters company commander; Combined Logistics Officer Advanced Course (CLOAC) instructor; and project officer in the US Army Combined Arms Support Command (USACASCOM) battle lab developing the vision of logistics for the future. Other unique assignments are project officer at Deputy Chief of

Staff for Logistics (DCSLOG), Army; executive assistant to J4, Atlantic Command; and several positions within the US Army Special Operations Command — all at the captain level.

Majors' assignments include but are not limited to battalion executive officer and support operations officer for all forward support battalions (FSBs), main support battalions, corps support battalions, support squadrons and separate support battalions; FSB observer/controller at all combat training centers (National Training Center, Combat Maneuver Training Center, and Joint Readiness Training Center); logistics operations officer at corps level; maneuver brigade S4, to include Special Forces groups and the Ranger regiment.

Several Commands

There are also several combat service support commands available to majors. FA 90 majors also serve in a variety of joint assignments with every major agency in DOD, Central Command, Special Operations Command, European Command, Joint Task Force-6 (counter drug task force), Defense Logistics Agency, United Nations, Strategic Command, Pacific Command, Transportation Command and several others. FA 90 majors serve throughout the Army logistics system from Headquarters, Army Materiel Command, to the field trains.

Lieutenant colonels also serve in a variety of joint and Army assignments. The key lieutenant colonel jobs remain in support battalion command. FA 90 controls 81 support battalion command opportunities in division- and corps-level units and separate support battalions and squadrons. All division-level G4 positions are FA 90 and division materiel management center chief positions. All executive officer or security, plans and operations officer positions are FA 90 for division support commands, area support groups, combat service groups, and corps support commands.

FA 90 also offers several opportunities for advanced degrees in logistics science. The Leadership Executive Development Course/Florida Institute of Technology is by far the most popular cooperative program in the Army with a one-year master's degree from the Florida Institute of Technology and the Army Logistics Management College at Fort Lee, VA. There are also limited programs for two-year, fully funded programs from the Naval Post Graduate School in California, the Air Force Institute of Technology in Ohio and Pennsylvania State University.

Logistics is a science and the need for multifunctional logisticians continues. FA 90 provides officers

the opportunities for training as well as rewarding assignments in all levels of service.

Going Purple — Joint Assignment

MAJ Charles J. Toomey, Lieutenant Colonels Assignment Officer

Is a joint assignment considered a boost to the next pay grade? Is everyone eligible for a joint assignment? Why weren't you given joint credit for your assignment working with the British and Australians? The questions and issues are endless. Therefore, I'll attempt to cover the basics without getting into the "weeds." However, it's typically those weeds that get us tangled up.

As you are well aware, Congress enacted Title 10 of the US Code, a law which mandates that a certain number of Department of Defense military positions be coded joint. The law resulted from several multiservice military operations such as *Desert One* which were not planned and executed to the extent that a team of military professionals from the different services working together on a day-to-day basis could have. Thus, the establishment of the joint community.

Who, by law and Army policy, must have completed and received full joint tour credit? Answer: Before pinning on that first star, a brigadier general must get "jointed." Therefore, **no** requirement exists for an officer through the grade of colonel to have completed a joint tour unless the officer is later promoted to flag rank.

Confusion About Joint Credit

Can anyone fill a joint billet? Answer: No. Let me explain. First, not all positions within a joint command are coded "joint," which is why many officers who serve in a joint command are confused about why they did not receive joint credit. All joint billets, however, are nominative. This means PERSCOM only recommends and forwards an officer's file to the joint command for review. Before forwarding to the joint command, the file must first be reviewed and approved for consideration by a general officer, typically the Director, Officer Personnel Management Division, PERSCOM. The gaining joint command has the final say about whether or not the officer's file is acceptable.

How long is a joint tour? Answer: Provided the billet is coded "joint," most joint billets are mandated as three-year tours. Like everything else, of course, there are exceptions. Certain joint billets can be either one- or two-year tours, in which case an officer can receive partial or even full credit. Also, an of-

officer in a joint billet who is selected for battalion-level command or senior service college may be released from the joint assignment with full joint tour credit in order to assume command or go to school if he completes a minimum of 22 months of the three-year tour. The Secretary of Defense is the approving authority. This is why timing the officer's entry into a joint billet, particularly if the officer is a strong contender for command or senior service college is so important. The last thing we want to do is to cause an officer's deferment from command or school. However, the crystal ball to determine an officer's competitiveness is not always clear. Unfortunately, there are occasions when deferral is warranted.

Joint Service Officer

What is all this JSO/3L about and how do I obtain the identifier? Answer: JSO stands for Joint Service Officer and the 3L identifier is given to those officers who have attended certain schools and performed well in the joint billet. First, officers who attended Command and General Staff College (CGSC) in residence after 1 Jan 89 and CGSC (non-residence) after 1 Jan 92 received a joint block of instruction titled Joint Professional Military Education Phase I (JPME I). If an officer is selected for a joint-coded assignment and has met the initial requirements of JPME I, he may be sent TDY to Norfolk, VA, for a 12-week joint course of instruction, namely JPME II. After completing these schools and the joint tour, PERSCOM convenes a board semiannually to determine whether or not the officer should receive the 3L identifier. This decision is based on an assessment of the officer's overall file and, in particular, performance in the joint billet. If all requirements have been met, the officer receives JSO credit and is then eligible for assignment to one of very few joint 3L-coded billets. These billets are typically the most key and essential joint billets in a major command, requiring a thorough understanding of joint military operations. Some officers who were not able to meet the initial JPME I requirements because of completing CGSC before the 1 Jan start dates feel cheated by not being able to attain the JSO status. This is not the case, however. A provision allows an officer who completed and received full joint tour credit for two tours to be boarded and given the 3L identifier. By the way, JPME I is awarded for completing Military Education Level 4. So, it is something which each of the services staff colleges awards, and not just CGSC.

What rank warrants consideration into a joint-coded billet? Answer: Although most joint-coded bil-

lets are for majors through colonels, there are a few billets for captains. PERSCOM is currently studying the creation of more joint billets for captains, but school is still out on this one.

In conclusion, I hope to have cleared some of the fog surrounding the color PURPLE. My best advice is not to get wrapped up in the "having to complete a joint tour" syndrome in order to be more competitive for selection to the next grade. The two are mutually exclusive. Your objective should be to do the very best in the job you are currently assigned. As long as you meet this objective, the pieces will fall into place.

Advanced Civilian Schooling and Nominative Training Opportunities

CPT Jodi Horton, Future Readiness Officer

The following advanced civilian schooling and nominative training opportunities are available:

Fully Funded Program. Usually three slots per year. This program includes full-time advanced degree schooling followed by a three-year utilization tour. Working FY97.

USMA Fully Funded Program. Several opportunities exist each year at the US Military Academy at West Point, NY. Positions as instructors, tactical officers, and other support assignments; includes full-time advanced degree schooling before a three-year utilization tour. Working FY96, 97 and 98.

LEDC/FIT Program. A 12-month program beginning January and August, approximately 15 slots per course. The Logistics Executive Development/Florida Institute of Technology (LEDC/FIT) program has two parts that include six months advanced logistics training at the Army Logistics Management College, Fort Lee, VA, followed by six months advanced degree schooling at FIT, resulting in a master's degree in logistics management. Working FY97.

Training With Industry (TWI). About seven slots per year. This program includes one year of training with an industry followed by a three-year utilization tour. Also, the Quartermaster Corps will have a TWI slot with the Logistics Management Institute in McClean, VA. Working September 1996 fills.

To be competitive for these programs, officers must be branch-qualified, have an outstanding record of military performance and above average undergraduate work, and must meet stabilization requirements. In determining your candidacy for one of these programs, be sure to consider your professional time line against the time you would be participating in the program.

Plan Ahead. Most of these opportunities require communication with your assignment officer at least one year before the intended start date.

Point of contact is CPT Jodi Horton, DSN 221-5645 or (703) 325-5645.

Biggest Obstacle

CPT Bernard H. Boucher, Captains Assignment Officer

During my PERSCOM assignment, the biggest obstacle I saw was officers who procrastinate. First, it is never too late to start ensuring that information on your officer record brief (ORB) is current. Second, I can not stress too much the importance of having up-to-date photographs, transcripts, Graduate Record Exam/Graduate Management Aptitude Test (GRE/GMAT) scores and a current ORB on file at branch. Officers called me daily to ask what was available for assignments. Often the only thing standing between an officer and a great assignment was a photograph or transcript.

With our delicate balance of Quartermaster officers available for worldwide reassignment, there is certainly not much time for any of us to get too "comfortable" in our current locations. This is particularly so if you are approaching 24 months (CONUS) or 35 months (OCONUS) at your duty station. That is the bad news. The good news is that Quartermaster Branch tries hard to get you the best assignment—for you and the Army—within the maneuver space PERSCOM has to work with. You have heard this before: timing is sometimes critical in the assignment business, so be prepared anytime to discuss and take advantage of options for your future.

Good Assignments

Most of the good assignments require a nomination. The Reserve Officer's Training Corps assignments require a good photograph, ORB and complete undergraduate transcripts.

Nominations to be a general's aide-de-camp require a perfect ORB and superior photographs, plus home and work telephone numbers. Advanced civil schooling requires GRE/GMAT scores.

You can see that simply wanting an assignment is not enough. If you want to be leaning forward in the foxhole when the great assignment comes along, make sure branch is not waiting for something before nominating you.

This emphasis on keeping these items on hand at branch also will end the scramble right before a board meets. Photographs and ORBs are difficult items to update one week before a promotion board.

Remember, you are your best career manager and assignment officer.

Upcoming Promotion Boards

CPT Charles R. Hamilton, Lieutenants/Captains Assignment Officer

We are coming up on a very busy time of year. It's board time again.

FY96 Captain Promotion Board. The FY96 Captain Board will convene 30 Apr 96. The board will consider 1LTs with a date of rank between 1 Oct 94 and 30 Sep 95, and one-time nonselects (above the zone) from the FY95 Captain Board. We will send a letter to remind all eligible officers in January 1996. You can begin preparing by updating your Officer Record Brief (ORB), microfiche and photograph. Each will be reviewed by board members. Call me if you have questions or need assistance.

FY96 Major Promotion Board. The FY96 Major Board will convene 26 Mar 96. The board will consider CPTs with a date of rank between 2 Mar 90 and 1 Mar 91, and one-time nonselects (above the zone) from the FY95 Major Board. We will send you a letter to remind all eligible officers in January 1996. You can begin preparing by updating your ORB, microfiche and photograph. Each will be reviewed by board members. Call me if you have questions or need assistance.

Demand for First Lieutenants in Korea. The demand still exists for Quartermaster 1LTs in Korea. Inbound 1LTs are being immediately assigned to duty positions with troops, usually as company executive officers before their departure to Korea. Promotable 1LTs can request return assignments to the Combined Logistics Officer Advanced Course. Contact me if you are interested in a 12-month tour in Korea.

Contact me at DSN 221-8119/8123 or (703) 325-8119/8123 or E-mail address is: hamiltoc@hoffman.emh1.army.mil.

Enlisted Quartermaster Issues

Special Duty Assignments for Parachute Riggers. PERSCOM constantly receives questions from soldiers in the 92R (Parachute Rigger) military occupational specialty (MOS) about opportunities for advancement. Here are the requirements for some career-enhancing duty positions in the rigger field.

- ◆ **Drill Sergeant Duty.** The rigger field has a requirement to fill five (one SFC and four SSG) drill sergeant positions at Fort Lee, VA, to train advanced individual training students in the following MOSs: 43M (Fabric Repair Specialist), 92M (Mortuary Affairs Specialist) and 92R. Vol-

unteers must submit packets through their chains of command. If the volunteer effort is unsuccessful, the 92R career advisor selects the most qualified soldiers. The "future duty position" block on the NCOER is helpful when selecting drill sergeants. The MOS 92R is 100 percent filled through mid-1997.

◆ **Instructor Duty.** Soldiers must be qualified in accordance with AR 614-200 before applying for instructor duty. Currently 47 authorizations (27-SSGs, 17-SFCs, 2-MSGs and 1-SGM) exist at the parachute rigger course at Fort Lee. Soldiers must serve 48 months as an instructor. Static jumpmaster line qualification is very helpful, but not a prerequisite for selection.

◆ **Recruiting Duty.** Recruiting duty is tough, challenging and very rewarding. There are currently 10 authorizations for recruiters in the 92R field. PERSCOM seeks volunteers.

◆ **Defense Logistics Agency Positions.** New Cumberland Army Depot, PA, has nine authorizations for riggers. This is a 48-month tour of duty. Selection criteria is listed in Section V, Chapter 8, Table 8-4, AR 614-200. Documents required for these positions are DA Form 2a, DA Form 2-1, the last five NCOERs and the most recent official photograph.

For further information, contact SFC Roy C. Lewis, Airborne Proponency, at DSN 221-8237 or

(703) 325-8237 or E-mail to EPQMC@HOFFMAN-EMH1.ARMY.MIL.

West Point Teaching Assignments

The Department of Social Sciences at the US Military Academy (USMA) at West Point, NY, is looking for highly qualified company grade Reserve Officers' Training Corps, Officer Candidate School or USMA officers from Basic Year Groups 1989 to 1992 who are interested now or may have a future interest in civilian graduate study followed by a teaching assignment at West Point. The Department of Social Sciences educates cadets in political science (American and international) and economics. The department's selection process is exceptionally competitive and requires officers to express their interest early. It is never too early to begin the application process. Under consideration now are the applications of officers who might be available to start graduate study in the summer of 1997 or later. Officers available in the 1997 group must complete their applications, including reported GRE or GMAT scores, not later than 28 Feb 96. Selection criteria include branch qualification before beginning graduate school, demonstration of strong long-term military potential, and undergraduate or graduate records which indicate the ability to gain admission and successfully complete graduate study at a top American university. For more information, write the Department of Social Sciences, United States Military Academy, ATTN: Personnel Officer, West Point, New York 10996.

WARNET for Video 'Teletraining'

The US Army Training and Doctrine Command (TRADOC) is using new distance learning technologies in a pilot program called WARNET to support the readiness posture of III Corps at Fort Hood, TX.

WARNET will begin by using the Army's Teletraining Network to deliver televised maintenance training and support to soldiers at Fort Hood via satellite.

WARNET will start by testing "telemaintenance," a concept developed at the US Army Ordnance Center and School, Aberdeen Proving Ground, MD. Telemaintenance delivers hands-on maintenance training for new equipment and diagnostic methods to Army mechanics in III Corps units. Video teletraining systems

are located at Fort Hood and Aberdeen Proving Ground. Video teletraining will not replace all hands-on training, but video teletraining can be used for refresher and upgrade training.

Video teletraining has several advantages. They include reduced training costs because soldiers are not required to travel to Army schools. Since the satellite connection is available around the clock, classes can be scheduled when most convenient for a unit. Studies also have shown that students learn as well, and sometimes better, than students receiving training in a classroom.

Video teletraining has been used to support Army troops assigned to peacekeeping duties in the Sinai. Plans are underway to use video teletraining to support troops deployed to Bosnia.

Status of SARSS-O Training

The Logistics Training Department at the US Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA, has implemented the new three-week Standard Army Retail Supply System-Objective (SARSS-O) division/corps-level functional additional skill identifier (ASI) course. The first class is 8-26 Jan 96. The ASI for the graduates is expected soon. The course trains Quartermaster 92A (Automated Logistical Specialist) enlisted, 920B (Supply Systems Technician) warrant officer, Quartermaster officer and civilian personnel assigned or on orders for assignment at division and corps level where SARSS-2A and SARSS-2AC/2B software has been fielded or is scheduled for fielding. Be aware that school quotas to attend this course will be strictly controlled by Department of the Army, Quartermaster/Chemical branch at the US Army Total Personnel Command (PERSCOM). Therefore, all inquiries about selection for this course must be addressed to respective PERSCOM representatives.

PLL/TAMMS Training

As a result of a teleconference between the Deputy Chief of Staff for Logistics, US Army Combined Arms Support Command (USACASCOM), and US Army Quartermaster Center and School (USAQMC&S) in October 1995, the USAQMC&S conducted a study of Prescribed Load List/The Army Maintenance Management System (PLL/TAMMS) training. These questions were answered in response to the Army Chief of Staff's concerns about soldier training:

- *Do we need a separate military occupational specialty (MOS) for the repair parts specialist?*
- *If we need such an MOS, what must be done to make it happen?*
- *If we do not need a new MOS, what do we need to do to the current program of instruction (POI) for the 10-level 92A (Automated Logistical Specialist) course?*
- *What changes need to be made to leader training (Noncommissioned Officer (NCO) Education System Advanced NCO Course/Basic NCO Course) at the Quartermaster and Ordnance Schools?*
- *Do we need additional courses (troop schools) at installations?*

The following information summarizes the training initiatives/recommendations forwarded as the USAQMC&S response:

A separate MOS is not needed at this time. The "growth" cycle of 92A (Automated Logistical Specialist) should be allowed to mature. The process should be given 3 to 5 years before any major changes are considered for the MOS. However, the current 92A10 POI will need blocks of instruction added on the Unit Level Logistics System (ULLS)/SARSS-O interface, Tactical Unit Financial Management Information System (TUFMIS) as applied to consolidated PLLs, operation of a consolidated PLL, and supply support activity reconciliation procedures for unit PLLs. The USAQMC&S will work this with US Army Training and Doctrine Command (TRADOC). A review of leader training indicated additional training in PLL/TAMMS should be added to certain Basic NCO Course and Advanced NCO Course MOSs. A definite need exists for the troop schools and a standardized training package. The Development Center Lee training package for ULLS should continue to be funded to ensure standardization and distribution. An ULLS tutorial consisting of 48 modules will be fielded by May 1996. Finally, mobile training teams are an important element for training PLL and authorized stockage list in the units. These assets should be used for sustainment training after the fielding of SARSS-O and to train PLL personnel. The point of contact is LTC Frank W. Miller, Chief, Logistics Training Department, USAQMC&S, at DSN 687-3195 or (804) 734-3195.

Quartermasters Join Command Logistics Review Team (CLRT)

Soldiers from the USAQMC&S joined the Department of the Army Deputy Chief of Staff for Logistics (DA DCSLOG) CLRT, effective November 1995. Quartermaster professionals in Training Development/Standard Army Management Information Systems (STAMIS) sustainment training and also Combat Service Support Automation Management Office (CSSAMO) functions will accompany the DA DCSLOG CLRT to evaluate automation training. The CLRT will assess CSSAMO support to units and the quality of STAMIS sustainment training. The STAMISs under review are the Unit Level Logistics System (ULLS), Standard Army Maintenance System (SAMS), and the Standard Army Retail Supply System (SARSS). Other areas of interest will be the

training at troop schools as well as PLL and supply support activity operations.

Automation Training for CLOAC Quartermaster Officers

Quartermaster officers graduating from the Combined Logistics Officer Advanced Course (CLOAC) must be proficient in management skills for all supply management automation systems. Current manager-level instruction for Direct Support Unit Standard Supply System (DS4) and Standard Army Intermediate Level Supply System (SAILS) continues. CLOAC Phase I and Phase II (Quartermaster specific) provide ULLS instruction. Reserve Component officers attending the resident portion of the advanced course get ULLS instruction. Based on feedback from students who have gone to the field, logistics automation training during CLOAC Phase II (Quartermaster specific) is under revision. Logistics automation accounts for 36 percent of Phase II's total instructional time. Emphasis continues on computer laboratory time for students and hands-on training under instructors with technical expertise. Also, visits to various automated supply activities at Fort Bragg, NC, serve as a practical bridge from the CLOAC classroom to the field.

Redesign of logistics training for Quartermaster advanced course officers is near completion. The redesign will shift instructional resources from operator-level training to develop manager-level skills. Redesign of the SARSS-O is complete. Instruction now focuses on system capabilities and interpretation of manager-level data outputs. Also, a senior warrant officer who is a SARSS-O technical expert provides the instruction. Redesign of the Standard Property Book System-Revised (SPBS-R) will be completed soon.

Prime Vendor for Subsistence

The program for prime vendor delivery of subsistence is being accelerated. Current plans call for implementation throughout the continental US by the end of the fiscal year. The Department of the Army Deputy Chief of Staff for Logistics, Development Center Lee, and the Army Center of Excellence, Subsistence are jointly assisting installations in deployment. Under this new concept, a commercial distributor delivers subsistence directly to the dining facilities for garrison food service and to the Troop Issue Subsistence Activity for field feeding support. A reduction in inventory levels, use of commercial brand-name items, and timely deliveries have been cited as changes by installations in the Army test bed.

Army Food Program Family Reunion

The Army Center of Excellence, Subsistence (ACES) will host a "Family Reunion" on 29 Mar 96 for military and civilian personnel formerly assigned to the Army Food Program at the Office of the Deputy Chief of Staff for Logistics; the former Troop Support Agency; the former Subsistence and Food Service Department at the US Army Quartermaster Center and School; and the current ACES. Personnel will gather at Fort Lee, VA, for a day of briefings, tours of new facilities, and social activities. Tours for spouses are also planned. For more information, contact Emily J. Prior, Chief, Concepts, Systems and Policy Division, Operations Directorate, ACES, at (804) 765-3375 or DSN 539-3375.

The NATO Menu System

During the hot summer of 1995, the ACES with the Soldier Systems Command, Natick Research Development and Engineering Center Army Joint Technical Service representative developed a new A-Ration menu system for the wide variety of culturally and ethnically diverse populations within the North Atlantic Treaty Organization (NATO), the US and all other allied members. This menu was specifically designed for any NATO operation when any member nation might accept the responsibility for food. Although the menu has been designed to support NATO forces, the broad variety of the menu choices can support most United Nations operations.

The NATO menu system gives commanders three options for feeding personnel under different tactical/operational environments in either field feeding sites or in a dining facility: (1) fresh A-Rations, (2) canned/dehydrated rations, and (3) prepared heat and serve rations. The 10-day menus and accompanying recipes are in one document. The responsible nation, through the Joint Logistics Operations Center, will provide enhancements to the combat ration, such as UHT (long shelf life) milk, pouch bread, and hardy fruits.

Most recipes in this menu were taken from the US Department of Defense, Armed Forces Recipe Service. The rest of the recipes were submitted by other NATO nations or were tailored from commercial product instructions.

When developing the menus, many factors were considered. Factors include nutrition and dietary concerns; availability of food items; cost; limitations due to personnel, facilities, time and equipment, and logistics and supply constraints. General acceptability of the menu is based on a wide variety of factors that include texture, color, flavor, variety, and cul-

tural and ethnic backgrounds. The following are examples of a fresh A-Ration breakfast and a lunch/dinner menu

Sample Breakfast Menu: vegetable juice, eggs to order, creamed beef (assorted cheeses may be substituted for any meat item on the menu), baked beans, stewed tomatoes, assorted dry cereals, baking powder/tea biscuits, assorted breads, low fat (1 percent) UHT milk, coffee, tea, cocoa, grape jelly, strawberry jam, honey, peanut butter, sugar and nondairy creamer.

Sample Lunch/Dinner Menu: beef barley soup, soda crackers, jaegerschnitzel, boiled pasta (noodles), brown gravy, mixed vegetables, lettuce and tomato salad, assorted salad dressings, assorted breads, margarine, apple crisp and canned pineapple, low fat (1 percent) UHT milk, coffee, tea, iced tea, sugar, nondairy creamer, salt, pepper and hot sauce.

Included in the menu are instructions for ordering rations using a NATO menu requisition form. The form requires the number of servings for each meal, plus the number of servings of bread, milk, paper products and ice. Currently, the menu is being coordinated with member nations and the Army Office of The Surgeon General.

Subject Matter Expert Exchange

The USAQMC&S and the USACASCOM participated in a Subject Matter Expert Exchange with the Quartermaster School of the Japan Ground Self-Defense Force (JGSDF), 13-16 Nov 95, in Matsudo, Japan. The exchange consisted of briefings by the US and Japanese Quartermasters on officer and enlisted training, supply management, peacekeeping operations, Force XXI, modularity, Force Provider, and research and development initiatives. The exchange also included tours of the Quartermaster School and Quartermaster Depot in Matsudo.

The Japanese Quartermasters showed interest in the US Army Battlefield Distribution System and the Quartermaster Force XXI modular unit design. The US Quartermasters from the USAQMC&S and USACASCOM were particularly interested in the JGSDF's parachutes with the deployment bags attached to the parachute instead of the static line. The exchange was very successful in enhancing bilateral relations between the JGSDF and the US Army, and both parties look forward to additional exchanges between the two Quartermaster Schools.

Instructor of the Year

SFC Perry Clark, an instructor at the Noncommissioned Officer Academy, is the 1995 Instructor of

the Year for the USAQMC&S, Fort Lee, VA. SFC Phyllip E. Harris, an instructor at the ACES, is the Instructor of the Year first runner-up. SSG Rodney Dunson from the Noncommissioned Officer Academy is the Instructor of the Year second runner-up. These instructors will also compete in the appropriate categories for the TRADOC Instructor of the Year competitions.

New NCO Academy Update

The 36 small group classrooms and the 6 large automation laboratories at the new NCO Academy training building at Fort Lee, VA, are fully operational, effective 2 Jan 96. Both Advanced NCO Course (ANCOC) and Basic NCO Course (BNCOC) classes will be taught in the new \$5.7 million facility with a total of 58,000 square feet, including a 270-seat auditorium. A new library in the academy building supports the 16 MOSs that have 586 different lesson plans. The NCO Academy facilities are built on 5.8 acres of land which includes ANCOC and BNCOC billet space for 656 students. All students arriving during FY96 will reside at Fort Lee.

HAZMAT and Purchase Cards

A Navy publication recently highlighted a major concern of procurement and environmental officials about purchases of hazardous materials (HAZMAT) using a purchase card (formerly known as a credit card). Items defined as "environmentally preferred" or "green" may still require a materiel safety data sheet (MSDS) the same way a hazardous item does. It is a violation of federal regulation (29 CFR Section 1919.1200) to purchase any item that requires submitting an MSDS with a purchase card, such as the Government Services Administration's IMPAC card. Even if legal, most installation commanders and environmental officials would probably question loosely controlled purchases of chemicals and other HAZMAT with purchase cards and transportation of HAZMAT onto the installation without benefit of record keeping by the supply system. The solution to potential HAZMAT purchase problems is the supply officer who requisitions through the federal supply system to meet all legal requirements by the supply center managing that item.

The Defense Supply Center in Richmond, VA (formerly Defense General Supply Center) can help. The center (SOS code S9G) manages federal supply group 68 which includes hazardous as well as an increasing number of environmentally oriented chemicals. The center contributed most of the items in the new Defense Logistics Agency (DLA) Environmental Prod-

ucts Catalog. The catalog has almost 500 national stock number items, and most are available directly from the vendor to speed up shipments and reduce shelf-life problems. The Defense Supply Center makes its catalogs available electronically as well as in hard copy. With access to the Internet, see the Defense Supply Center's home page at <http://www.dgsc.dla.mil> and actually place requisitions for DLA while on line.

The Environmental Products Catalog also is available on the Environmental Protection Agency's (EPA's) "EnviroSense" electronic BBS. Call Lou Paley at EPA at (202) 260-4640 to get a password. For technical questions about the Defense Supply Center's products, call Clifford Myers, chemist, at (804) 279-3995 or the Hazardous Technical Information Service at (800) 848-4847 or (804) 279-5168. For questions about commodities managed by the Defense Supply Center or to place on order, call (800) 352-2852 or (804) 279-5699 or DSN 695-5699.

Nominations for Quartermaster Honors

It's time to start putting together nomination packets for Quartermaster soldiers, civilians and units that deserve induction into the Quartermaster Hall of Fame or recognition as a Distinguished Member of the Regiment (DMOR) or Distinguished Unit of the Regiment (DUOR). Induction into the Quartermaster Hall of Fame is the highest honor that the Regiment bestows upon a former Quartermaster. The DMOR program recognizes current or former Quartermasters who have made significant contributions to the Regiment. The DUOR program recognizes and commemorates current or former Quartermaster units that have represented the Regiment with honor and distinction.

If you know of a particular soldier or unit that deserves nomination for these Quartermaster Regiment awards, take the time to create a quality nomination packet and submit it to the address listed **before 1 May 96**. Refer any questions or requests for further information about the Quartermaster Hall of Fame, DMOR or DUOR to CPT Phil Faieta at (804) 734-4333 or DSN 687-4333 or FAX (804) 734-3096.

1996 Regimental Honors Milestones

- 1 May 1996—All nominations for Quartermaster Hall of Fame, DMOR and DUOR must be submitted.
- June 1996—The Quartermaster General will determine and convene the selection board.
- October 1996—The induction ceremony now will be held in conjunction with the regimental celebrations.

Nomination Process.

All Hall of Fame candidates must be retired from service for five years before being eligible for consideration. Candidates may be either military or civilian personnel who have made lasting, significant contributions to the Quartermaster Corps during their careers. All Quartermaster general officers, senior executive service personnel, warrant officers reaching the rank of CW5, and noncommissioned officers serving as command sergeant majors of general officer commands are automatically nominated as DMOR.

Nomination packets should consist of the following items:

- One- or two-page biography of the nominee to include date and place of birth and educational background, source of commission/entry to civil service, awards and commendations, and family members.
- Narrative of significant contributions.
- 8x10 photograph.
- Supporting documentation.

Submit packets to the US ARMY QUARTERMASTER CENTER AND SCHOOL, ATTN ATSM OQMG R REGIMENTAL ADJUTANT, 1201 22D STREET, FORT LEE VA 23801-1601.

TRADOC Offers Safety ROADMAP

The US Army Training and Doctrine Command's (TRADOC's) safety office has developed a safety ROADMAP to help safety managers throughout the command implement force protection programs exactly when needed. The ROADMAP integrates accident prevention programs into military operations. Like a fire support matrix, the basis for the ROADMAP is a chart based on a calendar.

Use of the ROADMAP is voluntary for post safety managers. However, the TRADOC safety office will prepare plans and materials for major events and critical time periods to assist safety officers with implementing local programs. Information supplements, references and other material will be included in the plan. Most safety offices have the information on hand to help carry out safety programs, but in the rush of daily business it may be overlooked. TRADOC's safety ROADMAP is a way to get that information in front of managers and put that information on an operational basis. The point of contact at TRADOC for the ROADMAP is Dwight McLemore at DSN 680-2137.

Directory – Points of Contact

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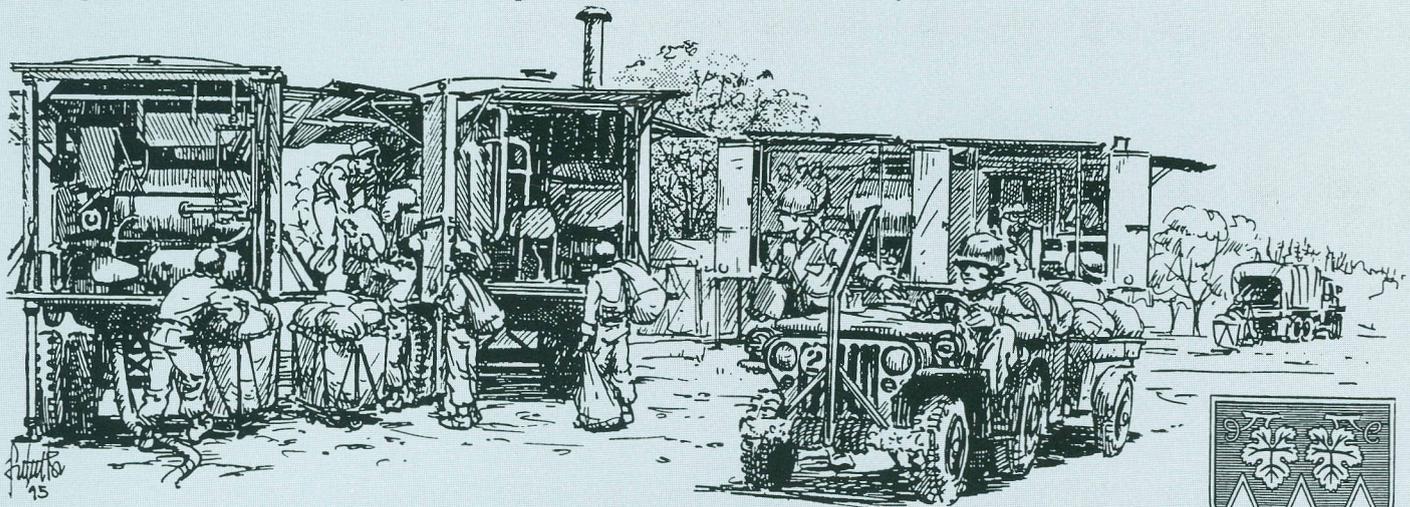
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A 60th Quartermaster Battalion Laundry Point in operation in Northern France, February 1945.



13th Corps Support Battalion



Constituted 13 January 1941 in the Regular Army as the 60th Quartermaster Battalion.

Activated 25 May 1942 at Camp Claiborne, Louisiana (organic elements activated 1 June 1941 - 21 April 1942 at various stations).

Battalion broken up 10 March 1944 and its elements reorganized as follows:

Headquarters and Headquarters Detachment as Headquarters and Headquarters Detachment, 60th Quartermaster Battalion.

Companies A, B, C, and D as the 421st, 422d, 423d, and 424th Quartermaster Laundry Companies, respectively (hereafter separate lineages).

Headquarters and Headquarters Detachment, 60th Quartermaster Battalion reorganized and redesignated 24 March 1946 as Headquarters and Headquarters Detachment, 60th Quartermaster Battalion, Mobile.

Converted and redesignated 1 August 1946 as Headquarters and Headquarters Detachment, 60th Transportation Corps Truck Battalion.

Converted and redesignated 1 February 1947 as Headquarters and Headquarters Detachment, 60th Quartermaster Battalion.

Inactivated 20 June 1948 in England.

Redesignated 18 November 1948 as Headquarters and Headquarters Detachment, 13th Quartermaster Battalion.

Activated 4 January 1949 at Camp Lee, Virginia.

Reorganized and redesignated 1 July 1962 as the 13th Quartermaster Battalion (organic elements constituted 25 May 1962 and activated 1 July 1962 in Korea).

Redesignated 1 June 1966 as the 13th Supply and Service Battalion.

Redesignated 16 October 1992 as 13th Corps Support Battalion.

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