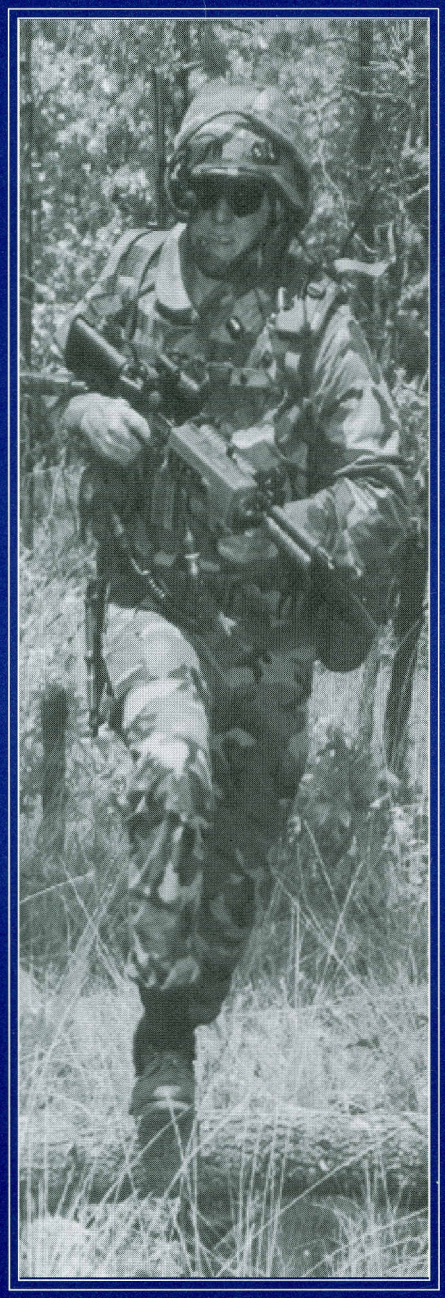
Quartermaster

PROFESSIONAL BULLETIN

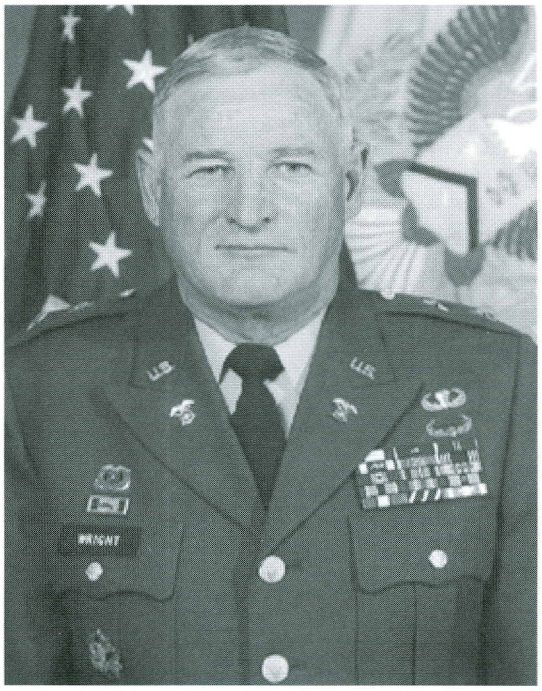
WINTER 1998 PB-10-98-4

WARFIGHTERS' LOGISTICIAN



The Legacy of Army Values

From The Quartermaster General



Major General James M. Wright

I hope the welcoming of 1999 was rewarding for all my fellow Quartermasters and their families. Certainly, 1998 was a GREAT year for the Quartermaster Corps. Two general officers, 365 officers, 72 warrant officers, and 5,062 noncommissioned officers (NCOs) were selected for promotion in 1998. Also, the US Army Quartermaster Center and School at Fort Lee, VA, trained more than 20,000 Warfighters' Logisticians. Quartermasters have the second largest Army training center in terms of the numbers of students per year. The average daily student load is more than 3,540 soldier-students.

We currently have many Quartermaster soldiers deploying worldwide to support many tactical and humanitarian efforts. In particular, I would like to express my wholehearted gratitude to those soldiers who deployed to Central America in support of humanitarian relief after Hurricane Mitch. The citizens of the United States and the people of Central America appreciate your work.

During the next 12 months, I intend to spend quite a bit of my time traveling to units worldwide. I plan on visiting Korea, Europe, Panama, Central America and many units based in the continential United States. Without exception, I want to see our quality Quartermaster soldiers with quality leaders supporting the best combat force in the world.

I am honored to serve as your Quartermaster General. As I look at the soldiers coming through the training base and in units in the field, I am encouraged that the Corps has never been in better shape. Great commanders, great NCO leaders, great soldiers and civilians are committed to our mission - life cycle management of the American soldier. Most impressive, though, is the look in the soldiers' eyes and that almost fearful, bodacious, unbeatable and inspiring spirit that comes leaping out like a laser, telling me that there is no job we can't do, no challenge too great, no burden too heavy for a Quartermaster soldier. God, they are magnificent. Let's keep 'em that way. Hooah!!!

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

Quartermaster
PROFESSIONAL BULLETIN

The Quartermaster General
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Warfighters' Logistician

2 **Quartermaster Senior NCOs Come Home To Plan Future**
Command Sergeant Major Larry W. Gammon

4 **Quartermaster Heritage and Values**
McNamara Supply Gallery Named for Logistics Legend
Orientation Tour Expands Eligibility

6 **Professional Dialogue**
Formulas for Success - A Primer for New Lieutenants
CPT Kevin Bobbitt

10 **Technician's Toolbox - The 2.5% Dilemma**
CW3 Antonio Ocasio

11 **Adapting the CSS Command and Control System to Peacekeeping in Bosnia**
MAJ Burt D. Moore

15 **Adapting Logistics To Support Peacekeeping Operations**
LT J. Riley Parker

18 **Combat Service Support Focus on Defense at the JRTC**
MAJ Lisa A. Latessa

22 **Map Distribution Into the 21st Century**
CPT Ahmed A. Al-Hinai
CPT Christopher R. Meyer
LT Brett F. Gordon
CPT R. Jeff Meeks
CPT David R. Shannon
LT Jonathan F. Saulnier

26 **Dieulouard Bridgehead Battle Analysis**
MAJ Stephen J. Mariano

30 **Fallen Comrades: Mortuary Affairs in the US Army**
CPT Arnd Frie
CPT Gerard L. McCool
CPT Benett Sunds
CPT Garth Yarnall
CPT Jamie Kiessling
CPT Thomas Moody
CPT Robert Uppena

36 **Safety Saves Soldiers**
40 **Civilian Supply and Services Personnel**
42 **Career News**
50 **Quartermaster Update**
52 **Directory**

FRONT COVER: Martha B. Guzman, editorial assistant for the *Quartermaster Professional Bulletin*, completed the front cover with representative photographs from articles in this edition.

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

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Quartermaster Senior NCOs Come Home To Plan Future

Command Sergeant Major Larry W. Gammon

Our fourth annual Quartermaster Sergeants Major Conference focused on a "Welcome Home" theme when sergeants major from around the world came to Fort Lee, VA, for a week in October. The conference at the Home of the Quartermaster Corps brought together a variety of Quartermaster senior leaders to discuss issues affecting Active Component (AC) and Reserve Component (RC) soldiers.

All discussions of noncommissioned officer (NCO) issues had to include the communication process and all the information available to NCOs today. NCOs are distracted by a lot of things and my question to the attendees was "How much have we really changed?" Many things we did in the beginning of the NCO Corps - such as communicating with soldiers, taking care of soldiers and enforcing standards - are still true today more than 200 years later.

Taking Care of Soldiers

With all the technology, electronic mail, FAXes and cellular phones, we sometimes get distracted from our core mission that always has been taking care of soldiers and running the day-to-day business of an organization. That NCO role has not changed, and many of the sergeants major attending the conference agreed with me. What NCOs must do is separate the information that comes to them. Twenty years ago, we did all right. The information that did flow was information that was really pertinent. The question for NCOs today is "What do we need to know and stay focused while still taking care of soldiers?"

During the conference at the US Army Quartermaster Center and School, the NCOs divided into small groups to discuss issues affecting soldiers in the field. The groups addressed these six areas: initial entry training, NCO Education System, quality of life, the multifunctional NCO, communication in the field and Army values.

Army Values

The discussion of Army values showed how the Quartermaster Corps has taken the seven virtues (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage) to heart. Emphasizing basic Army values is very important because we want our units to have the best soldiers. We take new soldiers through rites of passage before they earn the Quartermaster Regimental Crest. Army Values are embedded in the rites of passage: they go hand in hand. We have saturated the soldiers with Army values at the schoolhouse, and the units are realizing the results of that training. For example, new soldiers in the Corps' History, Traditions and Values program go to the Quartermaster Museum, get a better understanding of those who have come before them, and see how important the Quartermaster is to the Army.

Representing the Reserve Component

When we talk Quartermaster, we are talking one Army. To enhance the relationship between Quartermasters in the AC and RC, this conference made a point of ensuring the RC was represented.

We talk more and more with the RC soldiers, and we are getting better and better at doing that. We acknowledge the differences between the AC, the US Army Reserve and the Army National Guard. By improving our communication, we can help each other along the way. That is very important because 58 percent of the Quartermaster Corps is in the RC. It is

(Continued on Page 3)

(Continued from Page 2)

critical that we bring RC soldiers on line and keep them informed, especially because the RC plays a major role in deployment. In addition, the operational tempo has increased for Quartermaster units, most notably for the petroleum and water units.

The 1998 Quartermaster Sergeants Major Conference had five representatives addressing issues from equipment to training that were specific to the RC. The biggest problem with the training base in the RC is equipment. With a trickle-down effect, the RC usually does not have the newer equipment. We train on the most modern equipment, but equipment arrives at the training base late in the process. We are trying to change that.

Keeping Up With Technology

Keeping up with technology and shaping personnel management were two of the training issues discussed at the conference. We are on the verge of changing how we conduct training at the training base. It is an ongoing process. One example of using the latest technology for training is Distance Learning. The many questions about Distance Learning included "What does it mean? Where are we going with it? How will we use it? What medium will we use?" These are just a few of the senior NCOs' basic questions still unanswered for this particular subject. Right now, it is discovery learning.

The senior NCOs also discussed the quality of troops arriving in units after initial training. Senior NCOs in the field had many great comments about the quality of soldiers coming from the schoolhouse. The soldiers in the training process now earn their privileges, such as an off-post pass, by being outstanding soldiers with above-average grades in the classroom, excellent physical training scores, and rating above-the-rest when it comes to inspections.

The best part of the conference was bringing in the senior NCOs and updating them on what we are doing at the Home of the Quartermaster Corps. E-mail sent all conference results to the attendees so they can download the information and use it to train with their soldiers. - *SFC Lisa Slappy, Noncommissioned Officer in Charge, Public Affairs Office, Fort Lee, VA, interviewed CSM Larry W. Gammon for this article.*

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

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Heritage and Values

McNamara Supply Gallery Named for Logistics Legend

Today's soldiers will be learning from a logistics legend at the US Army Quartermaster Museum's new McNamara Supply Gallery. Retired Lieutenant General Andrew T. McNamara unveiled a marker with his likeness on it for the gallery's dedication in October. The marker will stand as a lasting tribute to his contributions to the Corps, as well as a greeting to those who tour the new gallery to learn about the Quartermaster supply mission.

Lieutenant General McNamara said that he wants "the people who come to visit the gallery to learn from and about the past. Remembering the past is a great step toward the future." He said the gallery would explain the challenges of the past and point toward areas of potential growth for the future, especially technology, "our finest step forward." The McNamara Supply Gallery will include a centerpiece video and audio wall. Completion of the gallery is expected for Quartermaster Regimental Week in June.

Retired Lieutenant General Andrew T. McNamara and Major General James M. Wright look at a photograph album, a gift from the school depicting the honoree's life.

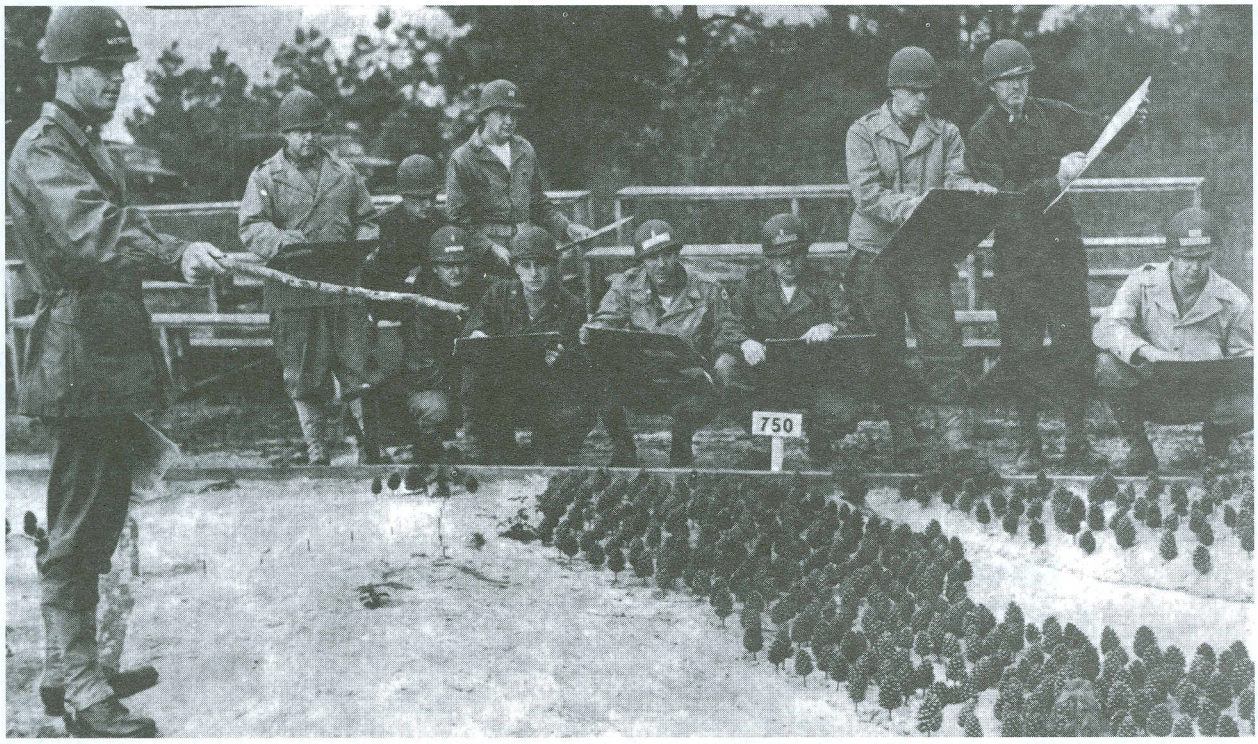
Museum A Teaching Facility

The museum is a part of the school and a critical teaching facility for The Quartermaster General's heritage and values training at the US Army Quartermaster Center and School, Fort Lee, VA. For example, the advanced individual trainees at Fort Lee complete a three-part program at the museum that ends with a Rites of Passage Ceremony formally bringing them into the Quartermaster Corps.

Eventually, the museum will have 11 galleries. The Quartermaster's role will be highlighted by historical examples in visual and audio presentations on the latest multimedia equipment. In the McNamara Supply Gallery, a variety of exhibits such as a World War II DUKW amphibious supply vehicle will emphasize the importance of supply in military missions.

A 93-year-old Quartermaster pioneer, Lieutenant General McNamara began his career at the United States Military Academy at West Point, graduating in 1928. After assignments with the Infantry, he transferred to the Quartermaster Corps in 1937 and served in a variety of positions before World War II. During the war, he served as the Chief Quartermaster of II Corps during the invasion of North Africa. In 1943, he was brought to England to serve as chief Quartermaster for the American First Army. He planned and supervised the Quartermaster activities supporting the Normandy invasion and throughout the rest of the war. He also directed Quartermaster activities for First Army's 12 combat divisions.

Following World War II, he served in several key Army staff positions. In April 1957, he was appointed by President Dwight D. Eisenhower to be the Quartermaster General, a position he held until 1961. In that year, he was named the first director of the newly established Defense Supply Agency, later named the Defense Logistics Agency. Lieutenant General McNamara was director until his retirement in June 1964. He was characterized as a passionate Quartermaster, a caring leader and a great soldier at the Quartermaster Museum's dedication ceremony.



With a terrain model that used pine cones for trees, students in the officer basic course during World War II practiced what today's Quartermasters call a 'rock drill' outdoors.

Orientation Tour Expands Eligibility

Traditionally, the US Army Quartermaster Center and School hosts a daylong tour to show what goes on in the schoolhouse and how training continues a proud military heritage. Now the quarterly program is open to anyone interested in the Quartermaster Corps, as well as all spouses and soldiers newly assigned to Fort Lee, VA.

Why do we have this program?

"We want to give folks who are not directly involved with the school the opportunity to see what we do and how we do it," said Major General James M. Wright. "I would like them to take away an understanding of the soldier's training process and an appreciation of the emphasis that Army Values and the Quartermaster Rites of Passage ceremony play in developing the soldiers."

Generally, participants are treated as VIPs, getting introduced to the staff department heads and receiving a packet of information to take home. The Quartermaster General presents his modified command briefing to explain the types of courses and the school's overall mission. Participants also view a video about Quartermasters and visit Quartermaster-related sites on Fort Lee.

"A lot of people have no idea what goes on here," said Dr. Steven E. Anders, Quartermaster Corps Historian who usually spends a tour day crisscrossing the post and sharing historical facts and photographs about the installation.

After the historical information, the visitors get to compare the past to the present methods of instruction. For example, sometimes the tour group goes to a dining facility to watch the cooks prepare a meal or to the "field" to observe the advanced individual training soldiers actually doing what they have learned. After the firsthand look at training, participants visit the US Army Quartermaster Museum to experience some of the Army Values that soldiers reinforce while learning military tactical and technical skills.

How can I reserve a spot on the tour?

Telephone Dee Schrum, Quartermaster Executive Services, at (804) 734-3687 or DSN 697-3687.

Professional Dialogue

Formulas for Success - A Primer for New Lieutenants

CPT Kevin Bobbitt

The United States Army is an incredible organization - its capabilities almost beyond the grasp of any except its defeated enemies. People of intense motivation are the driving force behind the Army's immense potential. Unfortunately, motivated new lieutenants often find themselves seeking direction independently in spite of the Army's outstanding counseling system. To these young officers and their potential counselors, I offer the following formulas for consideration:

Standards
+ Competence
= Credibility

Credibility
x Initiative
= Success

Standards

Standards are the cornerstone of everything we do in the Army. In general, three kinds of standards are important to us: individual, organizational and Army standards. Every soldier has an obligation to be aware of and adhere to organizational and Army standards. While these are important, developing strong

standards of individual performance and conduct is probably the most essential part of becoming a successful lieutenant. The following is a list of some obvious areas in which your boss will hopefully expect you to establish standards of your own:

- ✓ Appearance
- ✓ Conduct (Personal and Professional)
- ✓ Correspondence (Spelling, Grammar, Format)
- ✓ Physical Fitness
- ✓ Precombat Checks
- ✓ Suspenses
- ✓ Timeliness

Appearance

First impressions are lasting impressions. Your soldiers and your boss get an immediate feel for who you are and how you work by the neatness of your appearance. All soldiers will eventually rise (or fall) to follow your example. Keep your hair cut to regulation, your uniform pressed and your boots polished. A sharp-looking soldier inspires confidence even if his abilities have not been tested.

Conduct

Like it or not, leaders of all ranks do live in glass houses. You have an obligation as a professional officer to be the fiercest advocate of Army values. Your standards of professional conduct should encompass all of the factors listed in this section, from appearance to timeliness. Off-duty, virtue should be your watchword. This does not mean that you cannot have fun, but carefully place limits on the activities you pursue. Beware of too much socialization with your troops outside the workplace! Conduct has perhaps the greatest weight in determining your overall credibility with peers and superiors.

Correspondence

Show off your communication skills and ability to think logically when composing military correspondence. As a lieutenant, correspondence is a rare opportunity to demonstrate these skills directly to your battalion commander. Using poor spelling and grammar reflects directly upon your professionalism and immediately casts doubt on the validity of the information that you present. Refer to AR 25-50 (Preparing and Managing Correspondence) for detailed instruction on proper formatting for military correspondence. When formatting a document, attention to detail is a must. Keep your written messages straightforward and simple: they are more likely to get read.

Physical Fitness

The importance of physical fitness cannot be overstated, but the culture of your organization will determine the emphasis it receives. Just as important (and maybe more so) as the impression your fitness makes on your superiors is the impression that it makes on your soldiers. Your troops will never forget how you performed on your first day of physical training (PT) with them. Leading during PT is truly leadership from the front. A heathy lifestyle will be reflected in your appearance. Besides, an overweight officer is a detriment to any unit. A great side effect of being fit is that it improves your ability to cope with stress.

Precombat Checks

Precombat checks are your insurance against Murphy's Law. Hold meetings at the platoon level to verify coordination and conduct backbriefs. At least 24 hours before beginning a mission, check your leaders and spot-check individual soldiers. Never wait until "showtime" to do your first inspections.

Suspenses

Most projects given to you will include a suspense by which you must complete the task. Begin work by backward planning your course of action based on the given suspense date. Notify your boss immediately if you foresee any difficulty in meeting the suspense. Never surprise superiors by missing a suspense without warning. This will get you, and maybe them, into trouble.

Timeliness

When you are supposed to be somewhere at a designated time, do not be late. Tardiness is unprofessional and speaks poorly of your reliability, whether to superiors or subordinates.

Competence

Competence is a vehicle fueled in part by your standards. Critique your own strengths and weaknesses so you can capitalize on them effectively. Seek

opportunities to work on your weak areas. Junior officers must develop competence in numerous disciplines to become effective senior leaders. Here are just a few of the many areas in which you will need to be competent:

- ✓ Accountability
- ✓ Briefing Techniques
- ✓ Communication
- ✓ Computer Literacy
- ✓ Maintenance
- ✓ Tactical and Technical Skills
- ✓ Timeliness

Accountability

Accountability should be one of your watchwords. Concern yourself primarily with your personnel and equipment. Being accountable means more than knowing where to locate your HMMWV and its driver. It means knowing the status of maintenance on that vehicle, if its services are current and the status of parts on order. It means working to ensure your driver receives his award and is paid at the correct grade.

Briefing Techniques

Briefing groups of people, usually superiors, is a fact of military life. If you are not comfortable with public speaking, seek out opportunities to improve yourself. Sometimes, "opportunities" will be thrust upon you with little notice. Remain aware of circumstances around you so that you can confidently speak "off the cuff." When questioned about the topics that you brief, avoid the temptation to answer inaccurately. If you do not have a correct or complete answer, tell the questioners that you will provide them with the information at a later time (and then do so).

Communication

Good communication skills are imperative for a competent officer. Unfortunately, most of us are poor communicators. Effective communication usually requires continual, conscious effort. Followup to ensure your message is received as intended. Communicate orally (face-to-face or telephonically) when possible, as this is the most effective means to accurately pass information with its associated intent intact. When communicating in written form, follow the guidelines for military correspondence. Electronic mail, for all its benefits, snares many people into poor communication practices. Hearsay and speculation often pass for fact when messages are widely broadcast to recipients who may not read them thoroughly. Do not fall into the "an action passed is an action completed" trap that E-mail presents. You are responsible for ensuring that information is passed and received in a timely manner and fully understood by its entire audience.

Computer Literacy

You can achieve little without at least a basic knowledge of the Army's most commonly used software, Microsoft Office. In fact, you might even be a liability to your unit if you do not have such skills. For any number of purposes, you will frequently find yourself producing slides, memoranda and spreadsheets. If you do not already know how to accomplish these tasks, take it upon yourself to learn without being directed to do so.

Maintenance

Total readiness is the goal of any unit maintenance program and one your most important duties is to enforce that program. Know your vehicles, their capabilities and their limitations. More importantly, know the condition of your vehicles, when services are due, when oil samples are due, if needed parts have been ordered and the status of any requisitions.

Tactical Skills

Depending on your branch and the type of unit to which you are assigned, you will have more or less opportunity to hone your tactical skills. Regardless, you must become a student of any doctrine that applies to your unit. Logisticians will find it particularly important to focus on skills directed at deployment and force protection.

Technical Skills

As with tactics, your branch will determine the technical skills that you must master. Learn the capabilities of the systems you employ, whether they are weapons systems or logistics systems. Staff positions often present the best opportunities to broaden your knowledge of the technical aspects of your branch. Experience in a support operations section is probably the best way to build logistics-specific skills. Few other staff sections will present you with the opportunity to plan and work with the full range of your unit's logistics capabilities.

Timeliness

Again, timeliness speaks as much about your competence as it does your reliability. Do not take this lightly.

Credibility

Establishing credibility should be your first career goal. You gain it with your subordinates, peers and superiors from consistently demonstrating high standards and competence. Your reward for hard work will be the highest professional respect.

Initiative

You must be your own driving force. Take your responsibilities seriously and execute them without having to be told more than once. Consider tasks as challenges, acting upon them with vigor and imagination.

Success

Each of us hopes that the "endstate" of our career will be "success." Although we each have different criteria for this success, it is surely accomplished one day at a time by working hard and smart, exceeding standards and accomplishing missions. Evaluate yourself honestly each day because the people you work with surely will. The advice given here, if followed, will set you on the path to success.

CPT Kevin Bobbitt is Commander, 612th Quartermaster Company (Aerial Supply), Fort Bragg, North Carolina. He has a bachelor of science degree in computer information systems from Arkansas State University. His military education includes Infantry Officer Basic Course, Airborne School, Air Assault School, Combined Logistics Officer Advanced Course, Petroleum Officer Course, Aerial Delivery and Materiel Officer Course and Support Operations Phase I Course. His previous military assignments include TOW Platoon Leader, 1/27th Infantry Battalion (Light), 25th Infantry Division (Light); Brigade Assistant S3, 3d Infantry Brigade (Light), 25th Infantry Division (Light); Ammunition Officer, 524th Corps Support Battalion; and Battalion S3, 530th Supply and Service Battalion (Airborne).

Technician's Toolbox - The 2.5% Dilemma

CW3 Antonio Ocasio

Inventory Adjustment Reports (IARs) result from the posting of physical inventories to the Stock Record Account (SRA) with an extended dollar value of $50.00 or greater. The IARs are also generated when the items inventoried are sensitive, regardless of extended dollar value. Individual line items that are sensitive or have an extended dollar value of $500.00 or greater require causative research to determine the reason for the variance. A narrative of this research is attached to the IAR for each item researched. The Standard Army Retail Supply System-Level 1 (SARSS-1) system maintains a running total of the cumulative dollar gains and losses. Completed IARs are then forwarded through command channels for approval at appropriate levels and returned for filing.

Approval Authority

The IAR approval authority is based on certain dollar thresholds. When the cumulative dollar value of the IAR gains and losses is less than 2.5% of the requisitioning objective (RO), the following dollar value approval authority applies:

- Less than $2,500.00 - Accountable Officer appointing authority.
- $2,500.00 to $10,000.00 - Accountable Officer appointing authority if the rank is lieutenant colonel or above.
- $10,000.00 and above - Accountable Officer appointing authority if the rank is colonel or above or assigned to a position authorized the rank of colonel or above.

On the last day of the first month of the new fiscal year, the dollar value of the RO of the entire Authorized Stockage List (ASL) is multiplied by 2.5%. The resulting figure is retained by the system and printed on each IAR. When the running total of cumulative gains and losses exceeds the 2.5% figure, all subsequent IARs default to the $10,000.00 and above signature level.

The 2.5% rule has remained unchanged or has been tightened while the supply system (functional systems as well as operational procedures) evolved significantly around the 2.5% rule.

One Example

Historically, most lines stocked at the level of the supply support activity (SSA) have been ASL. This justified the use of the 2.5% formula as a valid gauge and IAR monitoring tool. The fielding of the SARSS-1 system has refuted this formula as a valid tool. Fringe assets (Nonstockage List) are no longer routinely turned in to the wholesale system, but instead are retained on hand for potential redistribution within the Routing Identifier Code (RIC) Geographical Area (GEO). This method is a significant cost saver and reduces the need to pay full Arms Monthly Data File price by ordering parts from wholesale.

The 2.5% rule was never adjusted to account for managing additional assets. This clearly refutes the 2.5% formula, does not reflect its original intent, and ties up the accountable officer with resource-intensive causative research requirements.

No longer effective or practical, the 2.5% rule should be stricken from AR 735-5 (Policies and Procedures for Property Accountability) and DA Pamphlet 710-2-2 (Supply Support Activity System Manual Procedures). In the interim, this requirement should be waived pending the submission and approval of a DA Form 2028 (Recommended Changes to Publications and Blank Forms).

Recommendation

Submit a request for exception to policy to set aside the 2.5% rule and return IAR signature authority to normal levels according to AR 735-5, paragraph 14-28i. Request that this exception remain in effect pending submission and approval of changes to AR 735-5 and DA Pamphlet 710-2-2.

CW3 Antonio Ocasio, Project Officer for the Quartermaster School Model Warehouse project, is an Instructor/Writer for the Warrant Officer Division, Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

Adapting the CSS Command and Control System to Peacekeeping in Bosnia

MAJ Burt D. Moore

EDITOR'S NOTE: This is Part I of two articles about the first operational use of the Combat Service Support Command and Control System by Army logisticians anywhere in the world. This combat service support system is one of five components that make up the Army Tactical Command and Control System, one of the Army's Force XXI plans to provide an electronic decision support tool for fast, accurate logistics information.

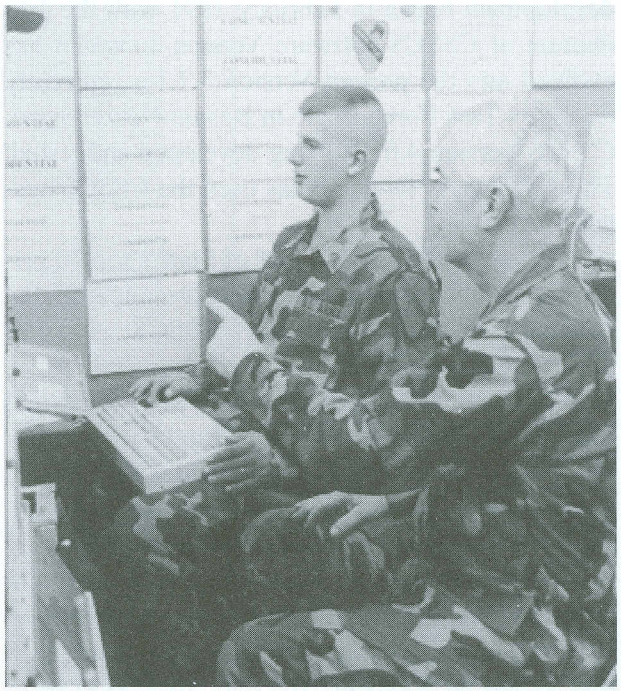
Tuzla, Main - 31 Oct 98

Leaning forward in the saddle to spearhead innovative ideas is nothing new to the 1st Cavalry Division (Forward). The division's current pioneering effort focuses on adapting the Combat Service Support Command and Control System (CSSCS) to a peacekeeping role in Bosnia-Herzegovina.

CSSCS is one of five components in the Army Tactical Command and Control System (ATCCS) - one of the Army's Force XXI initiatives. ATCCS provides an electronic, or digitized, tool designed to meet the commander's need for fast, accurate logistics information on today's dynamic and rapidly changing battlefield.

The beauty of CSSCS, at least in concept, is that it tracks critical items designated by the commander. While Standard Army Management Information System (STAMIS) data takes weeks to percolate to staff decision-makers, CSSCS takes a matter of hours. As the system accumulates real-time data, either by manual input or from STAMIS feeds for critical items, the commander can acquire a near real-time picture, within a matter of hours, of those critical items. Combine that visibility with the course-of-action analysis that is a significant feature of CSSCS, and the commander gets a good picture of his organization's capabilities - otherwise known in the military as logistics battlefield situational awareness.

The 1st Cavalry Division anticipates using the CSSCS information in its area of operation to track Class I (rations) and water, Class II (general supplies), Class III (petroleum, oils and lubricants or POL), V (ammunition), VII (major end items) and Class IX (repair parts). The 1st Cavalry Division wants to configure the CSSCS so that division logisticians have visibility of all critical, command-directed logistical assets, tracked by all its units at all levels of authority.



Tracking Supplies With CSSCS

Current asset visibility plans call for the forward support battalion (FSB) as the primary node for CSSCS and STAMIS interaction. The FSB will provide and update the Class II, III (packaged POL), IV, VII (major end items, maintenance) and IX visibility at brigade level and higher.

The brigade is the secondary node for CSSCS. The brigade will provide and update the Class I, III (bulk POL), and V visibility for its battalions, supporting battalions and higher headquarters. Finally, the 1st Cavalry Division Materiel Management Center (DMMC) will act as a primary

node for CSSCS on a monthly basis. The DMMC will provide Class VII asset visibility to the brigade, its subordinates, and higher headquarters.

History

CSSCS development actually began in 1989 as an assessment concept called "Build Zero." Formal development began in February 1991 with the production of CSSCS software Version 1, which has evolved into the present Version 3.7.1.e., currently in use by Task Force Eagle in Bosnia-Herzegovina. CSSCS Version 4.01 is being developed and tested. The 1st Cavalry Division has used the CSSCS system since 1995.

As one of the Army Chief of Staff's top 10 priorities, ATCCS continues to receive unparalleled command emphasis and support. CSSCS, as part of ATCCS, also benefits.

On 14 Sep 98, a team of CSSCS technical experts arrived at Task Force Eagle in Bosnia-Herzegovina to assist the 1st Brigade, 1st Cavalry Division in implementing the new peacekeeping application of the CSSCS. In addition to adjusting the CSSCS system to meet current operational requirements, the Task Force Eagle technical team will capture the unique requirements placed upon the CSSCS system in the peacekeeping environment. This information will help develop future CSSCS modifications that meet the commander's logistics reporting requirements.

System Design

The CSSCS software was originally designed to work on a UNIX computer workstation. Later modifications included an upgrade to Common Hardware/Software II: a Sun Solaris operating system software and an iteration to the present Sun Spark 20 workstation platform. In 1997, CSSCS designers began reengineering the software to use evolving web technology. By using platform-independent languages such as HTML, JAVA and JAVA Script to code CSSCS software applications, the software program can run on any computer that can operate on a UNIX workstation, an IBM personal computer, or even a Macintosh computer.

CSSCS system hardware currently consists of a bulky central processing unit, monitor and laser printer, individually encased in a hardened shell. The monitor alone weighs 75 pounds. The laser printer

Soldiering In The Winter In Bosnia

weighs 60 pounds, and the central processing unit weighs about 70 pounds – each piece requiring a two-person lift. However, with software refinement and faster computer microchips, the day of the laptop CSSCS system is not far off when information will be furnished directly to the maneuver battalion's S4.

Nevertheless, the present CSSCS system is extremely flexible and can be used in several configurations, mounted or dismounted, depending upon the commander's requirements. It can operate in a mounted mode from a Rigid Wall Shelter Truck, M1068 Tracked Vehicle and a Five-Ton Expandable Van or in a dismounted mode by using a hard-shell building or tent configuration.

CSSCS can provide the logistics commander with the tools to advise the division commander of the logistics situation at any given moment. The system provides the readiness posture by rolling up the status of an organization's Class I and water, Class II, Class III, V, VII, IX and personnel.

The CSSCS system defaults for readiness status are set at 80 percent or greater (green), 60 per cent or greater (amber) and 40 percent or greater (red). However, these defaults can be adjusted at the commander's discretion. The primary benefit offered by the CSSCS system is that units previously spent 80 percent of the time collecting data and 20 percent

of the time analyzing the data. CSSCS inverts this equation by devoting 20 percent of the time to data collection and 80 percent of the time to logistics information analysis.

Basic CSSCS operator instruction consists of 65 hours of rigorous training. System experts recommend that all operators train to maximize the system's use. A 16-hour, senior CSSCS operator course emphasizes system planning and implementation. Other CSSCS courses include a 16-hour staff action officer course and two new CSSCS medical and transportation modules released in September 1998. Also, a CSSCS version 4.01 is scheduled.

Security Issues

The CSSCS can operate in an unclassified or classified mode. The 1st Cavalry Division is slated to operate its CSSCS in the classified mode. A convenient on-line user's manual will assist operators with ensuring compliance with strict security requirements.

Although CSSCS hardware and software have been accredited to meet Army standards through a lengthy risk assessment process, environmental and user security issues must also be considered. These include personnel security clearance updates, system accessibility, system placement and data security.

Lessons Learned

Commanders can minimize the complexity of establishing a tactical CSSCS, whether in a combat or peacekeeping role, by observing the following guidelines:

☞Initial planning must include the geographic area where the system will be employed. It can be extremely difficult to get a smoothly running communications network established in noncommercial areas such as Bosnia-Herzegovina or in locations where the country's communication infrastructure has been severely damaged.

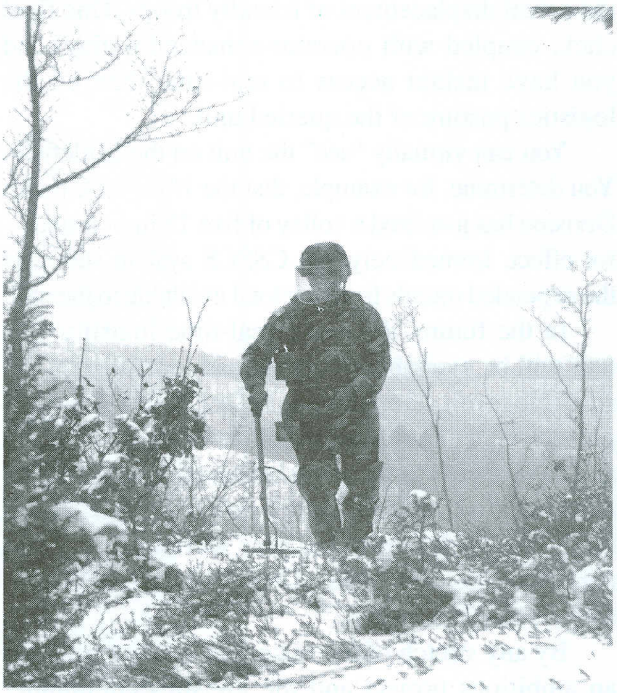
☞Commanders must oversee the development of operational procedures compatible with the organization that will use the system.

☞ Commanders must be proactive in determining the information they want to track so that the system managers can develop the appropriate set of data collection forms.

☞ Units must avoid setting up the system in the middle of a transition of authority (TOA). Configuring CSSCS to a given organization's operational requirements is not only time-consuming and labor-intensive, but can also be extremely disruptive to the transitioning unit's daily operations.

☞ Organizations must accept ownership of the system as early as possible and maximize predeployment time to train or refresh CSSCS operators and senior managers. Waiting to provide this training at the deployment site can negatively impact the mission, especially during a high operational tempo. The pain may be up front, but the benefit manifests itself once the system is in place.

☞ The CSSCS is not a "fire and forget" system. Managers and operators must constantly monitor system data. However, because of the personnel drawdown, the G4 staff is only authorized nine personnel - not enough to adequately carry out its CSSCS responsibilities. Personnel could be assigned from the division support command to augment the G4 staff as a temporary fix. A permanent fix requires an adjustment to the unit's Table of Distribution and Allowance (TDA) and Modified Table of Organization and Equipment (MTOE). In any event,



Searching For Mines Under Snow

the present "hey, you" roster to supply system operators and managers places an undue burden on unit personnel and serves to potentially compromise the quality of information flow: "garbage in, garbage out."

☞ Although CSSCS, in its present version, is programmed to provide logistics forecasts 120 hours into the future, the system does not show historical trends. Future versions of the CSSCS program should store historical logistics data for recall by logistics planners. This information would greatly enhance the system's use as a logistics planning tool.

Traveling In The Countryside

The Future

Indeed, CSSCS has a promising future. Imagine, in the not-too-distant future, looking at a map of the world on a laptop computer and clicking on a global combat "hot spot" where the Army is engaged in combat or peacekeeping operations. One click of the computer's mouse takes you to the country of interest. With another click, you zoom into the region. With still another click, you zoom in even further to see the actual displacement of friendly troops. One final click, coupled with operator-enhanced tuning, and you have instant access to real-time data on the logistics posture of the queried unit.

You can virtually "see" the unit on the battlefield. You determine, for example, that the 1/82, 1st Cavalry Division has just fired a volley of five 155mm rounds – for effect. Immediately, the CSSCS system subtracts the expended rounds from the total available to the unit.

In the future, this same real-time logistics picture will be available at the tactical, operational and strategic levels of operation. In fact, the President or planners at the Pentagon simultaneously will receive and have access to the same information, at the same time that it is available to the field commander. Right now, CSSCS designers are busy working with planners from the 1st Cavalry Division to make this vision a real-time reality.

By any stretch of the imagination, the CSSCS is an ambitious project and the logistics community could definitely benefit from a system with the CSSCS's capabilities. Certainly, the software and hardware exist to make it happen. Committed to the success of CSSCS, the 1st Cavalry Division has taken a big step in deploying the system to a field environment. Implementation of CSSCS in Task Force Eagle represents the first operational use of the system by Army logisticians anywhere in the world. Now is the time for CSSCS to perform as advertised.

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Adapting Logistics To Support Peacekeeping Operations

LT J. Riley Parker

Logistics command and control during contingency operations can be hectic when units deploy on peacekeeping missions. The traditional logistics force structure does not provide the task force commander an adequate level of oversight. To remedy this, the peacekeeping task force in Bosnia-Herzegovina practices a logistics command and control method known as a "fusion brief." Each section within Task Force Eagle (TFE) responsible for combat service support (CSS) works in a centralized location known as the fusion cell.

Fusion briefings bring together all support elements.

Every morning, in a fusion cell arrangement, the primary staff members assemble for a "fusion brief" with the division support command (DISCOM forward)/Task Force Eagle G4. The battle captain begins the briefing by focusing on the current situation, potential threats, the weather and orders published in the previous 24 hours.

Synchronizing Support

The staff members then brief on current events and projects. The objective is bringing together and synchronizing all elements of support that usually work apart from each other. This concept of bringing together, or "fusing," all the support capabilities into one cell was born in Bosnia. This fusing provides the task force commander the visibility of the current logistics situation at one time and in one place.

The need for a "fusion cell" originated with the fact that traditional battle lines do not exist in a peacekeeping environment. This means that the concept of support had to adapt. In 1996, Task Force Eagle's assistant division commander for support (ADC-S) quickly found that information was not flowing efficiently within the DISCOM and between the DISCOM and the corps support group (CSG). To work out the communications problems between the support elements, the ADC-S implemented the Logistics Fusion Center for the division rear area.

The fusion center brought all of the primary staff players to one centralized location. This arrangement ensured that all the critical logistics information flowed into a central location and that all support elements knew of each situation, regardless of how far the supporting unit was from the supported element.

The concept has evolved from a group of military vans (MILVANs) around a centrally located fusion

Battle Captain Beginning Daily Fusion Cell Brief

Traditional battle lines do not exist in peacekeeping.

cell near a rail yard to a headquarters at Eagle Base. The MILVANs held each staff section. The primary staff was located in one tent to ensure all information flowed to the same place.

Fusion Cell Organization

Because of the lack of facilities in place, the staff used the MILVANs and tents as a division (forward) headquarters. The operations center was initially based in the town of Lukavac. As base camps were built, the fusion center was moved to Guardian Base, which provided better security and life support functions.

The fusion center's final move was to Eagle Base, a former Yugoslav Air Force base in Tuzla. This move provided permanent structures to house the division (forward) headquarters. The fusion center was moved from MILVANs and a tent to a large festival tent referred to as the "BUB" (Battle Update Bulletin) at division (forward). The staff sections are still represented in one location, but the staff sections are now located in permanent structures on Eagle Base.

The G4 (forward) uses this concept with the support elements for the task force. All support elements have a representative in the G4 sections, and every morning the sections participate in a fusion briefing. This briefing gives the G4 a clear picture of the current logistics situation in a half-hour. This also helps sections coordinate with each other and keep on top of all missions.

Indeed, the fusion concept of command and control gives Task Force Eagle the capabilities to provide the oversight required for enforcing the Dayton Peace Accord. Fusion provides the task force commander with a clear view of the situation and lessens the confusion of trying to use a doctrinal force structure. It prevents redundancy of support and missed missions because of lack of communication. With modern contingencies calling more for unique deployments around the globe, the fusion method of

Viewing Devastation From the Air, Brcko

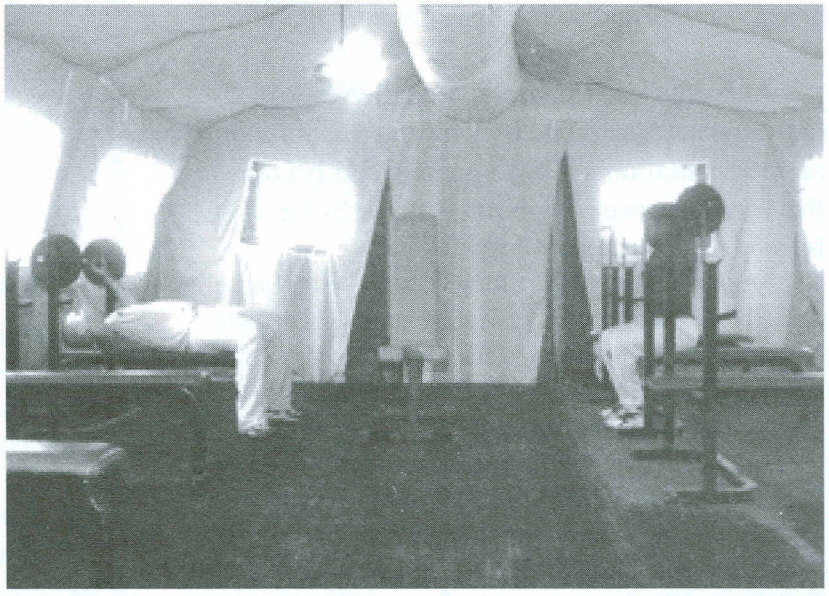
Cleaning City Streets of War Damage

support gives the Army a viable way to provide area support to peacekeeping forces.

This centralization of CSS in Bosnia has taught soldiers much about integrating different staffs to provide the task force commander with the best support possible. Lessons learned, thus far, in the Bosnia peacekeeping mission include the following:

- Passing along information is critical. Always ask: "Who else needs to know this information?"
- The message sent does not equal the message received. Effective follow-up is the key to coordination success.
- Familiarity with inter-country movements is paramount. This includes familiarity with road, rail, air and customs procedures, regardless of the geographical location.
- Drivers must receive adequate training on local environmental hazards and road conditions. Risk assessments and safety briefings are the keys to ensuring soldier well-being and mission accomplishment.

Soldiers maintain personal and professional proficiency while peacekeeping.



Soldiers Working Out In A Force Provider Tent

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Manning A Bunker At Task Force Eagle Base

Combat Service Support Focus On Defense at the JRTC

MAJ Lisa A. Latessa

Most rotations at the Joint Readiness Training Center (JRTC) are broken into three phases:

- Search and Attack
- Defense
- Military Operations on Urban Terrain (MOUT).

Although each phase is a challenge logistically, the defense phase uses most of the forward support battalion's (FSB's) assets and becomes the combat service support (CSS) focus for most brigade rotations at Fort Polk, LA.

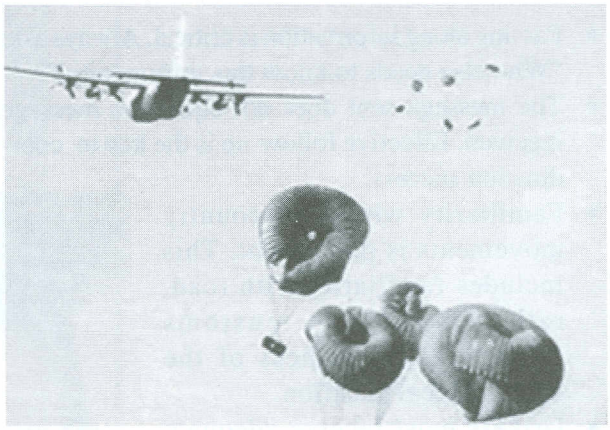
A task force can prepare for success in the defensive phase of a JRTC rotation in several ways. This article outlines the 1st Brigade and the 10th FSB from 10th Mountain Division (Light) recipe for preparing the defense of Cortina during a JRTC rotation.

The defensive phase relies heavily on Class IV (construction and barrier materiel) and mines in Class V (ammunition) and the movement of those assets to forward units. To succeed in the defensive phase, Task Force Warrior prepared before entering the maneuver box, identifying three key tasks for success in the defense:

- Configure the Class IV/V.
- Move the Class IV/V forward to engineer release points (ERPs).
- Distribute supplies according to the maneuver plan.

Preconfigured Class IV

Because light FSBs have limited transportation assets and material handling equipment (MHE), Task Force Warrior preconfigured the Class IV into packages that four-soldier teams could lift. Although each pallet of Class IV weighed about 2,000 pounds, each pallet was broken into four 500-pound pieces. These 500-pound pieces were lifted and downloaded by soldiers on the ground. Each load was further broken down by type. The two basic types were wire packages and squad survivability packages. A wire package consisted of 22 pieces of concertina wire, 2 rolls of barbed wire, 36 short pickets and 60 long pickets. This package had 100 meters of triple-strand wire for a defense.



Dropping Combat Delivery System Bundles

Squad Survivability Packages

The next three packages were squad survivability packages. These consisted of 5 sheets of plywood, 400 sandbags, and either 30 pieces of 4x4x8 plywood or 30 long pickets. The first two squad survivability packages provided fighting positions for five personnel. The third squad survivability package used 5 prefabricated fighting positions (FPOCs), 200 sandbags and 30 long pickets. In the third package, the pickets were used to brace the overhead cover and prevent the FPOC from fitting too loosely over the hole and collapsing inward. The FPOC survivability package provided positions for 10 personnel.

After identifying the packages for use, the entire task force built each of the packages. The packages came to be known as whiskey (wire), sierra alpha (4x4x8 plywood), sierra bravo (30-inch pickets), and sierra charlie (FPOCs). All packages were built with the Class IV left over after the units drew their basic loads. Because the mine packages were heavy and took longer to emplace, the Class V mine packages were configured for sling loading directly to their

positions. The entire building process for each of these preconfigured loads took about two working days. However, the composition of these packages was a result of three field exercises and various methods of deployment. Once the packages were built, the task force tackled the more difficult task of how to get the packages placed on the battlefield.

Moving Class IV

To capitalize on the air assets, Task Force Warrior used the combat delivery system (CDS) and combat offload (COL) for most Class IV moving and prepositioning into the maneuver box. Weather considerations will affect a "real world" scenario. A "JRTCism" for CDS and COL is that the aircraft will continue to fly regardless of weather, although the CDS and COL may be simulated in the case of adverse weather. This was one way to ensure that most Class IV would get into the box regardless of the weather.

Eighty per cent of the Class IV was earmarked for CDS and COL. The other 20 per cent was sling loaded directly to the ERPs, and this sling loading avoided double handling from the brigade support area to the ERPs. Throughput of Class V mines directly to their positions saved the engineers and maneuver units time in downloading and handling. Direct throughput also avoided bringing the forklifts forward of the ERPs. FSBs are limited in MHE, and any time the forklifts traverse rough terrain increases the risk of deadlining that equipment.

Air Dropping Mines Prohibited

Soldiers tracked the Class IV/V mine push with the resupply plan. The CDS only was used for Class IV because air dropping a Class V mine is prohibited.

The whiskey (wire) packages were double bundles, and one whisky package took two pallets. The whiskey packages remained configured for four-soldier lifts by sandwiching pieces of plywood between the wire and sandbags. The pickets were banded to the wire to prevent flying projectiles when dropped.

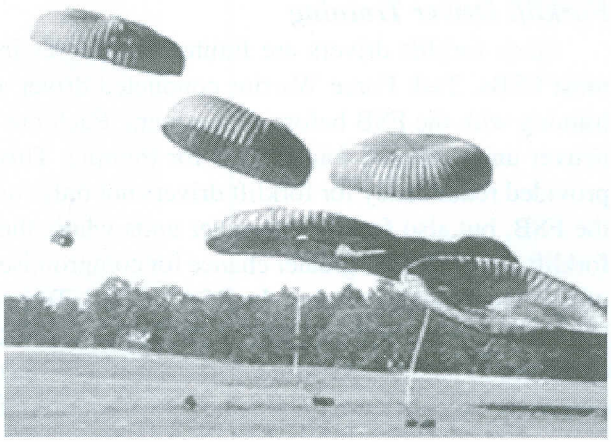
The COL for the sierra packages fit two per INTEX pallet or one whiskey and sierra per INTEX pallet. INTEX pallets are slingable pallets resembling the bottom of an ICU 90. INTEX pallets are recommended for this reason: once the pallets are offloaded from the plane, they can be consolidated, rigged and moved by helicopter to either the ERP or the maneuver units' forward positions. The 463L pallets normally used for COL cannot be sling loaded and are difficult to pick up with a forklift. INTEX pallets are easy to pick up with a 6,000-pound forklift and have the extra benefit of being sling capable. INTEX pallets should not be used for CDS because the pallet would be damaged. Regardless of the type of delivery for Class IV/V mines, using CDS and COL ensures delivery of most barrier materiel in the maneuver box.

Depending on the maneuver scenario and Military Decision Making Progress (MDMP), the time allocated for the maneuver units to employ their obstacles will depend on how quickly logisticians deliver the goods. Most of the key leadership will be taken out of the game to attend after action reviews (AARs) at change of mission.

Employing Obstacles

For the maneuver units to have a least 24 hours to dig in and employ obstacles, the Class IV/V mines should be on their way to the ERP while leaders are driving back from the AARs. Ideally, when the commanders walk into their tactical operation centers, all Class IV/V mines should be piled at the ERP and in the process of loading on the combat trains.

One problem with moving so much materiel forward is command and control. By locating a forward logistics element (FLE) near the main effort's ERP, the support operations officer or a representative from the FSB can control the movement of assets forward. The 10th Mountain Division's FSB employed 6,000-pound forklifts at each ERP to help download the Class IV/V mines.



While the loads were configured for movement by four-soldier lifts, using MHE saved time and also wear and tear on the soldiers. The FLE also contained one spare forklift, since experience showed that one forklift at the ERP was bound to break. The helicopter pilots sling loading Class IV/V mines directly to the positions had instructions to drop the materiel at the FLE if the landing zone was compromised or could not be located. Five-ton trucks and light mobile tactical vehicles (LMTVs) were in the FLE to move Class IV/V mines by ground in case aircraft did not fly. The ground vehicles also moved the Class IV/V mines to the ERP not collocated with the FLE. Five-ton trucks were sliced to each of the maneuver units after completing the Class IV/V pushes for use as non-standard casualty evacuation during the defense.

Sling Loading Flat Racks Forward

Also, palletized load system (PLS) flat racks were used heavily to move Class V forward. The FLE had one PLS and six flat racks. The CH-47 cargo planes sling loaded the PLS flat racks forward. Once downloaded, the PLS could pick up the empty flat rack and drop a full one. The PLS gave the maneuver units the mobility to move bulk Class IV/V forward of the ERP to areas difficult for a forklift, not to mention the greater quantity of Class IV/V moved by PLS.

For defense in this manner, the FSB assumes risk for most of its MHE and movement assets. Collocating the FLE with the ERP or maneuver unit's combat trains is one solution because the maneuver unit will secure the assets. However, if the area has no maneuver unit, the FSB must escort the MHE and movement assets forward and continue to secure the supplies while in use.

Forklift Driver Training

Since forklift drivers are limited in number in most FSBs, Task Force Warrior conducted driver's training with the FSB before deployment. Each maneuver unit provided four drivers for training. This provided redundancy for forklift drivers not only for the FSB, but also for the maneuver units where the forklift drivers have a greater chance for compromise when they move forward of the BSA or FLE. Training more drivers also allows for the FSB's forklift operators to take breaks, if needed. Usually, forklift operators will work continuous hours without relief

Forklift Picking Up Class IV

until the mission is complete. By training drivers in the maneuver units, the FSB forklift drivers can have a much-needed rest and decrease any chance of safety mishaps due to fatigue. Backup drivers also get an appreciation for the mission of the FSB.

Once the Class IV/V is moved forward to the ERP, the supplies must be distributed by the maneuver plan. The brigade S4 and support operations officer (SPO) will have a good idea of the breakdown before movement into the maneuver box. The key task in this arena is keeping track of where each package went, to whom, and how much is where when.

Placing the SPO at the FLE

One technique, which worked for Task Force Warrior, was to place the SPO at the FLE. The FLE was collocated by one of two ERPs. The SPO officer had direct communication with each ERP, which was operated by either the battalion S4 or support platoon leader for the respective maneuver areas. The brigade S4 was located in the BSA and maintained communication with the SPO forward and the SPO from the division support command (DISCOM) rear, located at North Fort Polk. The SPO in the DISCOM rear was pushing Class IV/V mines to the ERP. The SPO in the FLE ensured that Class IV/V mines arrived at the correct maneuver battalion. The SPO from the FSB in the FLE could adjust pushes by calling the

brigade S4 or directly to the DISCOM rear SPO if needed. The brigade S4 could maintain an accurate count of Class IV/V pushed forward via relay with the FSB SPO.

It is important to note that the SPO's high mobility multipurpose wheeled vehicle (HMMWV) in Task Force Warrior's case was equipped with a mobile subscriber radio terminal (MSRT). The FM radio could not reach to the BSA and North Fort Polk. The FM radio was the primary way to communicate between the ERP and the FSB SPO, who could then relay responses to the brigade S4 via MSRT. The DISCOM forward SPO would call the brigade S4 and the FSB SPO when the load left North Fort Polk, and the FSB SPO would call back when the load arrived. The FSB SPO let the brigade S4 know when the Class IV/V push was 25 per cent, 50 per cent, 75 per cent, and 100 cent complete.

Simple Tracking System

The tracking system for pallets moving forward by sling load was simple. A card marked where the pallet was being sling loaded (grid), the unit and cargo. At night, colored chemical lights further marked the units' landing zones (LZs). A three-by-five card was also given to the pilot to ensure he knew the same information. The frequency and call sign for the LZ was on the card as well as an alternate LZ. The materiel delivered by CDS and COL were easier to track because the FSB/FLE recovered these supplies and pushed them directly to the ERPs or the units' locations.

Delivering the materiel early and securing locations is only one piece of completing the defensive puzzle. Once the logisticians have done their part, sometimes the ERPs resemble Class IV yards and ammunition supply points. By positioning the forklifts at the ERP, an experienced driver can move the materiel to the backs of HMMWVs, LMTVs, five-ton trucks or whatever vehicles the maneuver units have to push forward.

To best use the forklifts, loads must be tightly banded so they do not fall apart every time the supplies are moved. Every load must have a pallet under it, and the 6,000-pound forklifts need the extenders to load and offload onto the backs of vehicles. Flat tires and Class III leaks were common during Task Force Warrior's rotation. Also, because engineer assets with the MHE used about 800 gallons of JP8 in a 24-hour period, fuel becomes a critical asset for the FLE to push.

Frontloading Success at the JRTC

Units have many ways to fight the defense at JRTC, and this CSS focus is just one of them. Most rotational units seem to use preconfigured loads and throughput the Class V mines. Transportation and movement of the Class IV/V mines will always be the most difficult piece for logisticians in light FSBs, since light is sometimes too light. Dependence on air and augmentation is one way to frontload success. The other key to success is to push MHE as far forward as possible if the FSB has the assets to do so. However the defense is fought, logisticians will continue to come up with innovative paths to victory on the battlefield.

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Map Distribution Into the 21st Century

CPT Ahmed A. Al-Hinai *CPT R. Jeff Meeks* *CPT Christopher R. Meyer*
CPT David R. Shannon *LT Brett F. Gordon* *LT Jonathan F. Saulnier*

This morning when I walked into the office, the first sergeant greeted me and said, "Sir, We have been alerted. We move out in two days." This did not cause any major concern because the unit had been expecting this. The first sergeant already had the noncommissioned officers (NCOs) loading the company equipment in the trucks and getting us ready to roll. Everything was running smoothly until my driver came to me and said, "Sir, none of the drivers have maps."

From that point on, my day went downhill. I remembered when I was at the US Army Quartermaster Center and School, Fort Lee, VA, an instructor said something about the S2 handling some maps and the Engineers handling the rest. When I walked over to the S2 section, I saw a sign on one of the office doors: CLASSIFIED MAP SECTION. Because none of the maps I needed were classified, the S2 section could not help me. I went down the hall to see the Engineers. They had a sign on the door that read as follows:

> **We have gone out of the MAP business. Contact CPT Atlas, 714th Supply Co. (GS) at (900) MAP-HELP or 1LT Rand-McNally, Map Distribution Plt, 714th Supply Co. (GS) at (900) GET-AMAP.**

I was shocked. I needed some answers. When did the Quartermaster Corps take over map distribution? How did this happen? What were the changes to the normal procedures used to distribute maps? What will be the benefits? What challenges do the Quartermasters face with its implementation?

For years, the US Army Corps of Engineers (USACE) was the proponent agency for making and distributing maps, charts and geodetic (MC&G) products. In 1994, in a move to modernize and energize the policies, standards and methods of distributing MC&G, this mission was transferred to the Quartermaster Corps.

Distribution Problems

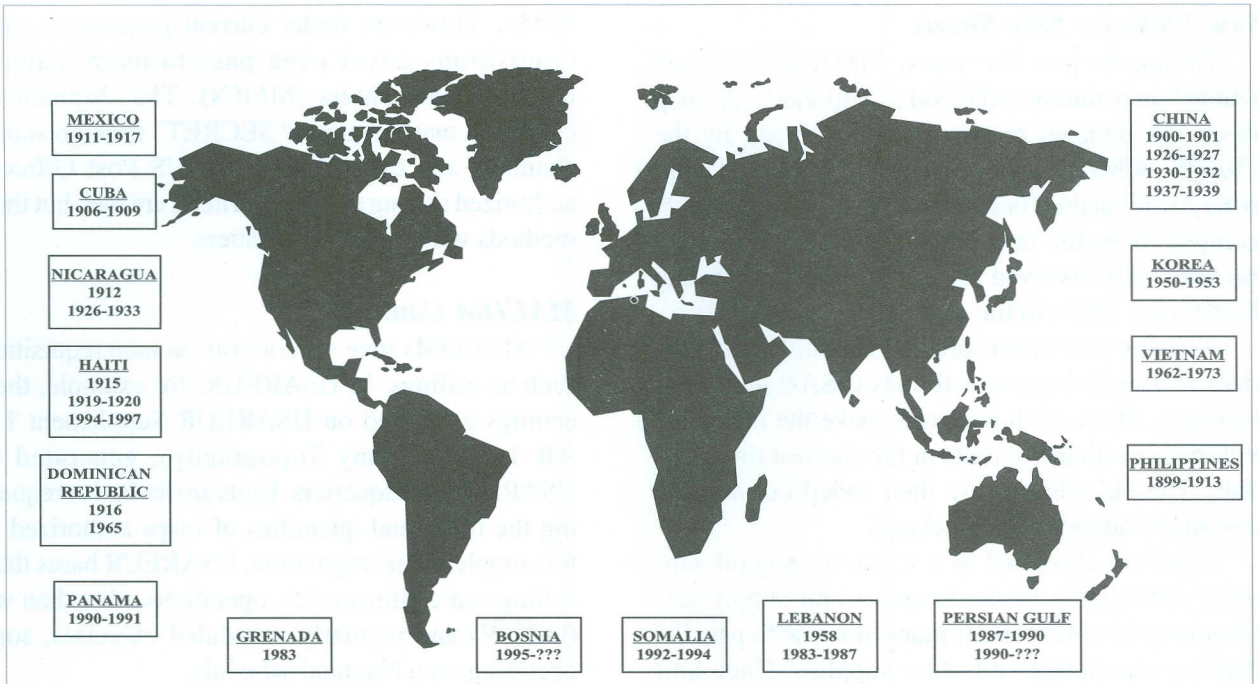
Before the transfer from the USACE to the Quartermaster Corps, there were many problems with the organization of MC&G distribution. For example, some warehouses had authorized stockage lists (ASLs) with as many as 13,000 lines. The sheer number of maps provided a significant challenge to map platoon personnel around the world when compared to an ASL of 600 to 1,500 lines that warehouses normally handle.

Also, major commands (MACOMs) normally determined stockage requirements by analyzing possible future commitments. This, in turn, made the management of ASLs difficult because stockage requirements were based not only on past demand, but also on anticipated future needs. This caused the ASL to change significantly every year. This constantly changing, non-demand-based ASL created excess management and replenishment problems.

Inventory Control

In the US Army, Europe (USAREUR) Map Warehouse, the Quartermaster Corps experienced another problem. The stock control section, managed by the USACE, had a locally developed data base program to track and control inventory. The USACE did not use a Standard Army Management Information System (STAMIS), such as the Standard Army Retail Supply System (SARSS-1) or even the Direct Support Unit Standard Supply System (DS4) that the Army is rapidly phasing out.

Furthermore, during this era, the USACE did not perform ASL inventories and location surveys, resulting in poor accountability. This locally produced data base program had several drawbacks, compounding the problems already mentioned.



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

First, the local program had no document history of inventory. The on-hand balance was increased or decreased not by recording issues and receipts and then creating a document history file, but by an operator overwriting the old balance. Without a document history file, a stock control section could not track demand history to establish a baseline requisition objective (RO) for the different map sheets. As a by-product of not having an effective RO, some warehouses had more than 2,500 non-ASL (NSL) lines.

Secondly, without the use of a STAMIS such as SARSS-1, the stock control sections could not link up with the National Imagery and Mapping Agency (NIMA) in Philadelphia, PA, to automatically requisition maps that fell below the re-order point (ROP). To get maps from the continental US, the stock control sections had to create a file list of what maps sheets they needed and in what quantity. This file was then downloaded to diskette and mailed to NIMA where the request was processed through the "Get-A-Map" program. This archaic process was extremely slow and inefficient.

Similar Map Platoon

After the move from USACE to the Quartermaster Corps, a similar map platoon was assigned to selected general support companies throughout the Army. Each corps support command (COSCOM) and reserve theater Army area command (TAACOM) is authorized one of these companies for the mission of map distribution. Each platoon is authorized a Quartermaster lieutenant, a platoon sergeant, a stock control NCO (in the rank of E-6), 4 sergeants and 15 junior enlisted soldiers.

This doctrinal change caused a flurry of activity in the map warehouses while map platoon personnel attacked these various problems:

- Initially, Quartermasters conducted inventories and location surveys that had been neglected. This allowed accurate on-hand balances to be established and duplicate locations to be consolidated in a single five-digit location.
- Quartermasters began to use the DS4 STAMIS in the map warehouses to track the inventories and stockage locations in the warehouses shortly after the Corps took over this mission.

New NSNs for Map Sheets

During the past few years, NIMA has assigned national stock numbers (NSNs) to map sheets. As map sheets are updated or new ones developed by the USACE, NIMA will assign new NSNs and add them to the Army catalog files, annotating the obsolete NSN as replaced by the new NSN. This massive project has ultimately involved the assignment of more than 70,000 new NSNs to the catalog.

As these new sheets are developed, NIMA provides its supply support activities (SSAs) with push packages. These push packages make the most current maps available to units in the shortest time possible. The old editions are then coded out and the new sheets added to the stockage.

Maps are classified as a Class II (general supplies) commodity. In the future, a unit supply sergeant may be able to order maps along with pencils, cleaning equipment and other supplies. Once unit personnel are trained to cross-reference the old map sheet number to an NSN, soldiers can requisition normally through the supply system.

Throughout FY96 and part of FY97, the Unit Level Logistics System-S4 (ULLS-S4) was fielded to several divisions and support units in the United States and tested. By the end of FY98, the fielding of ULLS-S4 was to be complete in the United States, Europe and Korea. Also, the US Army Reserve and Army National Guard will receive this latest Army STAMIS.

ULLS-S4 and Maps

The ULLS-S4 program enables unit supply rooms to submit requisitions for Class I (rations), II, III (petroleum), IV (construction and barrier materiel) and VIII (medical supplies) via modem to the appropriate SSA. Since maps are Class II supplies, unit supply sergeants will soon be able to request maps through ULLS-S4 and receive maps from these same SSAs. The automation, storage and transportation assets are in place. However, before this step, many problems must be addressed.

Most importantly, how will requisitions for classified maps be handled? Under SARRS-Objective (SARSS-O), a soldier could simply assign a manager review code for all NSNs related to classified maps. With this manager review code, item managers will be able to validate these requisitions with the corps G2 before approving them and releasing them to NIMA. However, under current procedures, map requisitions never even pass through materiel management centers (MMCs). The shipment of classified material up to "SECRET" through supply channels and even through the US Post Office is authorized as long as certain criteria are met, but these methods will complicate matters.

MACOM Controls

MACOMs may set controls on map requisition, such as ceilings. In USAREUR, for example, these ceilings are based on USAREUR Supplement 1 to AR 115-11 (Army Topography), generated by USAREUR headquarters. Units are limited to requesting the types and quantities of maps authorized by this supplemental regulation. USAREUR bases these ceilings on contingencies, operations other than war (OOTW) and regularly scheduled exercises, some operating on a biannual schedule.

These ceilings are extremely difficult to track. As a result, the ceilings are even harder to enforce. Because maps are free to units, excessive ordering could easily become a big problem if units are authorized to start ordering maps through their supply rooms with ULLS-S4. There must be a balance between easy map acquisition for units and the expense of flooding an already strained supply pipeline.

Stockage Levels

The management of ASL levels for maps provides the final challenge. Item managers are accustomed to looking solely at demand history and experience when determining stockage levels. Map stockage levels require a more technical knowledge of how to read and understand the NIMA bulletins and also an operational understanding of upcoming priority missions. To successfully determine ROs, item managers will require input from intelligence and operations offices for their respective major commands. These managers must also have thorough knowledge of local policies and regulations such as the USAREUR Supplement 1 to AR 115-11.

Map warehouses today serve as the retail link between a MACOM and NIMA. For example, the retail link between USAREUR units and NIMA is the USAREUR map warehouse in Schwetzingen, Germany, run by the 574th Supply Company. All requests are sent directly to NIMA.

Velocity Management Model

The map warehouse automation system, in many ways, is a model of velocity management. Requests from the warehouses are sent directly to the wholesale level, NIMA, through the Defense Automated Addressing System (DAAS). These requests bypass the corps and theater MMCs because they are not aware that requisitions for maps are currently going through SARSS. In many cases, NIMA can send a filled map request directly to the unit, eliminating more processing time by the warehouse. Because of DAAS, using the "Get-A-Map" program to create diskettes for mailing to NIMA is no longer required. This decreases the average processing time by at least 7 to 10 days.

It may be no surprise that the Quartermaster Corps has picked up the map distribution mission. To Quartermaster personnel, the map warehouses are just another SSA and should be treated as such. Map warehouses need the same automation level, the same Command Supply Discipline Program, and the same attention from experienced item managers as any other Class II item.

These changes will help Quartermasters maintain a much higher degree of accuracy in map accountability. Through these improvements, the Quartermaster Corps will continue to quickly and efficiently supply maps to units all over the world.

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 97-3/4 at Fort Lee, Virginia.

Military Depot Inventory Reduced Even Further

A partnership of commercial and military technology enables the Defense Supply Center Philadelphia to further reduce military depot inventory with its Virtual Wartime Visibility concept. Virtual Wartime Visibility means managing product information for the military instead of keeping products in a depot. The partnership is a direct move from managing inventory to managing information.

For less than $100,000, the federal government will gain visibility of more than $200 million worth of commercial food products. This eliminates the need to stockpile costly inventories. Defense Supply Center Philadelphia is a Department of Defense (DOD) agency that provides more than $3.3 billion worth of food, clothing and textiles, and medical supplies for US military personnel and other non-DOD customers worldwide.

For example, Defense Supply Center Philadelphia's subsistence directorate announced its first Virtual Wartime Visibility contract in 1998 with Unipro Foodservice Inc. of Atlanta, GA. Unipro accesses commercial market information to keep track of certain commercially available food components necessary to support the military services' wartime feeding plan. The food components, called Other War Reserve, consist of an estimated 250 items. These food items are mostly commercial food components that become part of an assembled ration or are shipped out individually.

During peacetime operations, the objective is maintaining instant access to information about the prime contractor's inventory at the distributor or manufacturer level. For wartime operations, the objective is transitioning into a wartime supplier as necessary.

Unipro is the largest bulk food-purchasing cooperative in the world, with more than 250 member distributors worldwide and access to more than 2,000 food manufacturers. As part of the contract with Defense Supply Center Philadelphia, Unipro will use its state-of-the-art information system to identify possible problem items. This information will be used to ensure that the commercial market has enough inventories to support any military operation.

Dieulouard Bridgehead Battle Analysis

MAJ Stephen J. Mariano

Three years ago the Chairman of the Joint Chiefs of Staff published Joint Vision 2010. This document reorganized the seven current Battlefield Operating Systems (BOS) into four operational-level concepts for future warfare. Though critics find fault with Joint Vision 2010, even most skeptics agree that Joint Vision 2010 got one thing right: logistics on the battlefield deserve special emphasis.

Battlefield logistics deserve special emphasis.

Combat service support (CSS) is one of the contemporary BOS, and "focused logistics" is one of the four Joint Vision 2010 tenets. Logistics will be as important to commanders in 2010 as it is today and as it was in 1944. Whether at the strategic, operational or tactical level, competent logistics planning and execution is necessary for victory.

During the Autumn and early Winter of 1944, the United States Third Army participated in one of the most-studied campaigns in the World War II. Though not as well known as other operations raging to the north, the Third Army's XII and XX Corps fought in perhaps the most important campaign of the entire war. Breaking out of Normandy, these American units rolled through north and central France and finally stopped "less than 70 air miles" from the German border. One battle of the Lorraine Campaign took place from 15 to 25 September for a bridgehead over the Moselle River in Dieulouard, France. XII Corps' 4th Armored Division, 35th Infantry Division and 80th Infantry Division battled the German armed forces for control of the city of Nancy.

A student of this battle can learn many lessons. From the value of strength of personality to effectiveness of combined arms warfare, the Battle for Dieulouard is replete with examples. My bridgehead analysis, however, looks at how combined arms operations are essential to battlefield success. More specifically, this article looks at how logistics branches are a necessary part of the combined arms team.

Battlefield success requires logistics planning and execution.

Despite high drama, the battle for the Dieulouard Bridgehead was not as decisive as it first might appear. *Important* better describes the relevance of the battle. Dieulouard and the battle for Nancy must be looked at in three contexts to better understand the significance.

Tactical Success, Operational Failure

The operation was indeed a tactical success. Major General Manton S. Eddy split his XII Corps (and even his most lethal division) in hopes to envelop Nancy and exploit the "wing" enjoying the most success. His main effort was to the south and took a more indirect route. The 35th Infantry Division led this effort and Combat Command B (CCB) of the 4th Armored Division had a follow-on and exploit mission. The 80th Infantry Division maneuvered north (crossing the Moselle at Dieulouard) and linked up with the 35th Infantry Division on Nancy's far side. Combat Command A (CCA) of the 4th Armored Division was the Corps reserve, positioned west of Nancy and designed to exploit the success of either wing. Quite simply, the plan worked. The fatigued Germans failed to conduct an effective counteroffensive and retreated much closer to mother Germany.

Unfortunately, this operation was an operational failure. The XII Corps successfully encircled Nancy. The Germans fled and XII Corps occupied the town and held it for the remainder of the war. However, the town's capture did not open the door to Germany as 3d Army Commander, Lieutenant General George S. Patton Jr., originally hoped. Lack of follow-on forces at the Corps and Army levels prevented the XII Corps from keeping its momentum through the Autumn and Winter 1944. The American forces overextended themselves to the point of exhaustion.

Strategically Important

Strategically, the Battle for Dieulouard and the entire Lorraine Campaign were critically important because they forced Germany to expend resources on defending a huge front. Though the Germans defended for many more months, the Lorraine Campaign took its toll on German human and materiel resources. As Third Army applied the pressure from the southwest, other US and European units squeezed Germany from the northwest while the Russian's Red Army steadily closed from the east.

Germany could not recover from the sweeping success of the Lorraine Campaign. Even though the American XII Corps' efforts at the Dieulouard Bridgehead were both heroic and instrumental in German defeat, Nazi Germany had hit its culminating point well before 25 Sep 44. The battle did not decide the outcome of the war, but it is instructive and provides diverse lessons in warfare.

Analysis of Logistics

My analysis focuses on the role of logistics in XII Corps' battlefield performance. Though examples will illustrate many different perspectives on CSS, the theme should be clear: logistics planning and execution are necessary for battlefield success.

The XII Corps' logistics problems ironically had their roots in the surprising success of the Allied breakout from Normandy. The Allies could not sustain both the 3d Army *and* other Armies operating to its north. Theater planners did their best to balance supplies between units, particularly petroleum. In the end, however, the tank platoons of the 4th Armored Division literally ran out of gas within kilometers of Nancy. Lack of fuel caused the 4th Armored Division and the entire Corps to lose its momentum by requiring a five-day pause before attacking Nancy.

Fuel shortages were so bad that the division commander, Major General John S. Wood, siphoned fuel from all his vehicles and gave it to the division Cavalry squadron just to conduct a reconnaissance of Nancy. Despite the report of a relatively open path, 4th Armored Division and XII Corps could not get going. This wait allowed the

German 553d *Volksgrenadier* Division to prepare better defenses and repulse XII Corps' first attack. The lesson here is that poor logistics planning can effectively stop successful pursuit operations.

Fuel and similar material shortages nagged XII Corps throughout the campaign. Even the bold Major General Wood was forced to admit that despite 4th Armored Division's success and the 553d *Volksgrenadier* Division's withdrawal from Nancy, "the volume of supplies reaching the 4th Armored Division was not sufficient to sustain full-scale armored exploitation."

Joint Vision 2010 emphasizes focused logistics as one of four tenets.

Another logistics woe was XII Corps' shortage of bridging material. Major General Eddy's plan made the main effort CCB's southern route, a route that required more bridging supplies than the CCA's northern avenue. Consequently, CCB used most of the Corps' bridging assets, thereby degrading CCA's ability to pursue the failing German army.

Further, Major General Eddy's plan required well-thought-out integration of combat and CSS assets. Had more logistics planning gone into this Corps maneuver, supply units could have ordered more bridging pieces and transportation units could have placed more trucks forward in the order of march.

Combined Arms Team

This failure to integrate all elements of the combined arms team forced the CCB tank platoons to devise their own "bridges" to keep the tempo of the attack: they found the shallowest potential crossing points and made them passable by pushing debris into the water. The tanks then forded on the makeshift bridges. Engineer units eventually constructed bridges, but only after CCB tanks were already across the most dangerous obstacles.

For Germany, the most immediate concern was tanks, or the lack thereof. The 553d *Volksgrenadier* Division did not have any tank units and resorted to receiving reinforcements from the air force. The 3d and 15th *Panzergrenadier* Divsions were comprised of mechanized infantry units. The 11th Panzer Division, 111th and 113th Panzer Brigades were also on hand, but all had some significant deficiency. The 11th Panzer Division was "battlewise," with experience but no tanks and insufficient manning. The two armored brigades had fresh crews and new tanks but hardly any training. This combination did not set up Germany's 5th Panzer Army for success.

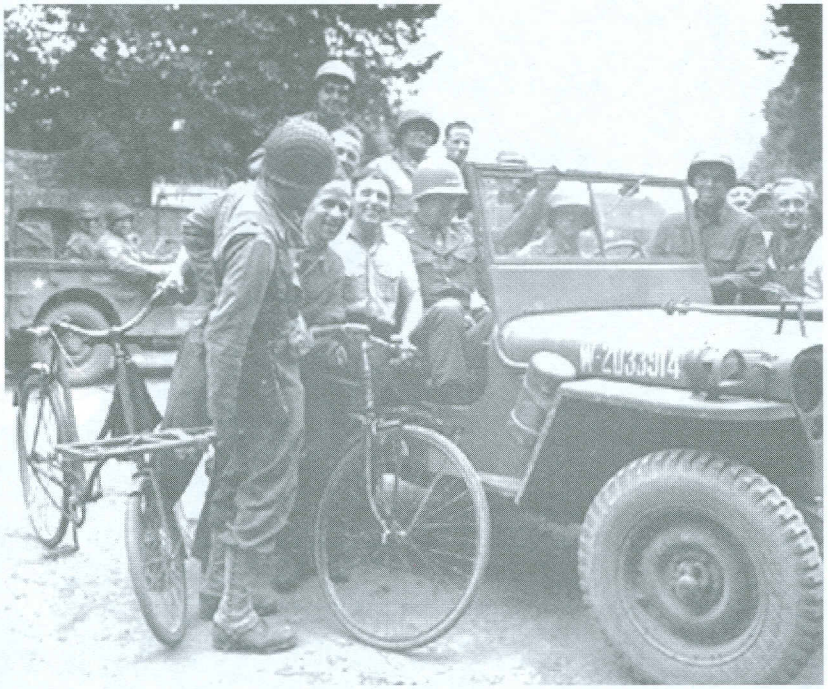
All German tank units but the 553d were introduced relatively late to the area of operations, and they did not have enough tanks to achieve a reasonable force ratio. Had *Wehrmacht* logistics planners conducted better coordination, the German operations planners could have matched the experienced troops with the quality tanks and provided a more potent counter to the XII Corps offensive maneuver.

Germany was able to take advantage of its interior lines of communications (LOC) by quickly moving troops and equipment. As XII Corps brought the front closer to Germany, the German interior LOC was shortened. This reduction in distance made it

During a lull in the action on the Nancy front in France, four soldiers take time out to cook their own meal.

easier for Germany to both quickly reposition the 3d and 15th *Panzergrenadier* Divsions from Italy to the vicinity of Nancy and to re-outfit the newly arrived armored brigades with new tanks.

While German LOCs shortened, however, American LOCs lengthened. The long LOC from the Normandy coast and competition for resources for Allied operations to the north combined to stretch the XII Corps supply system past its maximum efficiency. American units foraged and even stole from other American units to remain combat ready. Despite the phenomenal successes of the Red Ball Express to rush fuel to the front, the overall supply planning and execution had constrained the maneuver commanders' abilities.



Lieutenant General George S. Patton stops in a jeep to talk with US soldiers and French civilians whose town had been under heavy siege in 1944.

Conclusion

These aspects of logistics are worthy of study and consideration. Though adequate logistics are not a sufficient condition for military success, they are certainly necessary. Both across the levels of war and between belligerents, logistics lessons from the battle in and around the Dieulouard Bridgehead reinforce what professional soldiers today should know: competent logistics planning and execution are necessary for battlefield success.

Fortunately, the Chairman of the Joint Chiefs of Staff and his CSS planners understood the significance of logistics and documented the importance by including focused logistics as a tenet of *Joint Vision 2010*. Documents such as *Joint Vision 2010* do not necessarily provide a map to future operations, but they do provide direction for force planners. Bringing logistics lessons with us into the 21st Century will help Quartermasters guarantee future success on the battlefield.

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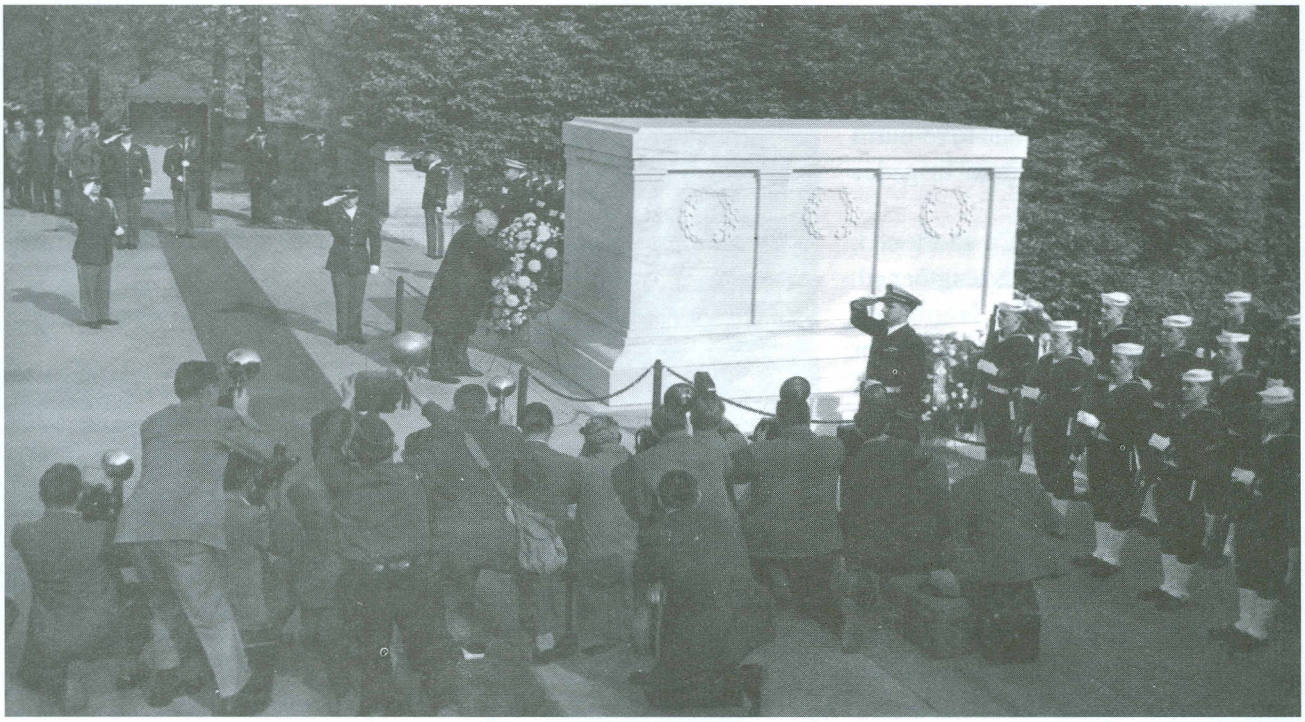


President Harry S. Truman honored the Unknown Soldier at the Arlington (Virginia) National Cemetery to observe Armistice Day in November 1949.

Fallen Comrades: Mortuary Affairs in the US Army

CPT Arnd Frie
CPT Jamie Kiessling
CPT Gerard L. McCool
CPT Thomas Moody
CPT Benett Sunds
CPT Robert Uppena
CPT Garth Yarnall

During the Civil War in the United States, 42 percent of the casualties were unidentified in the late 1860s. By World War II this percentage was reduced to 3 percent in the late 1940s. Today, the US Army is capable of recovering and identifying virtually 100 percent of all US remains lost during a military operation. The four key elements that led to this success at mortuary affairs are training, search and recovery procedures, identification of remains, and burial procedures. Each element developed during the past 100 years through experience, new doctrine, and force modernization.

The key to any military operation is, and always has been, training. The Mortuary Affairs Center at the US Army Quartermaster Center and School, Fort Lee, VA, is the proponent for all United States armed forces mortuary affairs training. The Mortuary Affairs Center meets the Army's need for mortuary affairs training with several different programs of instruction. Each program is designed to develop the competencies and leadership skills needed at each level of professional development.

Upon completion of basic training or reclassification into the military occupational specialty (MOS) 92M (Mortuary Affairs Specialist), enlisted soldiers attend the Mortuary Affairs Specialist Course at Fort Lee. This six-week, two-day course trains soldiers to perform the Skill Level 1 tasks of searching for, recovering, evacuating, tentatively identifying, documenting, and conducting proper disposition of remains and personal effects.

At the next level of training, soldiers at the sergeant or staff sergeant level attend the Mortuary Affairs Basic Noncommissioned Officer (NCO)

Course. This six-week course provides tactical, technical and leader training for an NCO serving in a junior leadership position or working as a mortuary affairs NCO in a mortuary. The tactical and leader training encompass all basic skills required of NCOs throughout the Army. The technical training includes basic supervisory and management skills for search and recovery operations, collection point operations, theater mortuary affairs evacuation point operations, mortuary affairs decontamination collection point operations, and logistical planning for mortuary affairs operations at the battalion staff level or higher.

Advanced Enlisted Training

As mortuary affairs soldiers continue their careers, the Department of the Army selects soldiers in the rank of sergeant first class and above to attend the Mortuary Affairs Advanced NCO Course. This eight-week, four-day course provides advanced tactical and leadership training and specialized technical instruction. The specialized technical instruction involves planning, coordinating and supervising mortuary affairs activities for a theater of operations, operations other than war (OOTW), and peacetime mass disasters. This course focuses on advanced supervisory and managerial skills and implementation of mortuary affairs regulations and policies. Graduates are trained to serve at the platoon sergeant or section chief level, supervise mortuary affairs activities, or serve as operations NCOs at the battalion staff level or higher.

Joint Senior NCO Course

Senior NCOs from all branches of service may attend the two-week Joint Mortuary Affairs Senior NCO Course. This course is designed for personnel presently holding or anticipating assignment to a mortuary affairs position, either as a primary duty or as an additional staff duty. The joint course focuses on planning, coordinating and supervising the care and handling of deceased personnel and their personal effects.

Officer Training

Training is available for officers involved with mortuary affairs operations as well. The Mortuary Affairs Officer Course trains officers from all branches of service in the planning, coordinating, and supervising of all mortuary affairs in a theater to meet the needs of the Total Force. This two-week course trains officers for both staff and command mortuary affairs responsibilities from the battalion staff level up to the Joint Mortuary Affairs Office (JMOA) in a unified command.

In addition to all of the institutional courses, the Mortuary Affairs Center conducts sustainment

A bugler sounded taps for 11 unknown Korean war dead at the National Memorial Cemetery of the Pacific in Hawaii in May 1956.

training for units in the field through video teletraining on request. All courses offered by the Mortuary Affairs Center are designed to fulfill the needs of the military, covering the entire spectrum of military operations. This training is the first step to achieving the 100 percent identification and recovery goal.

Search and Recovery Procedures

According to current doctrine, the remains of all members of the armed forces will be returned for permanent disposition as directed by the person authorized to direct disposition of remains. This policy is the heart of current search and recovery operations. The US citizens will not tolerate leaving behind deceased military personnel. This is a simple statement of fact. There are many examples of search and recovery operations throughout history, as well as examples of current doctrine in operation.

Consider the history of search and recovery. During the US Civil War, hundreds of thousands of soldiers were buried in often unmarked and unremembered grave sites. Despite this fact, almost 295,000 deceased soldiers were recovered and interred in national cemeteries in the five years after that war. In World War I, recovery procedures expanded. Sketches and maps of temporary grave sites were made and kept. This greatly improved the search and recovery operations, as well as the identification process.

Search and recovery during World War II focused on another methodology. Temporary graves accounted for more than 250,000 US soldiers around the world. This greatly improved recovery capabilities, but the disinterment and return of the remains became a logistics nightmare.

By the Korean war, a new strategy was devised. This new strategy involved the concurrent return of remains to the continental US. This effort to return remains became known as *Operation Glory*. Deceased US soldiers and their effects were evacuated to Japan and then shipped home in refrigerated containers for interment in the US. This method of recovery led to the development of current search and recovery doctrine.

Casualties from past wars still concern the military. Search and recovery of soldiers from earlier conflicts is mainly conducted by the US Army Central Identification Laboratory, Hawaii (CILHI). CILHI focuses on remains located throughout Southeast Asia from the Vietnam war era of the 1960s and 1970s.

Modern day search and recovery is a vital, sensitive and important part of combat service support. The key to search and recovery on the modern battlefield is not the mortuary affairs team, but rather the responsibility of every unit. Mortuary affairs teams, located in the brigade support area (BSA), support the entire brigade.

Unit leadership is responsible for initial search and recovery. When casualties occur and the tactical situation permits, a unit team should be organized to collect deceased personnel and their effects. The remains and effects are then retrograded to the BSA where a mortuary affairs team will handle the concurrent return of the remains.

Identification of Remains

The Department of the Army and Department of Defense have come a long way in successful identification of soldier remains. Identification remains the key step in the mortuary affairs process. Identification is achieved by pre- and post-death medical and dental records, examining personal effects and, more recently, DNA analysis. These changes and improvements have come through better training, new and improved identification methodology, improving technology, and doctrinal changes. With today's technology, 100 percent identification of remains is possible.

Technology has had the largest impact on the identification of remains. Soldiers' records now contain information not available during previous wars and conflicts. Specific locations have been designated in Hawaii and Washington, DC, to assist with the identification process. Finally, joint doctrine has changed to ensure timely return and identification of US service members.

Past history illustrates the successes in the identification process. Of the 81,462 US dead in World War I, the remains of 1,227 were not recovered and identified. The remains of 1,648 (2.11 percent) were unidentified and subsequently interred as "unknowns."

The figures for World War II list the total US dead as 360,844. The remains of about 79,000 were not recovered and identified, while 8,532 (3 percent) were not identified and also were buried as "unknowns."

In the Korean war, the total dead numbered 36,923. The remains of 856 (again 3 percent) were interred as "unknowns." Identification methods at that time consisted of fingerprints and written dental records (not X-rays).

During the Vietnam war in the 1960s and 1970s, about 57,500 US military personnel died in Southeast Asia. Of that total, 2,235 remained unrecovered at the end of hostilities. In September 1998, that figure stood at 2,076. To date, no US service member who died in that conflict has been categorized as "unknown."

In 1951, during the Korean war, the Department of the Army took a great step in the enhancement of the remains identification process by developing the first central identification laboratory (CIL), in Kokura, Japan. The CIL, the first facility of its type to serve all military services, permitted the evacuation of US dead from Korea to Japan. It was staffed by professionals and added greatly to the US identification rate.

Central Identification Laboratory Moves

The CIL ceased to exist after the Korean war but later was reestablished as the United States Mortuary, Saigon, Vietnam, during the war in Southeast Asia. In March 1973, the laboratory was moved to Thailand and designated as the USACIL. This coincided with the withdrawal of US forces from Vietnam. In May 1976, the laboratory was again moved, this time to Hawaii, where it continues to operate today as the US Army CILHI.

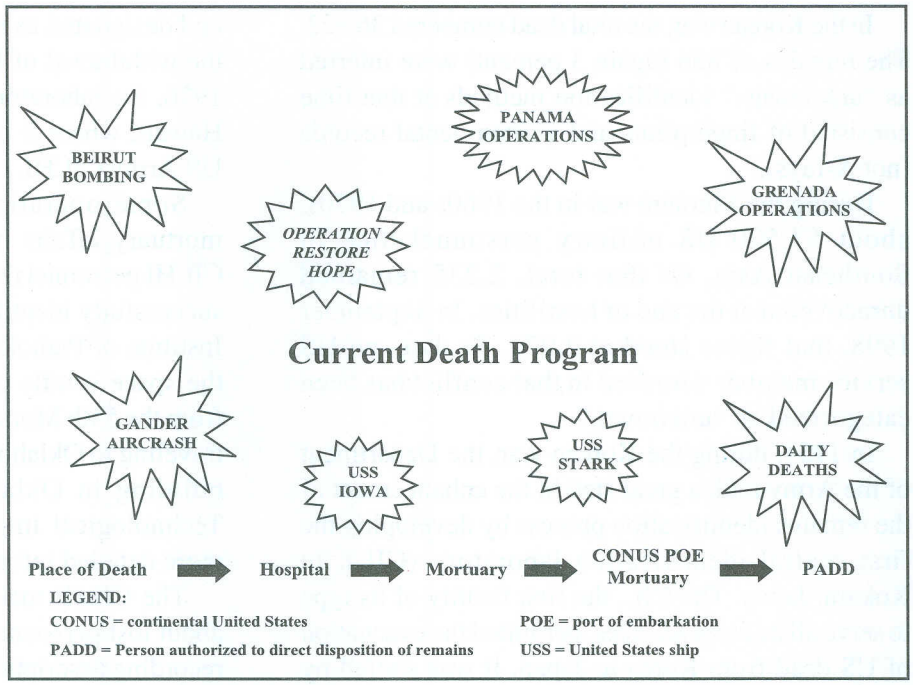
Some operations that have involved Army mortuary affairs in the past few decades include CILHI personnel returning to Korea and Vietnam and successfully identifying remains; the Armed Forces Institute of Pathology in Washington, DC, work on the space shuttle program's disasters; and soldiers from the 54th Mortuary Affairs Company at Fort Lee traveling to Oklahoma after the bombing of a federal building in Oklahoma City in the late 1990s. Technological improvements have been aided by more detailed information on soldiers today.

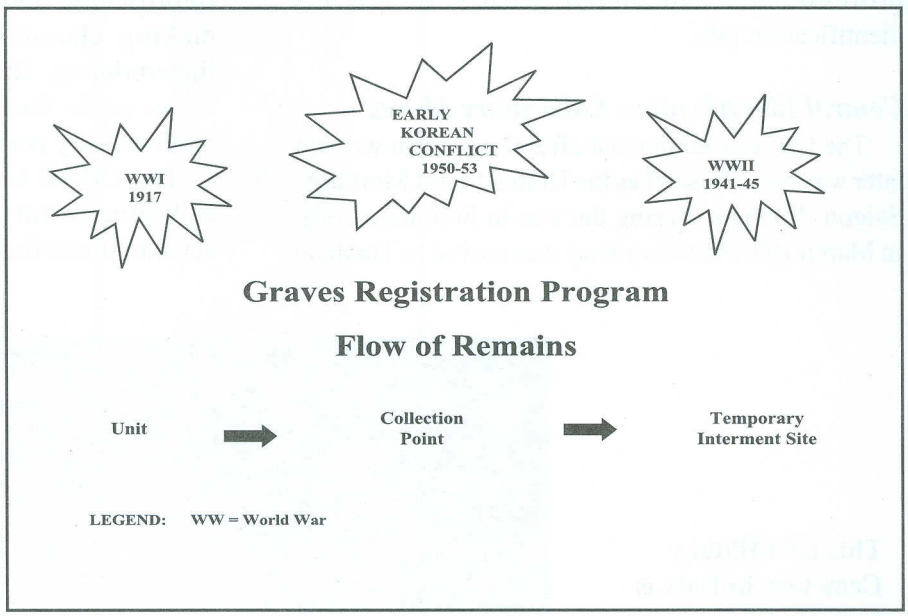
The CILHI maintains records of all information about lost personnel. The CILHI's functions include recording descriptions of remains; performing dental, fluoroscopic and anthropological examinations; making chemical or scientific analysis; and fingerprinting. This central identification laboratory serves as the final processing point for the remains of all military personnel.

The CILHI traces its roots to the mortuaries of Vietnam, but it has conducted search, recovery and identification on the remains from many

This US Military Cemetery in Italy is typical of those overseas during the World War II era.

past conflicts. To date, CILHI has handled 131 Cold War remains, more than 2,100 Vietnam war remains, 8,100 Korean war remains, and more than 78,000 World War II remains. It is the largest laboratory of its kind in the world. Identification methods are improving all the time, but good records will remain the key to the identification process.





Burial Procedures

The final step in the mortuary affairs process is burial. Although current doctrine allows for the temporary burial of remains in a theater with the appropriate approval, the goal is 100 percent concurrent return. Throughout history, the US has used temporary interment. As early as the Mexican War, hundreds of soldiers were buried at battle sites in Mexico as the war progressed. Only a small percentage were located after the war ended.

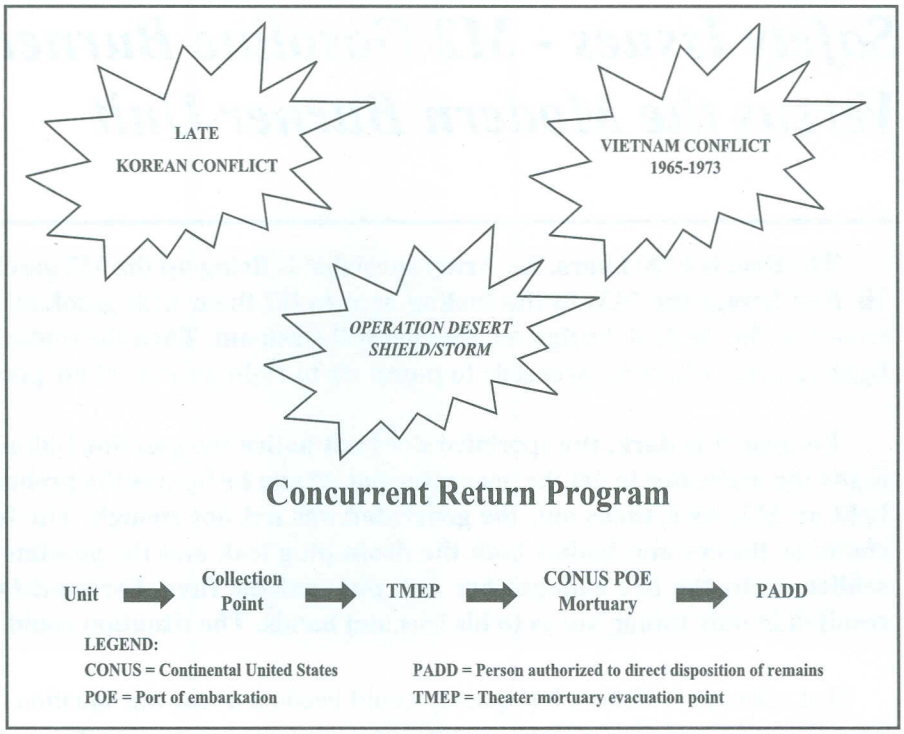
During the US Civil War, remains were often buried in mass graves. This led to the development of the national cemeteries throughout the United States. The most famous national cemetery in Arlington, VA, was actually established just before the Civil War ended. The Quartermaster General requested 210 acres of land from General Robert E. Lee's estate in 1864. More than 225,000 soldiers are now buried at Arlington.

In World War I, remains were buried throughout Europe, and eight permanent cemeteries were established overseas. Of these remains, 47,000 were returned to the US for interment. Overseas cemeteries are maintained by the American Battlefield Monuments Organization.

During World War II, more than 250,000 US soldiers were buried in temporary cemeteries. Not until the Korean war did the US Army move away from this practice. During the Vietnam war, concurrent return allowed fallen comrades to be returned to the US in about seven days. Future doctrine in mortuary affairs is leaning toward more efficiency in the theater, with full military rites and honors conducted for the deceased upon interment in the US.

Every veteran is entitled to a grave site marker and military rites at the funeral. A person may request military rites for a veteran who is retired or no longer

an active member of the Active or Reserve Components of the military. Requests can be made through many organizations, such as the Veterans Administration or information officers at any Army National Guard or US Army Reserve unit. All active units, most reserve units, as well as most active Veterans of Foreign Wars and American Legion posts have a color guard identified to perform military funeral rites.



Three Programs To Fit Military Needs

Different mortuary affairs programs are used for different circumstances. Under the *current death program*, remains are shipped to a place designated by the person authorized to direct permanent disposition and are provided with professional mortuary services. The *graves registration program* provides for search, recovery, tentative identification, and evacuation or temporary burial of deceased personnel. The *concurrent return program* is the preferred method of handling remains during periods of conflict. Remains are evacuated from the battlefield and shipped to the US for interment. The concurrent return program is used when the current death program capabilities are exceeded but conditions do not require temporary interment.

No More Unknown Soldiers

The importance of mortuary affairs on the modern battlefield is evident. The US citizens expect a fallen soldier to be brought back home. The basis of mortuary affairs is found in the training of soldiers, search and recovery procedures, identification of fallen comrades, and appropriate burial that includes the performance of military rites for the deceased. The bottom line in today's Army is that soldiers train to find, recover, identify and bring home all fallen comrades. The goal is no more unknown soldiers.

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 97-5/6 at Fort Lee, Virginia.

Mortuary Affairs and the Army of the Future

The Quartermaster Combat Developments Directorate, US Army Combined Arms Support Command, is forming an integrated concept team (ICT) to examine mortuary affairs (MA) issues necessary to propel MA operations into Force XXI and Army After Next. When looking at the battlefield support function of handling deceased personnel, the ICT will consider reengineering MA on the battlefield to better use limited personnel and also establishing a habitual relationship between MA teams and combat organizations to improve training. The ICT will address deficiencies in decontamination procedures, tracking of remains from the point of death to the stateside mortuary, and other sensitive areas peculiar to MA combat service support. For further information about the MA ICT, contact Fred Choice at DSN 687-2876 or (804) 734-2876, or E-mail to choicef@lee.army.mil.

Safety Issues - M2 Gasoline Burner Versus the Modern Burner Unit

CW4 Dennis C. McNece

The time is 0300 hours. An Army specialist is firing up the M2 gasoline burners to start breakfast. He first brings the M2s to the fueling area to fill them with gasoline. Some gasoline splashes on his trousers. No big deal, he figures, the fuel will wash out. Then the soldier moves the burner units to the lighting area, where he proceeds to pump six to eight pounds of air pressure into the tanks.

Because it is dark, the specialist does not notice the gasoline bubbling around the drain plug. He lights the preheater to get the generator hot. When he figures the preheater is hot enough, he begins to light an M2. As it turns out, the generator was not hot enough. The fuel that built up in the mixing chamber flashes and ignites both the drain plug leak and the gasoline on the soldier's trousers. The soldier grabs the fire extinguisher and puts out the fires. Fortunately, this soldier's quick thinking resulted in only minor burns to his legs and hands. The situation could have been much more serious.

That scenario is fiction, but quickly could become a real-life situation. Whenever a soldier with the 92G (Food Service Specialist) military occupational specialty works with the M2 gasoline burner in all field-feeding systems, safety must come first. One small leak or improper procedure very easily results in disaster.

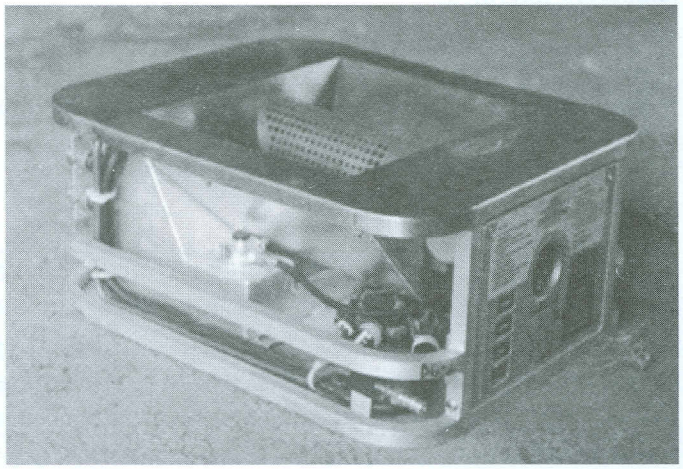
Old M2 Technology

The M2 burner unit is an old piece of equipment that the Army started fielding in 1959, which means today's soldiers are working with 1940s technology. The M2 replaced the M1937 burner unit. The M2 technology eliminated, among other features, the copper tubing and dual tanks of the M1937. The newer, "safer" M2 has a single U-shaped fuel tank and uses a generator that requires preheating before the actual burner lighting. The M2 also has a pressure gauge so the cook can easily tell when the unit is building up excess pressure. As it turns out, the M2 technology has not met the test of time. After many accidents injuring and even killing cooks, the Army has found the M2 quite dangerous.

Dangerous Pressure

One example of this potential danger is the pressure gauge. As long as cooks monitor the gauge for excess pressure, the unit works well. Soldiers can shut down the M2 and remove the gasoline burner from the area of operations. However, if the cooks forget to check the M2's gauge, the burner can build enough pressure to explode.

Initially, the only way to release excess pressure at a dangerous level was to shut off the unit, let the M2 cool and then release the pressure. Then the Army developed a pressure release valve attached to the U-shaped fuel tank and the pressure gauge. The valve was designed to automatically release excess pressure when pressure reached 60 pounds per square inch (psi). However, many reports document the valve not functioning as it should.



Modern Burner Unit

Dangerous Fuel Leaks

A gasoline leak is the other, and most prominent, danger. In this situation, raw fuel, possibly under pressure, escapes from the burner. Several places on the M2 can leak, such as the drain plug, filler cap, air valve, or generator into the mixing chamber. A fuel leak is troubling anywhere. The following scenario illustrates the danger of M2 leaks:

> Dining facility personnel were lighting the M2 burners to begin breakfast preparation. Two burners in the tent caught fire. One was fully functioning when the burner next to it ignited. The second M2 had a drain plug leak that had been undetected during preventive maintenance checks and services. The flaming fuel from the leaking M2 spread over the water on the tent's concrete floor. The shift supervisor quickly evaucated the are of nonessential personnel and began to extinguish the fire.

Fortunately, no one was seriously injured in this particular incident. The potential was there, however. That dining facility was part of a tent city set up for a field exercise. Other accidents, most unreported because of their "minor" nature, are caused by improper procedures. Here is an example of improper M2 procedures:

> A food operations sergeant told a specialist to remove an M2 from the moble kitchen trailer (MKT) because the burner was leaking. The specialist took the burner, which was turned off, about four feet from the MKT to work on the leak. The food operations sergeant left for another mission. The specialist opened a valve on the leaking burner. Opening the valve released the M2's air pressure and ignited another burner unit preheating about five feet away. The fumes from the leaking burner caused second degree burns from the specialist's elbows to wrist on both arms and minor burns to his chin. Damage to the screens on the MKT was estimated at about $100.00.

This accident with the leaking M2 resulted from two improper procedures. The first was the failure to observe the 50-foot rule, where the soldier keeps 50 feet between refueling and other operations. The second was the release of air pressure on one M2 too close to another lit burner. Here again, soldiers were fortunate that the incident was not more serious.

In a more recent incident in 1996, a soldier died because of M2 burners exploding. The 50-foot rule was not followed because of limited space. While being lighted, the M2 gasoline burner flared up, with flames reaching as high as 12 feet. Several soldiers were trying to contain the fire when the tanks on other M2s exploded. The result was one death and injuries to several others.

New MBU Technology

The M2 burner is a dangerous piece of equipment. What is the Army doing about the situation?

The Army is replacing the M2 gasoline burner unit by fielding the Modern Burner Unit (MBU). The MBU will eventually replace the M2 in all operations. The current M2 burns gasoline, but the new MBU supports the initiative of a single fuel on the battlefield by using JP8. Using the far less volatile JP8 also significantly reduces the toxic fumes associated with field cooking.

Generally, the MBU will be powered by alternating current (AC) generators using a power converter to supply direct current (DC) power. The new MBU uses less than 90 watts of 28-volt DC power, reducing the risk of electrical shock and allowing direct use of vehicle power as a backup. A two-kilowatt generator comes with each six MBUs.

Soldiers install a new Modern Burner Unit (MBU) in a mobile kitchen. The MBU has the same footprint as the older M2 gasoline burner currently in use.

Safe Operations

The MBU features precise heat control and push-button ignition and refueling. Lighting the MBU in place with electrical ignition eliminates the preheating period required with the M2. Unlike the M2's pressurized fuel system, the MBU's push-button refueling system ends the need to remove the burner for refueling and avoids possible spilling hazards. Also, soldiers will no longer face the dangers associated with lighting and carrying lit M2 burners into the kitchen.

To show how much easier and safer the MBU is to operate, allow me to take a moment to run through the procedures for preparing and operating the MBU. Remember that the MBU operates on 28-volt DC electrical power as well as JP8 fuel.

Once the generator is on, power comes into the MKT through a power converter to the MBU. The operator turns on the power button. The operator puts the JP8 in the MBU after bringing the five-gallon fuel can on the MKT with the attached fuel adapter and hooking up the quick-disconnect to the burner's fuel line. The operator presses the button labeled "fuel" and stands back to wait until the burner finishes fueling itself. This takes two or three minutes. An indicator light on the right side comes on when the MBU is full.

The MBU eliminates the M2's requirement to carry the unit 50 feet away for refueling. Once the MBU is full, the operator removes the quick-disconnect from the fuel line and sets the fuel can outside. To start the MBU, the operator turns the temperature setting to "high" and presses a button labeled "start." After a three- to five-second delay, the burner will fire with no preheating before lighting. The MBU eliminates the preheater and generator that the M2 uses. To shut down the MBU, the operator simply pushes the button labeled "stop."

A cook who forgets to prepare something can just start up the burner again immediately. The MBU does not require cooling down before restarting, but the M2 does.

With the initial start-up of the MBU, the operator notices that another light on the right side will come on. That "warm-up" light means cooking can begin immediately. There is no need to wait for the "run" light right above the "warm-up" light to come on, as with the M2 gasoline burner unit.

The MBU even shows when fuel is getting low. A light will start flashing amber when about 15 minutes of JP8 is left. When the fuel gets lower, the light starts flashing red. A flashing red light tells the operator to shut off the flame, reconnect the fuel line and refill the MBU while the burner unit remains in place. The MBU will hold two gallons of JP8 and will run for four hours on a high setting.

Not only safer and easier to use, the MBU saves money on fuel costs. With the M2, cooks will leave the unit burning even if not using it because of the cooling down and relighting procedures. This is not necessary with the MBU, which the cook can simply turn off and fire right back up.

That is what the Army has done about the M2 gasoline burner. The MBU will be much safer and easier to use. The MBU will save the Army money in the fuel costs for meal preparation and save in man-hours lost because of injuries. Until units receive MBUs and get rid of the M2s, I implore soldiers and leaders to follow the safety rules already established. Our soldiers are our most valuable resources, and we cannot afford to lose anyone to shortcuts and mistakes.

CW4 Dennis C. McNece is currently assigned as Chief, Field Operations Training Branch, Directorate of Training, Army Center of Excellence, Subsistence, US Army Quartermaster Center and School, Fort Lee, Virginia.

Direct Internet Addresses

Every training department in the US Army Quartermaster Center and School at Fort Lee, VA - as well as the US Army Quartermaster Museum, *Quartermaster Professional Bulletin*, NCO Academy, 23d Quartermaster Brigade and the 49th Quartermaster Group - has web pages. Here are their direct Internet addresses:

23d Quartermaster Brigade: http://www.lee.army.mil/quartermaster/23rdbde
49th Quartermaster Group: http://www.lee.army.mil/quartermaster/49thgrp
NCO Academy: http://www.lee.army.mil/quartermaster/nco
Aerial Delivery and Field Services: http://www.lee.army.mil/quartermaster/adfsd
Army Center of Excellence, Subsistence: http://www.lee.army.mil/quartermaster/aces
Logistics Training: http://www.lee.army.mil/quartermaster/ltd
Mortuary Affairs Center: http://www.lee.army.mil/quartermaster/mortuary
Petroleum and Water: http://www.lee.army.mil/quartermaster/pwd
Quartermaster Professional Bulletin: http://www.lee.army.mil/quartermaster/pba.html
Quartermaster Museum: http://www.lee.army.mil/quartermaster/museum

Training With Industry (TWI) - My Experience With Sears as the First TWI Civilian

Johnnie B. McCaskill

It started with a phone call: "You have been selected for the TWI program." This was the beginning of a new experience in my federal service career and a first for a civilian in the Department of Defense's TWI program. TWI is designed to train skills in specific industrial procedures and practices not readily available through existing military or civilian schooling programs. Soldiers selected for the TWI program train about one year in civilian industry before assignment to positions requiring interaction with the private sector on a routine basis. As the first civilian in this program, I had only a six-month tour. I hope this article will help interest other civilians in applying for TWI.

My TWI assignment was with Sears, learning logistics under the leadership of LTG (Retired) William G. "Gus" Pagonis, Commanding General of the 22d Support Command during *Operation Desert Storm* in the early 1990s. Now Sears Executive Vice President of Logistics, "Gus" began the TWI program with Sears Logistics Group (SLG) in 1995. Two US Army captains and three warrant officers have completed a one-year tour.

My introduction to "Gus" came at the daily "Stand-up" via the telephone. These meetings, held every day except Monday, last 30 minutes and allow associates to brief items of interest. Stand-ups are held at all levels of management and along all channels in the SLG operations. A "Gus" staff meeting is held on Mondays for the vice presidents. These are two primary ways of communicating issues to Gus and across the SLG channels.

Another way to communicate in SLG is submitting a 3x5 card or sending electronic mail. Employees use the 3x5 card rather than write a long report or memorandum. If an action is required, the 3x5 card will be returned to the writer with directions or a "Please See Me."

For more lengthy communications or for decisions on an issue, associates use a one-page matrix paper to list the key business points: no more than "three ups and downs and the bottom line." On the back of the matrix page is a "chop block" to concur/nonconcur to the recommendation or action. Major decisions about operations and budgets have been made using this simple but powerful form.

Training

Sears offers various classes and courses. Each month, cross training is available to associates on a wide range of topics such as inventory management and stock investment. Sears encourages each associate to participate in two-day Cross Functional Training in a retail store, Retail Replenishment Center, Direct Delivery Center or other logistics center. I selected training in the Direct Delivery Center. I also completed several courses from "SLG University," such as Leadership and Professional Logistics, as well as correspondence courses.

In particular, two classes provided skills to use in my present Army position. The first was Negotiating to Success. This class identified methods to achieve a win-win solution in business and personal negotiations.

The second class most helpful to me professionally was Team Management Index. The class required exercises with teamwork to achieve a goal. This training improved the way that team members requested information and communicated with each other. The Team Management Index class was presented when the Product Service Logistics team was growing and associates were changing positions. The team received

a profile that identified how people prefer to relate with others, gather and use information, make decisions and organize themselves and others.

Work Assignment

I was assigned to Product Service Logistics, which supports Sears Home Services. I arrived at Product Service Logistics and hit the ground running. Product Service Logistics was involved in an Electrical and Mechanical Field Redesign. The redesign's objective was to centralize product repair of televisions, video cassette recorders, audio equipment and floor care products in a regional repair facility.

After using the region's existing shuttle network to transport repairable products to a location called a "crossdock," a line-haul trailer moved the products to the repair facility. Once repairs were complete, the line-haul trailer returned the products to the crossdock locations. The logistics team conducted classes for crossdock associates in logistics procedures, packaging, bills of lading, and loading and securing carts for delivery. This type of rollout is similar to a new weapons system fielding within the Army.

After working with the redesign team, I conducted a crossdock training class. I prepared storyboards for the crossdocks and the central repair facility in Chattanooga, TN.

Another project in Sears field redesign is the Parts Distribution Center. The Parts Distribution Center will centralize parts distribution for in-home repair services. My mission was to conduct a Stock Keeping Units (SKUs) profile at Frigidaire Home Products in Orangeburg, SC. Using a parts assortment data printout, I checked each SKU for cube, weight and master carton packaging. This information will be used to determine space allocation and supply order requirements for parts in the Parts Distribution Center.

As part of my training objective, I conducted two retail store surveys in Denton and Richardson, TX. These surveys gave retail store managers an opportunity to rate the quality of SLG delivery service from the Retail Replenishment, Fashion and Direct Delivery Centers. I met with the managers of the SLG facilities to discuss both the survey results and the comments by store managers on any low rating. The survey is a good tool for SLG to receive feedback on the quality of customer service and on the impact of service changes to the customer.

In addition to my other TWI assignments at Sears, I participated in the SLG presentation to the chairman and chief executive officer. Associates used a skit presentation, "The Titanic," to brief. I also traveled with "Gus" to visit three SLG distribution centers. This short trip was an informal way to discuss logistics problems with a facility manager, tour a facility and present special accolades to deserving associates.

The Bottom Line

My training, both in the classroom and on the job, was great. In all areas of Sears logistics, the company's 3C (Compelling place to shop, work and invest) and 3Ps (Passion for our customer, People add value, Performance leadership) goals remain the focus for training and making decisions. However, a six-month tour is too short and limits the amount of time to learn about the Sears logistics organization, train in classes and work on special projects. I would recommend extending this TWI program for civilians to one year.

My TWI tour with Sears gave me an opportunity to observe the top leadership in the day-to-day operations of business and decision-making. This training has enhanced my knowledge of corporate leadership and the Sears logistics system of operations to better ultimately benefit the Department of Defense.

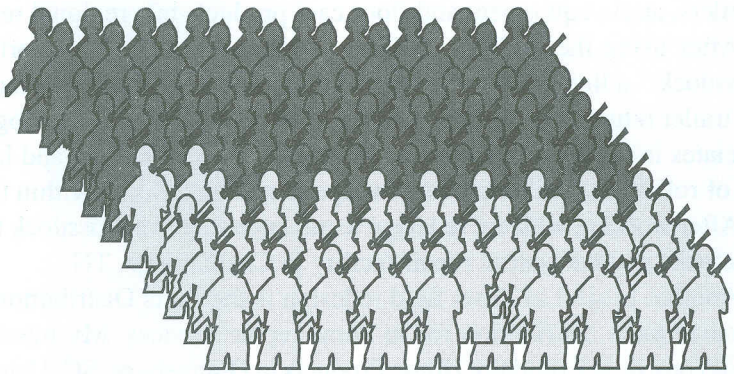
Johnnie B. McCaskill, a Logistics Management Specialist, is employed at Program Executive Office, Project Manager, Field Artillery Tactical Data Systems (PM FATDS), Fort Monmouth, New Jersey. She is a Fielding Manager for PM FATDS whose duties include coordinating and fielding various fire support systems to Field Artillery units worldwide. She has worked in various directorates at Communications-Electronics Command (CECOM) and Fort Monmouth, such as Readiness and Security Assistant Management.

CAREER NEWS

Professional Development

As the Army continues to draw down, we at the Quartermaster Branch, US Army Total Personnel Command (PERSCOM) would like to update Quartermasters about some new changes, developments and trends in the assignment and professional development areas. **For more information about officer, warrant officer and noncommissioned officer issues, access the Quartermaster Home page by typing** http://www.lee.army.mil/quartermaster **and then look up the appropriate Quartermaster Branch Newsletter from PERSCOM.** To help enlisted soldiers keep track of PERSCOM's new communication tools, the enlisted Personnel Management Directorate distributed a wallet-sized information card that lists a soldier's career manager's phone number, E-mail address, FAX number, and telephone interactive voice response system (IVRS) instructions and phone number. Enlisted soldiers can get their pocket cards at their servicing personnel center.

Where We Are



42 of 100 Quartermaster soldiers are in combat units

Approaching the New Millennium

LTC Dean G. Delis, Quartermaster Officer Branch Chief, delisd@hoffman.army.mil, DSN 221-8119

This past year has been both challenging and rewarding. As we approach the new millennium, we look forward to an equally productive 1999. With the New Year upon us, it is an opportune time to review our Quartermaster personnel mission and cover a few areas of interest.

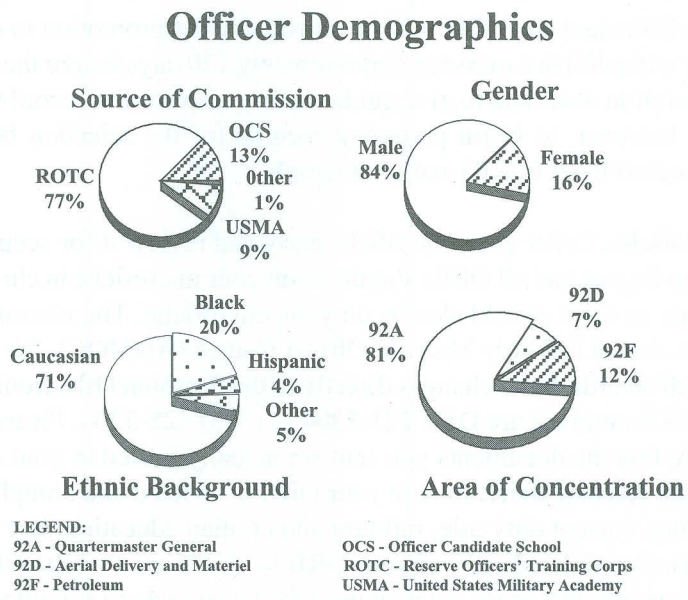
PERSCOM's mission is to assign the right officer to the right job at the right time. While that sounds simple, successful accomplishment is truly complex and affects officers and their families. The assignment process mandates that we professionally develop our officer corps, strongly consider officers' preferences and meet Army requirements. The old adage that you are your own best career manager is still true. All of us must fully understand DA Pamphlet 600-3 (Commissioned Officer Development and Career Management) and become involved with the professional development and assignment process. Selfless service to our nation, throughout our careers, is paramount for everyone.

In this edition, you will find articles dealing with professional development, such as Advanced Civilian Schooling (ACS), pinpoint assignment information and promotion board preparation. All are crucial to each officer's professional and personal development.

Pinpoint Assignments and How They Work

MAJ Lawrence Wilkerson, Major Assignments Officer, DSN 221-5267/5269

There is a common misconception that PERSCOM makes pinpoint assignments to units and duty positions within major commands (MACOMs) or installations. With a few exceptions such as positions in recruiting, Reserve Officers' Training Corps (ROTC) and joint service assignments, Quartermaster Branch does not make pinpoint assignments.



For example, AR 612-105 governs pinpoint assignments for officers going to US Army Europe. When assigning an officer to Europe, the Quartermaster Branch prepares a request for orders (RFO) that indicates assignment to "64th Replacement Battalion, Frankfurt Germany," the processing agent for most European assignments. An electronic message is transmitted to 1st PERSCOM and to the losing command. A copy of the RFO is also sent to the officer being reassigned. At this point, PERSCOM's formal action in the assignment process ends. The remaining communication takes place between the officer's losing personnel activity center (PAC) and the gaining command's PAC.

When the officer's losing PAC receives the RFO, **the losing PAC** publishes the actual permanent change of station (PCS) orders. The losing PAC should ask the officer to complete DA Form 4787 (Reassignment Processing Form) to obtain a pinpoint assignment, a military sponsor, housing and family member travel, as appropriate. The DA Form 4787 also allows the officer to express preference of unit(s) or area(s) of assignment within Europe, the assigned MACOM. Further, each MACOM is assigned a liaison officer responsible for working pinpoint assignments for that MACOM. The liaison officer works to accommodate or balance the needs of the Army and the needs of the officer. The officer is encouraged to contact the MACOM's liaison officer after being notified of the MACOM where he will be assigned.

The DA Form 4787 goes directly to the 1st PERSCOM (or Commander, Southern European Task Force (SETAF) if the assignment is to Italy, Greece or Turkey). Then 1st PERSCOM, or SETAF, uses the DA Form 4787 and the RFO to determine the eventual pinpoint, normally decided down to battalion level. Notification of pinpoint assignment will be electronically transmitted to the losing PAC within 90 days of the officer's reporting date. Approval or disapproval of a concurrent travel request should be received at the same time. Upon receipt of the pinpoint notification from the gaining command, the officer's PAC issues an amendment to the original PCS orders. If the supporting PAC does not receive a pinpoint assignment at least 60 days before the arrival date, the supporting PAC should initiate a tracer action.

The pinpoint assignment process for the continental US (CONUS) is similar but less formal. The affected officer has input, but the requirements of the Army and the needs of the subordinate unit are top priorities.

Begin Preparing Records for the Selection Board Now

CPT Stephen V. Long, Non-Branch Qualified Company Grade Assignments Officer
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Most lieutenants in YG96 will be considered for promotion to captain in Spring 1999. The Department of the Army will publish a message approximately 120 days before the starting date of the board to define the zone of consideration dates and to give guidance on complete-the-record Officer Evaluation Reports (OERs). Now is the time, however, to begin preparing records for the selection board. Three items are critical: microfiche, Officer Record Brief (ORB) and photograph.

Microfiche. Order your microfiche early and review it for accuracy. Your Officer Basic Course Academic Evaluation Report and all OERs should be on your microfiche in chronological order. All badges and all schools of 80 hours or more should also be on your microfiche. The microfiche section requires orders for all schools (Airborne, Aerial Delivery Materiel Officer Course (ADMOC), Air Assault, and Ranger) and the award certificates for all awards. Send changes directly to the Personnel Electronic Records Management System microfiche section (FAX numbers are DSN 221-5204 or (703) 325-5204. Please do not send your original copy. Follow up and ensure that the documents you sent are actually posted to your microfiche.

Officer Record Brief. Ensure your ORB is updated and complete. Pay particular attention to your assignment history, current duty title, military and civilian education, last OER date, and last photograph date. Please send a signed and dated copy of your ORB to Quartermaster Branch when you have made all corrections.

Photograph. Please do not wait until the last minute to submit your photograph. Your photograph provides board members a "face to go with the name" and should accurately represent your awards and military schools. We recommend taking another officer with you when you have your photograph taken. This officer should inspect your uniform and appearance before you step in front of the camera. Common mistakes are awards in the wrong order; wearing unit awards not awarded to the unit for an event in which you participated; and wearing airborne wing backings.

Remember: it is your promotion board. Take the time now to make sure that your records are in order. If you need any assistance, contact me.

Frequently Asked Career Questions

CPT Benny L. Starks Jr., Future Readiness Officer
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We have fielded many questions from officers concerned about the jobs they should pursue for branch qualification. All officers should familiarize themselves with DA Pamphlet 600-3 (Commissioned Officer Development and Career Management). This pamphlet contains a career map, explains what job branch-qualifies an officer by grade and defines what each officer should achieve professionally throughout his career. Officers can view the current edition of DA Pamphlet 600-3 online through the Army Publishing Agency Web site at http://www.army.mil/opms Other frequently asked questions revolve around the branch exchanges, Advanced Civil Schooling and the Logistics Executive Development Course (LEDC) programs.

Branch Detail. Quartermaster branch-detailed officers go to the combat arms branches to help offset their requirements and available inventories. As they reach the date that the branch detail expires (BREX), these officers become Quartermaster Corps assets. Many units try to continue to hold these officers past their BREX dates. However, this program is congressionally mandated with set dates for changing from the detailed branch to the basic branch. Officers will attend the first available qualification courses after their BREX dates. In some

cases, PERSCOM can extend an officer. Most often, the unit is about to go on an extended deployment or the unit is critically short of officers. Remember that Quartermaster Branch policy is to support the needs of the Army and the Quartermaster Branch. If you are a detailed officer and would like to extend, you must contact your assignment officer and request the extension, in writing.

Advanced Civil Schooling (ACS) and Other Army Programs. Once branch-qualified, the Quartermaster officer may have the opportunity, based on Army requirements, to participate in either a fully funded ACS program, Training With Industry, or LEDC. There is also an opportunity to attend the master's program at the Florida Institute of Technology, in conjunction with LEDC, which is commonly referred to as LEDC/FIT. Unlike the ACS program, LEDC/FIT is not fully funded. If interested in one of these programs, contact your assignment officer. View more information about these programs online through PERSCOM's Quartermaster web page "frequently asked questions" section at http://www.perscom.army.mil/opmd/qm/qm.htm

Warrant Officers and the LEDC

CW4 James C. Tolbert
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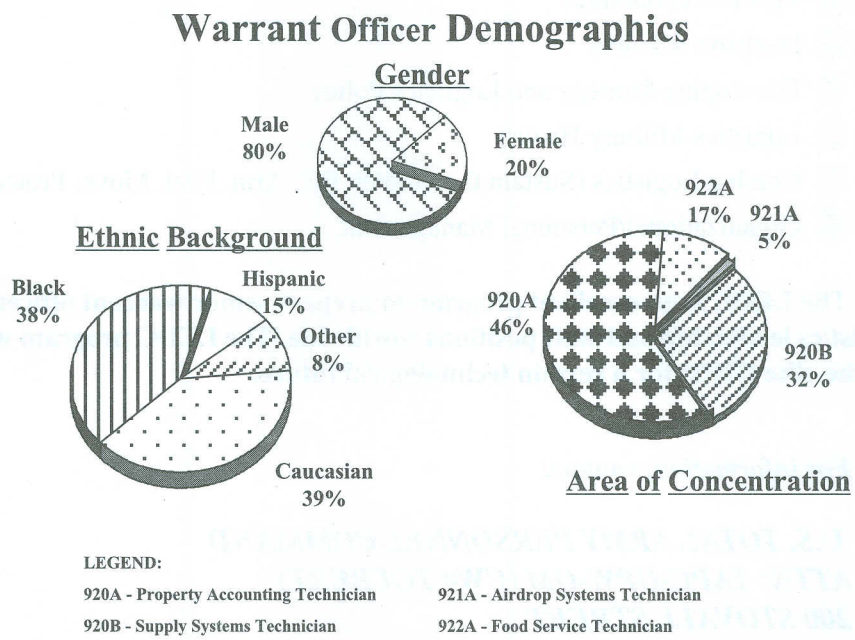
Warrant officers can pursue a master's degree while on active duty through the Army Logistics Management College (ALMC) at Fort Lee, VA. ALMC instructors teach the Logistics Executive Development Course (LEDC), recognized as the Army's senior logistics course and as the premier logistics instruction in the ALMC curriculum. Also, ALMC's LEDC has a cooperative master's degree program with the Florida Institute of Technology (FIT).



Because LEDC is a course at the graduate level, this infers that students should have the initiative to pursue advanced educational goals and the willingness to share expertise and experience with their classmates. The LEDC recognizes that each student brings valuable expertise in one or more course-related areas, while the class collectively has expertise in the full range of logistics management. Instruction includes accepted theory, established policy, doctrine and applications to the management of defense logistics.

The LEDC prerequisites for warrant officers require potential nominees to have actual or anticipated assignments to senior managerial logistics positions. Warrant officers should be in the grade of CW2(P) or higher, have completed the warrant officer advanced course, and have a baccalaureate degree.

The LEDC course length is 16 weeks and 2 days followed by graduate studies with the FIT. Students completing the LEDC earn 12 hours of graduate credit hours, which can apply toward their graduate studies with the FIT. After completing FIT graduate studies, students earn another 18 credit hours and a master's degree in logistics management from the FIT.

Warrant officers have two ways to participate in LEDC/FIT: attend both the LEDC course followed by the graduate work with FIT or attend LEDC and then complete graduate work by distance learning. Warrant officers attending both the LEDC and the resident graduate portions at ALMC will be processed on permanent change of station (PCS) orders to Fort Lee. After completing the LEDC and FIT programs, the officer will PCS to the next duty location. Using this method, there is no cost associated with attending the LEDC portion. However, the individual warrant officer will be responsible for the cost of the FIT graduate program, using available GI Bill entitlements or the Army Tuition Assistance Program.

The other method allows the warrant officer to attend only the resident portion of LEDC at Fort Lee and then complete the graduate program via distance learning. Using this method, warrant officers attend the LEDC program in a temporary duty (TDY) status and then return to their units and complete the graduate program by distance learning. The individual warrant officer must go to Fort Lee in a TDY status using unit training funds for the TDY expense. The individual warrant officer is also responsible for paying for his graduate program with existing GI Bill entitlements or the Army Tuition Assistance Program.

The LEDC's training focus aims for the strategic and operational level. This level consists of future logistics concepts, new and emerging issues, logistics doctrine, and joint and multinational logistics issues. The following are the curriculum's components:

- Resource Management
- Acquisition Management
- Materiel Economics
- Decision Sciences
- Developing Strategy and Logistics Policy
- Logistics Military History
- Combat Logistics (Sustain the Soldier, Fix, Arm, Fuel, Move, Protect the Force)
- Organizational/Personnel Management

The LEDC is an excellent program to prepare senior warrant officers to serve in a wide range of key logistics leadership and staff positions worldwide. The LEDC program will prepare today's "superstars" as the elite CW5s for a certain technological future.

For information, contact:

U.S. TOTAL ARMY PERSONNEL COMMAND
ATTN: TAPC-OPW-QM (CW4 TOLBERT)
200 STOVALL STREET
ALEXANDRIA, VA 22332
PHONE DSN 221-7839 or (703) 325-7839
FAX DSN 221-5232 or (703) 325-5232

CW4 James C. Tolbert is currently the Career Manager for Quartermaster Warrant Officers assigned to the US Total Army Personnel Command, Alexandria, Virginia.

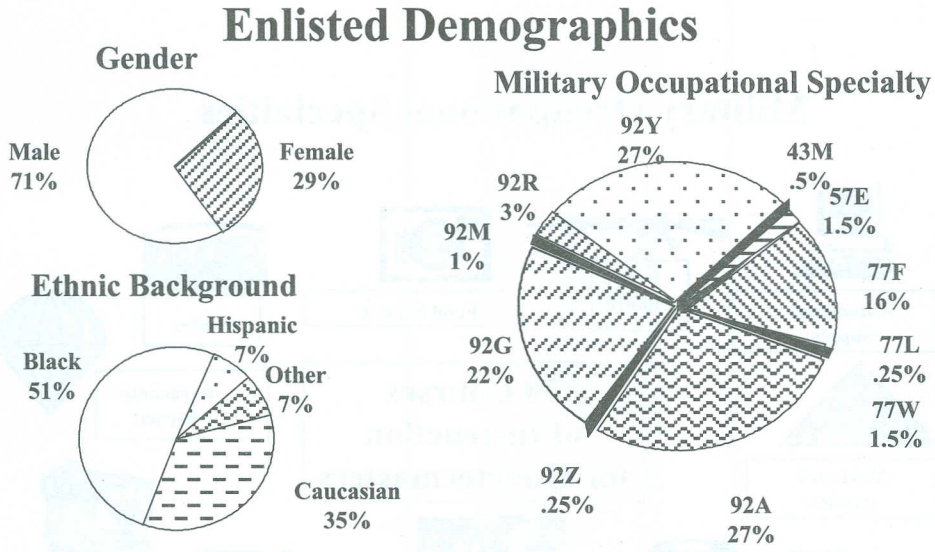
Noncommissioned Officer Branch Chief Notes

LTC R.D. Cox, Chief, Quartermaster Enlisted Personnel Management Branch
coxr0@hoffman.army.mil

Our first priority continues to be taking care of Quartermaster soldiers and their families. Service to you is the most important thing that we do in the Quartermaster Enlisted Personnel Management Branch. The senior noncommissioned officers (NCOs) and Department of the Army (DA) civilians who work in the branch are committed to providing you first-class assignment and professional development support. We have some very dedicated and professional NCOs and DA civilians. Recently, one of our Quartermaster NCOs won the PERSCOM NCO of the Year competition. Also, one of our DA civilians was the PERSCOM runner-up for Civilian of the Year. We are proud of these two individuals. They are representative of all the NCOs and DA civilians within the branch.

We continue to make about 1,250 assignments every month. Work with your chain of command, local Personnel Service Center (PSC) and us to ensure that your preferences and the needs of the Army are balanced. The local PSCs are the resident field experts for personnel actions and should be involved as an important first source of information.

Each PERSCOM assignment manager has two phone lines that ring on the desk. Many times, the assignment managers are working a difficult issue with one soldier and are unable to answer the other line, or both lines are busy for a long time. If you experience difficulties, please remember that you are now able to send E-mail directly to the specific assignment managers and professional development NCOs who represent you by clicking on their underlined names once you enter *PERSCOM Online*. E-mail is a great alternative to the telephone. Please make sure you include your name, social security number, phone number and E-mail address in the body of your note in case we need to communicate with you. Our *PERSCOM Online* newsletter is a good source of information. We recently established direct web linkages to and from the Quartermaster Home Page at http://www.lee.army.mil/quartermaster



LEGEND:

43M - Fabric Repair Specialist
57E - Laundry and Shower Specialist
77F - Petroleum Supply Specialist
77L - Petroleum Laboratory Specialist
77W - Water Treatment Specialist
92A - Automated Logistical Specialist
92G - Food Service Specialist
92M - Mortuary Affairs Specialist
92R - Parachute Rigger
92Y - Unit Supply Specialist
92Z - Senior Noncommissioned Logistician

We make assignments six to nine months into the future. About a year from your normal PCS, you should begin to communicate with us. Get your preferences in early so your assignment manager can best work on your behalf.

E-mail is not a substitute for personnel actions that require chain of command involvement. In some cases, the assignment manager requires following up an E-mail discussion with a DA Form 4187. This ensures that your chain of command fully supports your request.

As always, we take our work very seriously. I want you all to understand that our true measure of success is the daily contribution we make to your career satisfaction.

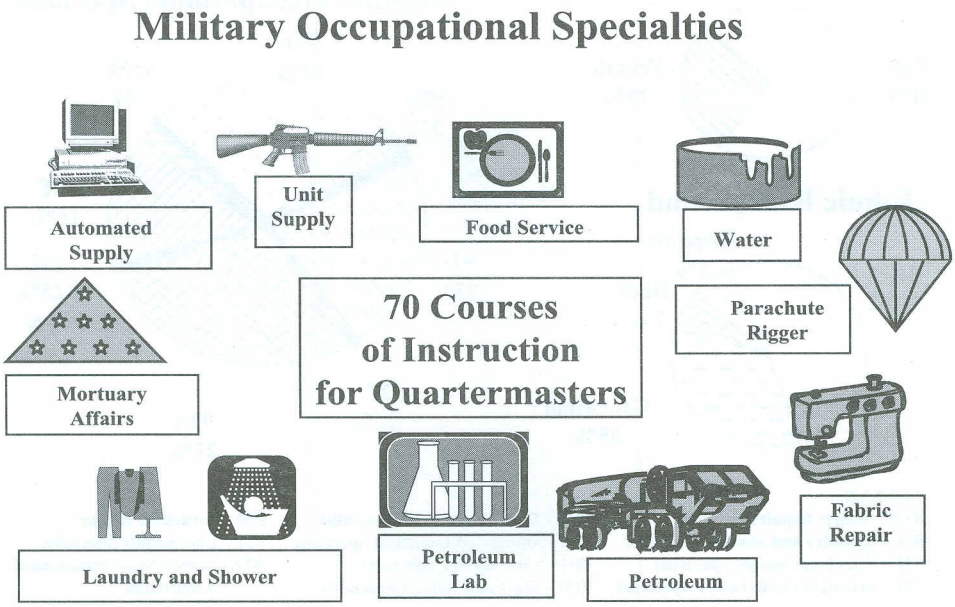
Professional Military Education

MAJ Bruce E. Cox, Deputy Chief, Quartermaster Enlisted Personnel Management Branch
coxb0@hoffman.army.mil

Often we get calls from soldiers trying to find out how or when they are scheduled for schooling. This article addresses some issues in the Professional Military Education Program and clarifies the Army's position on the Noncommissioned Officer Education System (NCOES) programs for senior soldiers. Although I will not answer all possible questions, I will give an idea of when Quartermasters can attend the Basic Noncommissioned Officer Course (BNCOC) and the Advanced Noncommissioned Officer Course (ANCOC).

For soldiers currently on promotion lists, the next logical step in their careers should be professional military education. For senior NCOs, this is Quartermaster ANCOC and BNCOC held at the NCO Academy, Fort Lee, VA. The Army's progression philosophy of **Select, Train and Promote** influences the rest of an NCO's time in service. Following this philosophy is most important for soldiers to posture themselves for promotion to the next rank.

The next step – for soldiers selected for promotion to staff sergeant or sergeant first class – is to contact your assignment manager to schedule a school date at Fort Lee's NCO Academy. This should be a date that you and your command can live with. A mutually acceptable date is extremely important because



NCOs selected for promotion need to attend a professional development school, and the Army budget demands close monitoring of school seats for maximum class fill. Sometimes attendance at these schools is difficult for soldiers because of their units' high operating tempo. However, NCO education is a commitment that commands must make for their soldiers' professional development and the longevity of the Quartermaster NCO Corps.

At times, soldiers schedule class attendance dates and then cancel at the last minute. This causes difficult situations for your assignment manager. First, it places a strain on the assignment manager who now has to fill a seat again, usually on short notice, and many times with no success. Secondly, it makes rescheduling a soldier within the same year difficult because classroom seats are not as plentiful as in previous years. This is critical because attendance within one year of promotion is mandatory for soldiers to retain their ranks.

Once selected for promotion, a soldier is guaranteed a seat for training. With current class schedules, it should be possible for every soldier selected for promotion to be scheduled for class within the year of selection. The Quartermaster Enlisted Management Branch at PERSCOM is carefully monitoring total class seat availability with the population expecting promotion. In other words, we are scheduling, because of budget limitations, one seat for each promotable soldier per class year.

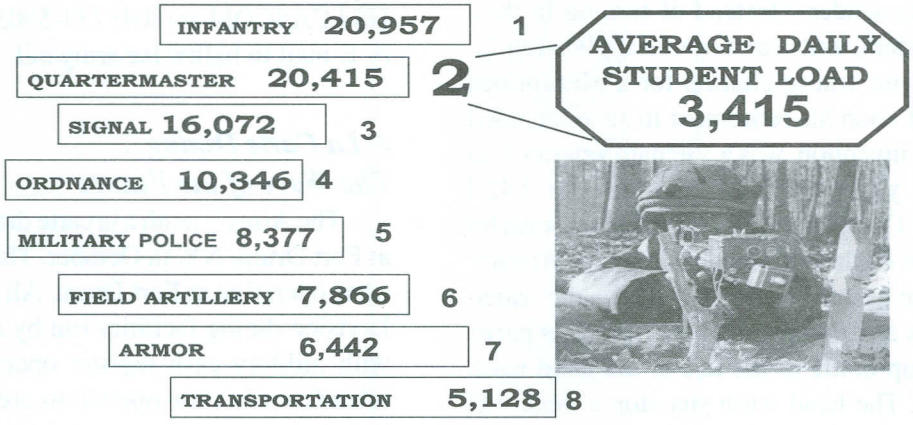
Does this mean you must go to class in the same year as your promotion? The answer: while highly desirable, some limitations such as deployments and rotations will prevent soldiers from going to NCOES schools in the first year of promotion. However, you will be considered a conditional promotion. This means you are a promoted soldier, but you have not been to a professional development school. The Quartermaster Branch does keep track of NCOs who are promoted but not trained, and we continue to schedule all NCOs eligible to attend the NCO Academy. Bottom Line: Once lists are released, soldiers should contact their assignment managers to determine the best time to attend school.

If you need training and have not heard from PERSCOM, immediately inform your Quartermaster Branch assignment manager and get a seat reserved for your professional development. Reservations for upcoming classes can be found on the Enlisted Personnel Management Directorate's web page under the "What's New" section. The Quartermaster Home page at http://www.lee.army.mil/quartermaster has direct web linkages to PERSCOM information on computer.

Your promotion is an extremely important testament to your abilities as a professional NCO in the Quartermaster Corps and also represents your potential to continue to move up the NCO chain. However, continued career advancement requires timely, successful completion of your professional military education.

Annual Student Load

US Army Training and Doctrine Ranking



QUARTERMASTER UPDATE

New hand wash works for USAR soldiers.

'Hand Wash' Invention Finds New Immersion Heater Use

A hand wash built by a food service sergeant introduces a new use for the immersion heaters that the Army is replacing with the M2 Burner units within the field sanitation center. SFC (Retired) Ralph Munger of the US Army Reserve's 192d Quartermaster Company (Petroleum Supply) in Milan, OH, created the hand wash on his own time.

"I thought this idea was ingenious, and so did my brigade commander," said CPT Kenneth F. Fox, Company Commander. "Instead of turning in their immersion heaters, units can use this application."

SFC Munger, whose citation for a Meritorious Service Medal upon his retirement in June included mention of his invention, was a Vietnam veteran who also had 22 years of service with the 192d Quartermaster Company. He made the hand wash by placing a spigot on the outside of an immersion heater can, so that the heater continually warms the water. A wooden box hanging from the can contains paper towels. A pump bottle to the left of the hand wash contains soap. The hand wash sits atop a table that opens and stores the soap and towels. CPT Kenneth F. Fox has this E-mail address: Kenneth_Fox@Keybank.com

CSS CD-ROMs Easier To Order Through USACASCOM Home Page

The US Army Combined Arms Support Command (USACASCOM) has made ordering combat service support (CSS) CD-ROMs an easier task. The USACASCOM Home Page lists all completed CD-ROMs that have been fielded. Each has a brief summary of the training the CD-ROM provides. Individuals and units can fill out a request form on the USACASCOM Home Page to order the CD-ROMs. The request goes directly to Tobyhanna Depot, which reproduces and distributes the CD-ROMs. The CD-ROMs are sent directly to the requestor. To order completed CSS CD-ROMs via the USACASCOM Home Page, use the following World Wide Web address: http://www.cascom.army.mil/cgi-win/polyform.exe/cd-rom_catalog

For more information, access the following link: http://www.cascom.army.mil/quartermaster/

Here is another excellent site for digitized training: http://155.217.58.58/

This is the home page of the US Army Doctrine and Training Digital Library. This site has products such as field manuals, common core training support packages, correspondence courses and training CDs. For assistance with these pages, contact Tim Hall at USACASCOM at (804) 734-5903 or DSN 687-5903 or E-mail to hallt@lee.army.mil

A La Carte Dining... The Wave of the Future

The Army's tenth a la carte dining facility opened at Fort Drum, NY, in October. This was the fifth a la carte operation at Fort Drum. All are 10th Mountain Division dining facilities run by military personnel, with military cash register operators. The Army's other five a la carte operations are at Fort Hood, TX,

(two); Fort Knox, KY; Fort Riley, KS; and Site R in Maryland.

One characteristic unites these facilities: the great success of a la carte operations. There has been a long-term increase in headcount, both of Subsistence in Kind (SIK) and Basic Allowance for Subsistence (BAS) diners. The Subsistence Prime Vendor program permitted the Army to include brand name items on the menus of these a la carte facilities. The soldier/diner can readily identify the foods in the dining facilities through familiarity with brand names. Brand name products at reasonable prices are drawing soldiers "home" to their dining facilities.

From a commander's point of view, soldiers eating in an installation dining facility reduce lost training time, minimize potential automobile safety and traffic problems, and enhance unit cohesion. Army dining facilities ensure that soldiers are offered nutritious food at affordable prices. Good nutrition is an important performance enhancer.

All new Army dining facilities will be designed to support a la carte operations. The Quartermaster General's goal: at least one a la carte facility on every military installation. The Army Center of Excellence, Subsistence is prepared to assist commanders who are changing their food programs to a la carte.

Army Food Program Automation

The Army began testing new garrison food service automation at Fort Hood, TX, in October 1998. The new FS 2000 system is a commercial, off-the-shelf package "tweaked" to interface with Army financial systems that already exist. FS 2000, a user-friendly automation package based on Microsoft Windows, supports both front and back of house management requirements. Hand-held readers for capturing headcount data, point-of-sale cash registers for a la carte dining facilities and back-of-house production management capability are all part of FS 2000.

Assuming successful testing, site surveys for FS 2000 began in early December 1998. The current schedule indicates Fort Carson, CO, Fort Drum, NY, and Fort Stewart, GA, will be the first Army installations fielded.

Subsistence Prime Vendor Update

Subsistence Prime Vendor has been fielded across the United States, Hawaii, Alaska, Puerto Rico and Europe. Plans are underway for Honduras, Haiti and Korea. Final implementation for the Sinai Multinational Force is programmed in the next few months. The Northern Zone of Europe initially had some supply problems, but Subsistence Prime Vendor is a great success across the board.

The Subsistence Prime Vendor program permits the Army to partner with industry to improve training, brand name availability and dining facility equipment. The result has been better food service operations around the world. For more information, telephone Dr. Mitchell J. Hartson at (804) 734-3345 or DSN 687-3345 or E-mail to hartsonm@lee.army.mil.

1994: 196th Quartermasters train in surf.

Send Your Petroleum and Water Photographs!

The Petroleum and Water Department (PWD) at the US Army Quartermaster Center and School is working to publish a directory of petroleum and water units, agencies and organizations on the Quartermaster Home Page. To include your organization, E-mail CPT Monte Yoder at yoderm@lee.army.mil

Once finalized, the directory will be posted on the PWD web site. Look it up at http://www.lee.army.mil/quartermaster/pwd. The PWD site already has many articles to download, plus general petroleum information.

Directory - Points of Contact

US Army Quartermaster Center and School

Fort Lee DSN prefixes: 687-xxxx or 539-xxxx
Commercial prefixes: (804) 734-xxxx or (804) 765-xxxx

The Quartermaster General (ATSM-CG)
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Assistant Commandant (ATSM-AC)
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juskowig@lee.army.mil

Command Sergeant Major (ATSM-CSM)
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gammonl@lee.army.mil

23d Quartermaster Brigade (ATSM-TPC)
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49th Quartermaster Group (Petroleum and Water) (AFFL-GC)
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Command Planning Group (ATSM-CPG)
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barrosj@lee.army.mil

Noncommissioned Officer Academy (ATSM-SGA)
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ruddm@lee.army.mil

Directorate of Combat Developments - QM (ATCL-Q)
COL Jack L. Weiss 734-0020
weissj@lee.army.mil

Effective 1 Jan 99, the Fort Lee, VA, default E-mail address changed to userid@lee.army.mil (for example, wrightj@lee.army.mil). The former E-mail address will work until 30 Jun 99.

MAILING ADDRESS:
QUARTERMASTER PROFESSIONAL BULLETIN
USAQMCS OQMG
ATTN ATSM QMG B
1201 22D STREET
FORT LEE VA 23801-1601

TELEPHONE:
DSN 687-4382
Commercial (804) 734-4382
FAX (804) 734-3343

UNIT DISTRIBUTION:
Report delivery problems, changes of address or unit designation to Martha B. Guzman at DSN: 687-4382. Requests to be added to direct distribution should be in the form of a letter.

ARTICLE SUBMISSIONS:
Submit articles in typewritten (or near letter quality), double-spaced drafts consisting of no more than 12 pages. Articles may also be submitted on 3 1/2-inch disk in most common word processing software (Microsoft Word for Windows preferred). Hard copy must be included. Please tape captions to any photographs or diagrams included. For editorial review, E-mail articles to kinesl@lee.army.mil

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

SUBSCRIPTIONS:
Individual subscriptions are available from the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954 at the rate of $12.00 per year ($15.00 foreign). Telephone credit card orders can be made 8 a.m. to 4 p.m., Eastern time, to (202) 512-1800. Orders can be sent by FAX 24 hours a day to (202) 512-2250.

Quartermasters Online

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

Every training department in the US Army Quartermaster Center and School at Fort Lee, VA - as well as the US Army Quartermaster Museum, *Quartermaster Professional Bulletin*, NCO Academy, 23d Quartermaster Brigade and the 49th Quartermaster Group - has web pages.

3rd Cavalry Supply Wagons relocate to support the Regiment near Glorieta Pass, New Mexico Territory, March 1862

Support Squadron, 3rd Armored Cavalry Regiment (Muleskinners)

From its constitution on 19 May 1846 and subsequent organization at Jefferson Barracks, MO, on 12 October 1846 as the Regiment of Mounted Riflemen, the 3rd Armored Cavalry Regiment's logistical support was provided by a mixture of support elements, mule trains and detachments.

Redesignated 3rd United States Cavalry on 12 October 1846.

By 1942, regimental logistics units included Band, Maintenance, and Service Companies.

Reorganized and redesignated 15 July 1942 at Fort Benning, GA, as 3rd Armored Regiment and assigned to the 10th Armored Division. Band, Maintenance and Service Companies deactivated.

Redesignated 18 January 1943 as 3rd Cavalry, Mechanized, and activated at Camp Gordon, GA, on 15 March 1943. Logistical functions performed by Headquarters Troop.

Reorganized and redesignated as Headquarters and Headquarters Troop, 3rd Cavalry Group, Mechanized, on 3 November 1943.

Inactivated 22 December 1945 at Camp Kilmer, NJ.

Reactivated 26 February 1946 at Fort George G. Meade, MD.

Redesignated 5 November 1948 as Headquarters and Headquarters Troop, 3rd Armored Cavalry Regiment.

Support Squadron (Provisional), 3rd Armored Cavalry Regiment, formed 11 November 1977 at Fort Bliss, TX, from elements of Headquarters and Headquarters Troop; 513th Maintenance Company; 43rd Engineer Company; 55th Military Intelligence Detachment and the 181st Ordnance Detachment (DS/GS, TOW/DRAGON).

Activated 1 October 1985 as Support Squadron, 3rd Armored Cavalry Regiment.

*** VERA CRUZ * CERRO GORDO * CONTRERAS * CHURUBUSCO * CHAPULTEPEC * VERA CRUZ 1847 ***
*** CHATTANOOGA * ALABAMA 1863 * TENNESSEE 1863 * ARKANSAS 1864 * COMMANCHES * LITTLE BIG HORN ***
*** CHEYENNES * UTES * TEXAS 1856 * NEW MEXICO 1857, 1858, 1860, 1861, 1862, 1867, 1869 * OKLAHOMA 1871***
*** ARIZONA 1870, 1871, 1882 * SANTIAGO * SAN ISIDRO * SAN SABIAN * LUZON 1899, 1900 ***
*** WW I (WITHOUT INSCRIPTION) * NORTHERN FRANCE * RHINELAND * ARDENNES-ALSACE ***
*** CENTRAL EUROPE * * DEFENSE OF SAUDI ARABIA * LIBERATION AND DEFENSE OF KUWAIT ***

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Army Values
"R" is for Respect

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

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

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

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

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

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

Headquarters, Department of the Army This publication is approved for public release. Distribution is unlimited.