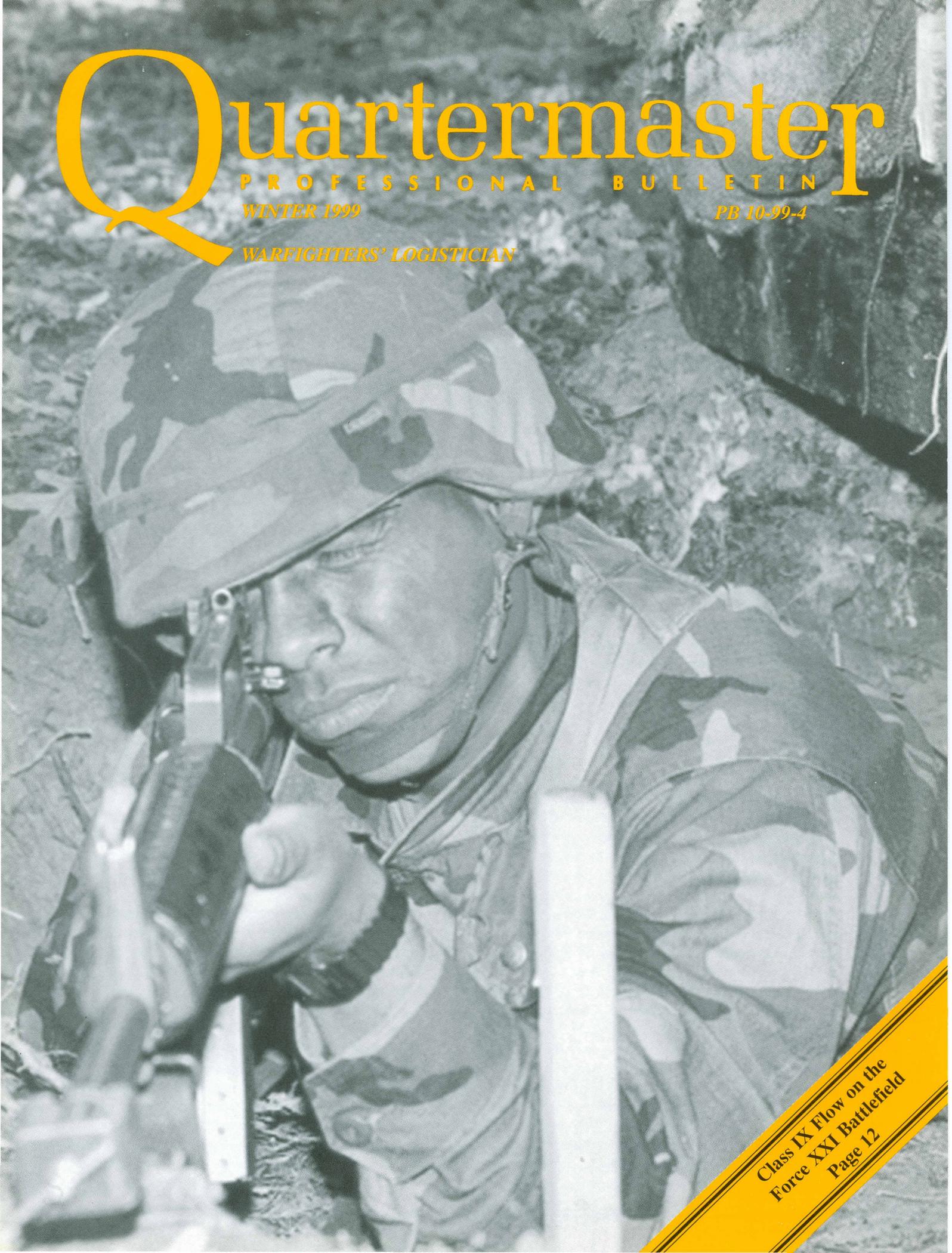


Quartermaster

PROFESSIONAL BULLETIN
WINTER 1999
WARFIGHTERS' LOGISTICIAN

PB 10-99-4



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Force XXI Battlefield
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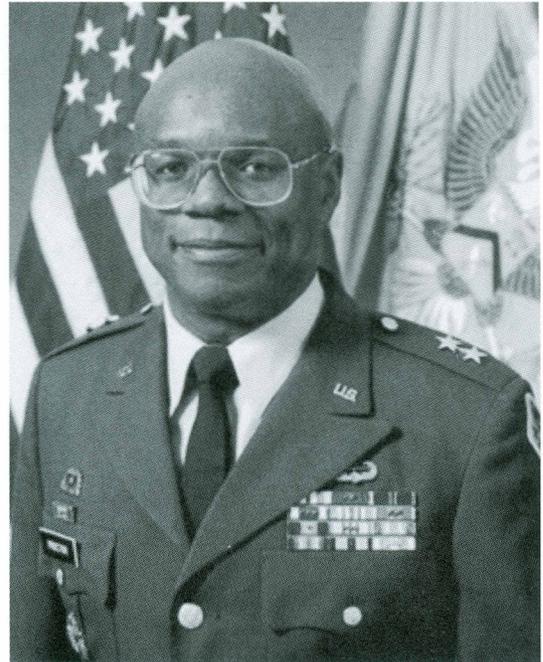


From The Quartermaster General

Seasons Greetings to each of you and your families. I hope you had a wonderful holiday period. A special hello and thanks to all those soldiers separated from their families. Members of the Quartermaster Corps continue to excel wherever they serve. With the dawn of the new millennium, it's a wonderful time to be a Quartermaster soldier or Army civilian.

Congratulations to the 46 Quartermaster units - Active Army, US Army Reserve and Army National Guard - which received Supply Excellence Awards from the Chief of Staff of the Army, General Eric K. Shinseki. These winning organizations truly embody teamwork and a profound dedication to duty.

Speaking of General Shinseki, he recently revealed his vision of a new brigade structure for the decades ahead. The Initial Brigade will enable the Army to deploy smaller-sized forces to crisis areas faster. The amount of logistics assets accompanying deployments will be restricted. We are supporting this brigade development by defining the most effective means to accomplish Quartermaster missions in an environment of rapid deployment with a reduced logistics footprint. Contractor or regionally available support may be essential in areas such as fuel, water and soldier services. Quartermaster units must be structured to deploy, not only as entire units, but also as tailored platoons or sections. We will make maximum use of strategic packaging for sustainment supplies. Because these brigades must be capable of global deployment, Quartermaster soldiers, regardless of where they are stationed, will have to be ready to augment deployed forces with food service, water purification, petroleum, mortuary affairs, aerial delivery, supply automation, and laundry and bath expertise. This is in line with the US Army Quartermaster Center and School (USAQMC&S) vision of developing technically proficient, tactically competent, physically fit soldiers, imbued with the Army's core values for worldwide deployment.



Major General Hawthorne L. Proctor

Our equipment modernization program continues to enhance Quartermaster operations throughout the Army. The fielding of the Modern Burner Unit (MBU) provides a much safer alternative to the current M2 burners. The Containerized Kitchen (CK) and the Laundry Advanced System (LADS) are poised for final testing. The Lightweight Water Purifier (LWP) will provide a water purification capability in a small, rapidly deployable package.

The Army's most important asset, of course, is our people: the soldiers and civilians who master the equipment and execute the doctrine. Your high morale and dedication are apparent throughout the Corps. For example, the Quartermaster Hometown Recruiting Assistance Program (HRAP) is having a profoundly positive affect on our recruiting goals. With HRAP, our successful initial entry training graduates return to their hometowns and work with local recruiters to spread the word of the opportunities that await young people if they pursue careers in the Army. HRAP has been a tremendous success.

Successful events held here at Fort Lee, the Home of the Quartermaster Corps, include the US Army Training and Doctrine Command's Inspector General (TRADOC IG) visit, the Total Army School System (TASS) Conference, and the Quartermaster Sergeants Major Conference. The TRADOC IG team was soundly impressed with the USAQMC&S *Progressive Soldierization Program*, the Drill Sergeant Life Cycle Model, and our Rites of Passage ceremonies. Progressive training was also one of the major themes of the TASS Conference, along with the importance of training all of our soldiers, Active and Reserve Components, to the same standards. This is especially important considering that 70 percent of the Quartermaster Corps' strength lies in

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FRONT COVER: Jim Bolton of the Public Affairs Office at Fort Lee, VA, took this photograph of PFC Victor Nunez scanning his sector of fire at a bi-weekly Log Warrior exercise for Quartermasters in Advanced Individual Training.

INSIDE BACK COVER: Keith K. Fukumitsu, Quartermaster, researches and illustrates the battalion-size units featured 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. In this edition, he also illustrated the article on Class IX flow on the Force XXI battlefield that begins on page 12.

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CSM/SGM Conference Highlights



Command Sergeant Major Larry W. Gammon

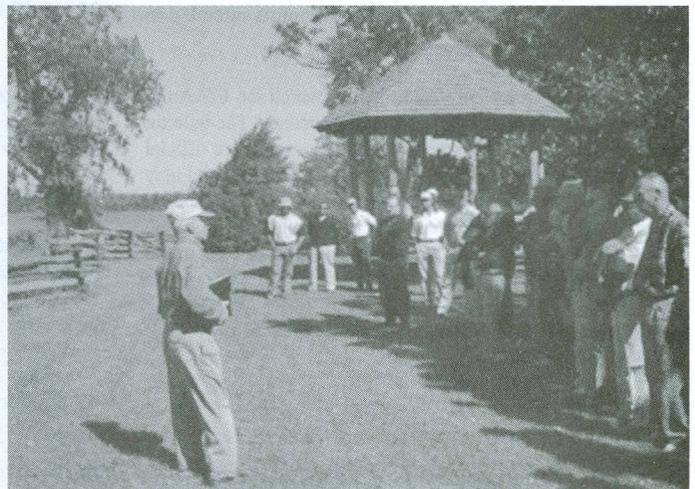
The 1999 Quartermaster Sergeants Major Conference was a major training event that brought together almost 100 sergeants major from around the world to Fort Lee, VA. The theme for this fifth annual conference in September was History, Values and Traditions. The week-long event consisted of video presentations, briefings, small group discussions, visits with major agencies at the US Army Quartermaster Center and School (USAQMC&S), team-building, physical training, a mixer/icebreaker and a staff ride to City Point Unit.

The mixer/icebreaker was a very exciting social event for the command sergeants major and the sergeants major (CSMs/SGMs) as well as the students at the Quartermaster NCO Academy. This gathering gives the CSMs/SGMs and enlisted soldiers a time to become acquainted and exchange information. The CSMs/SGMs introduced themselves and briefly shared personal histories and career endeavors, which highlighted their military experiences. As the CSMs/SGMs proudly announced their military occupational specialties (MOSs), the students were suddenly aroused and fired up. The students had the opportunity to "get up close and personal" with the CSMs/SGMs and enjoy the company of peers and noncommissioned officers. This was a great social event one evening that illustrated the true meaning of esprit de corps and cohesion.

The staff ride took the CSMs/SGMs on a short bus trip to historic Hopewell and City Point Unit, part of Petersburg National Battlefield Park and the National Park System. A briefing by Dr. Steven E. Anders, Quartermaster Corps Historian,

provided a mental image of the events at City Point during the US Civil War in the early 1860s. SGM Michael C. Natale, point of contact for the Quartermaster Enlisted History Office, and fellow briefers literally and figuratively guided the participants along the same paths that General Ulysses S. Grant and President Abraham Lincoln had traveled more than 135 years ago.

City Point, site of one of the largest logistical operations in US history and a command and control center for General Grant's forces during the siege of the strategically important Confederate City of Petersburg, was lauded by all as a true "Quartermaster's dream." Each participant listened attentively as the story unfolded about the



SGM Michael C. Natale gave a topographical orientation of the overall depot operations on the ground at the former City Point, Virginia, for the Union Armies during the US Civil War.

superhuman logistics operation. Several SGMs assigned to the USAQMC&S presented briefings about City Point. They explained how the logistics based at City Point, high on a bluff overlooking the James and Appomattox Rivers, provided all the supplies to support 125,000 soldiers and 65,000 animals of General Grant's Union Armies. They also briefed how a continuous flotilla of 200 to 250 ships anchored off City Point Harbor, filled to capacity with supplies, waited to be downloaded and how 100,000 loaves of bread were baked every day and shipped hot, via the railroad, to soldiers in Petersburg.

The CSMs/SGMs displayed quiet enthusiasm after learning about the significant contributions of Quartermasters that impact how we do business today. A training tool since the early 1900s, the staff ride is still widely used today by the Officer Corps to convey lessons of the past to leaders of the present for current application. The NCO Corps is beginning

to take advantage of the training opportunities that staff rides represent. The benefit is immediate and measurable to the unit.

As the CSM/SGM Conferences continue, planners will remember that it is the participants, the history, esprit de corps, the unity and cohesion that make these events successful. Also, the 1999 conference was the first where CSMs/SGMs brought biographies, photographs and other significant information about themselves and other Quartermaster soldiers to assist in compiling a database for enlisted Quartermasters. The enlisted historian's office remains open year-round at Fort Lee to collect, store and archive historical information and documents. To add to the story of enlisted Quartermasters, contact SGM Michael C. Natale in the Quartermaster Enlisted History Office at (804) 734-4151, DSN 687-4151 or E-mail to natalem@lee.army.mil.

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.

Logistics Opportunity for Civilian Supply and Services Personnel

Interested in broadening your knowledge of logistics? How about a year at Pennsylvania State University learning the latest logistics concepts? The Army is currently accepting applications from civilian employees who are GS 12s and above (and exceptional GS 11 employees) in Career Program 13 (Supply) and Career Program 17 (Maintenance) for 12 months of full-time, continuous graduate education at Penn State, University Park, PA. For further information, E-mail Linda Young at YoungL1@lee.army.mil. Ms. Young is on the staff of the Logistics Management Proponency Office (LogPro) at Fort Lee, VA, that was established to better manage civilian logisticians. Also, visit www.cpol.army.mil and click on training and then click on the FY00 Army Civilian Training, Education and Development System (ACTEDS) Training Catalog.

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Professional Dialogue

Partners in History

Ms. Jerry G. Burgess

Women in the Army today may ask, "What is this new museum that is being built at Fort Lee, Virginia?" They can rest assured that the new US Army Women's Museum will represent them and their accomplishments as an important part of the US Army.

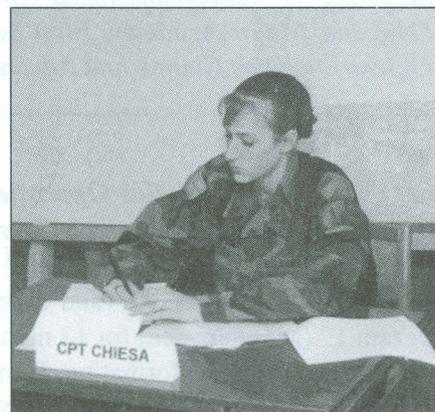
The museum will represent all women who have served in the Army from the Revolutionary War to the present day. The new facility with 13,325 square feet will replace the Women's Army Corps Museum at Fort McClellan, Alabama. Due to base closure and realignment by the Army, Fort McClellan closed 30 Sep 99. The new museum at Fort Lee is scheduled for completion in October 2000.

Most women in the Army today realize the relevance of this museum: it is their legacy. From the first female corps to the female soldier of today, their history will all be there in this unique museum represented by 5,000 artifacts, a large collection of archival material, over 300 videos, and over 40 exhibits. There is a fascinating and proud history, a story told by the artifacts themselves, "that unique collection of albums, wartime letters, papers, records, and photographs; that rare uniform worn by the first black officer serving in Europe, 1945; those artifacts from the first female graduates of West Point; and the list goes on."

Those first women came, and they donated their piece of history to the museum. They told their stories



COL Julia Stinson, Chief of the 'Army Nurse Corps,' leads a group of Red Cross Nurses down the street named in honor of President Woodrow Wilson in Paris, France, during World War I (top photograph). Today's soldier (right) at work in the 55th Signal Company in Bosnia.



for they wanted to be remembered. Yes, they wanted no one to forget their contributions and achievements – "their history." After all, they were the first, those women of the Army Nurse Corps (ANC), the Women Air Service Pilots (WASP), and the Women's Army Auxiliary Corps (WAAC). Both the ANC and the WAAC were military organizations with similar structures - without Army rank, officer status, equal

pay, or Army benefits in 1942. It was they who fought for and achieved full Army status and rank. The Women's Army Corps (WAC) achieved this goal in 1943. Full military rank was not granted to the Army Nurse Corps until 1944. The WASPs were civilian employees during World War II. Although they were expected to conform to military regulations, it would not be until many years later that WASPs would be given veteran status.

All these women wanted to leave their legacy after huge numbers of them joined to do what they could to help in the war effort. They served their country diligently with little pay. Nurses reached a strength of 57,000 by the end of 1945, and over 140,000 WACs served in many different jobs around the world.

They were proud of the medals they brought home. They were awarded the Distinguished Service Medal, the Legion of Merit, the Purple Heart, the Soldier's Medal, the Bronze Star, the Army Commendation Medal, and the Air Medal. Also, even though it was an unpleasant memory, they wanted those who came later to know that some of them died as a result of their mission or as a result of serving in inhospitable places around the world. In World War II, 201 nurses died (16 as a result of enemy action); 160 members of the Women's Army Corps died from various non-combat causes; and 38 WASPs lost their lives.

Women who came after them - those who served in Korea and Vietnam - donated their medals, uniforms, cards, letters, papers and photographs. They told their stories, for they too wanted to be remembered, to take their place in history. They desired to leave behind their history of training advances and other achievements. They wanted to be recognized for their sacrifices (nine nurses died in Vietnam, one as a result of hostile fire). They wanted others to know of their accomplishments, of their fight for equality - achieving assignment in



MAJ Charity Adams, the first black commander, inspects her troops, the 6888th Central Postal Battalion, in 1945. MAJ Adams later was promoted to lieutenant colonel.

almost all jobs, except combat, by 1972. Many of them had sought acceptance in those jobs as the women before them, even though many men objected to or ignored their presence - behavior that had been displayed during World War II. Men, after Vietnam, were reluctant to enlist, and the women wanted those who came after them to know that they filled the gap left after "Nam" when the draft ended. They wanted the female soldiers of today to look back and see that they did not hesitate to enlist. Both the Army Nurse Corps and the Women's Army Corps increased their numbers after Vietnam - the Women's Army Corps to 53,000 by 1978, the year the WAC ended as a separate Corps. These women looked back on their history and knew "they would prevail," they would leave their legacy.

In 1978, after the Women's Army Corps ended as a separate entity, a new era began - that of female soldiers as part of the integrated Army. They were to make history as the modern woman soldiers, those women who graduated from West Point in 1980 and others who faced unfamiliar training in the new Army. They too must be remembered. They, like their predecessors, faced challenges serving in Grenada,

Panama, the Persian Gulf, Somalia, Bosnia, and today in Kosovo, Yugoslavia.

Today's female soldier would look back on history and know that "she would prevail"; she had to carry on the legacy. She would be drawn closer and closer to combat, pilot helicopters (later trained as helicopter combat pilots), search for land mines in areas of operation, and patrol near combat areas. Two women would even be taken prisoner in the Persian Gulf, and some would die as a result of land mines and Scud Missiles used by the Iraqi troops, the aggressors against Kuwait. Many of these women will seek the new US Army Women's Museum. They will donate their artifacts with pride and with their own unique stories. They are realizing the importance of leaving their legacy.

Over the years, Army women have developed a camaraderie. Every two years, since 1978, they came together at the WAC Museum at Fort McClellan to discuss their past experiences, to meet with former members of their units, or just to meet old friends to celebrate their shared legacy. This tradition will be



Photograph by Edward F. Crumb

Cadet Sara Rose stands beside the aircraft that she flew on the way to becoming the first woman to solo in the Army's ROTC Flight Program.



WASPs Nelle Carmody, Enid Fisher and Lana Cusack check their map before flight at Avenger Field in Sweetwater, Texas, in 1943.

carried on at Fort Lee, and the first reunion will be announced at <http://www.awm.lee.army.mil>.

The new US Army Women's Museum and women in the Army will truly be "partners in history." Women of today can learn from the struggles of those before them, from their persistence, their patience, their willingness to work hard and, above all, their will to prevail in the face of opposition. They have had good mentors, and they will carry on the legacy!

Ms. Jerry G. Burgess is Director and Curator of the US Army Women's Museum at Fort Lee, Virginia. Construction is scheduled for completion in October 2000.

In storage are all 5,000 of the museum's artifacts, archival material, photograph albums, more than 300 videos and more than 40 exhibits. In the meantime, Ms. Burgess seeks donations from today's women soldiers of "paper history," such as military records and photographs, from their service in recent operations such as Kosovo, Bosnia, the Persian Gulf and Somalia. To contact Ms. Burgess at Fort Lee, telephone (804) 734-4327, DSN 687-4327 or E-mail to burgessj@lee.army.mil.

Professional Dialogue

Training the Forward Support

Company Commander for Force XXI

CPT Ayedh Faleh Al-Shalwi
LT Daniel A. Burt

CPT Zaher Salim Al-Zaher
LT Nancy E. Daniels

LT Corey J. Boyer
LT Brian J. Dimeo

It looked painful, even from a distance. COL Lance bore down on young CPT Humphreys like advancing enemy armor. "Where's-my-#%^@-fuel?!" The COL spat out each word like a round. "I hit the LD in less than an hour and I'm black on Class III."*

"Sir, you'll be green within 40 minutes," CPT Humphreys replied coolly, knowing that the fuel was 10 minutes out, that his Refuel On the Move (ROM) point already was standing tall and that the fuel status was actually low amber, not black. He was tempted to add, "that's the least of my worries," but though better of it. COL Lance left with a "Hooah" that meant anything but an "atta boy." CPT Humphreys turned to the tasks at hand.

Once fueled, COL Lance's tanks would move out quickly, if Military Intelligence was correct. The enemy was in retreat, and a critical line of defense was 78 miles to the front. CPT Humphreys predicted that his forward support company (FSC) would be ordered to move out in the next four hours, but his logistics package (LOGPAC) would be arriving no sooner than six hours from the line of departure (LD) time. The enemy had attacked Main Supply Route (MSR) Blade repeatedly in the past four days. Casualties arrived at the FSC.

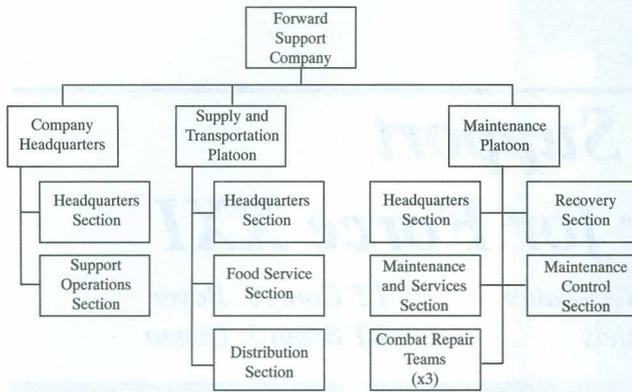
CPT Humphreys had directed the combat repair team (CRT) to recover what supplies and vehicles the soldiers could from MSR Blade once all tracks were ready to roll. To get the rest, they would need a maintenance surge following the operational surge. Backhaul had been a problem. When not part of the main effort, a unit has difficulty finding transportation support. Reconstitution while receiving a LOGPAC was the worst. Likely, the FSC and its commander would



be facing the worst if either the main effort became stalled or enemy resistance was underestimated.

The enemy had been devastating on dismounts. The additional retrograde of casualties and remains, plus reparable exchange (RX) maintenance while feeding a thirsty maneuver machine and sustaining its troops, stood as the test of the FSC. The final thorn in CPT Humphreys' side was that the maneuver brigade's passing criteria for enemy forces was no longer squad-sized, but now platoon-sized. This week alone, the FSC had repelled three direct attacks: one squad-sized and two platoon-sized. The last attack had been from a mortar platoon, and the engagement had lasted more than an hour.

Can CPT Humphreys thrive and succeed in this environment day-to-day? That all depends on his experience, training and logistics skills in combat. How to best prepare a commander for the FSC in Force XXI is a hot issue in force development. Logistics and maneuver commanders have separate



Forward Support Company Structure in Force XXI

but complementary concerns about what capabilities CPT Humphrey must have on the battlefield. The preceding scenario illustrates the vital importance of getting the FSC commander's training right.

CPT Humphreys' Doctrinal Mission

According to the FSC concept for Force XXI, direct support (DS) combat service support (CSS) elements will combine with organic, maneuver unit CSS elements to form the FSC. Under a "centralized CSS concept," this new, enhanced, mobile, flexible and multifunctional support company will give the forward support battalion (FSB) commander the opportunity to cross-level assets and maintain an efficient, centralized command. The new FSC will consist of the following: a company headquarters (including a support operations (SPO) section), a supply and transportation (S&T) platoon and a maintenance platoon.

The S&T platoon will service the maneuver battalion, providing Class I (rations), Class II (general supplies), Class III (petroleum, oils and lubricants), Class IV (construction and barrier materiel), Class V (ammunition), Class VI (personal demand items) and Class VII (major end items), as well as Class IX (repair parts). Whenever possible, the support will be automated through either the Standard Army Retail Supply System (SARSS-1) or the Global Combat Support System-Army (GCSS-A) Standard Army Management Information System (STAMIS).

The S&T platoon itself will be broken down into a headquarters section, a distribution section, and a food service section. Doctrinally, the distribution section will conduct Class III and

Class V retail support to the maneuver companies, maneuver HHC and the FSC itself at the same time. Likewise, the food service section will provide support for the entire maneuver battalion, including the FSC.

The largest platoon, the maintenance platoon, will provide tactical field maintenance, Class IX support and recovery to the platoon itself and a maneuver battalion. The maintenance platoon will have five sections: a headquarters section, a maintenance control section, a recovery section, a maintenance and services section, and three combat repair teams (CRTs). The CRTs will be able to give the "dedicated tactical field maintenance" that organic CSS elements now provide. Unrepairable items will be passed to the base support company (BSC) in the brigade rear area. Maintenance advances such as the contact maintenance truck (CMT), which can perform both organizational and DS repairs, will enhance the platoon's capabilities.

CPT Humphreys' Logistics Training

During National Training Center (NTC) Rotation 99-05 (4th FSB, 4th Infantry Division (ID)), additional logistics training was identified for the Quartermaster, Ordnance and Transportation Officer Basic Courses (OBCs) and also the Combined Logistics Captains Career Course (CLC3), which was formerly called the Combined Logistics Officer Advanced Course.

OBC needs to give junior lieutenants the logistics training to become successful support and transportation platoon leaders. An equivalent skill level in the maintenance arena during NTC Rotation 99-05 showed shortfalls in responsibility for logistics functions and in multifunctional experience. Also needed is more training on logistics package operations because this is a main function of the supply and transportation platoon leader. The junior lieutenant needs an overall course to teach the concepts and functions of the Force XXI FSB. Second lieutenants also need to understand convoy security and how to implement a force protection plan on the Force XXI task force support area (TFSA). Force protection will be more difficult with a FSC because fewer personnel will be available, attack will be more likely, and passing criteria for maneuver elements will be elevated to platoon size from squad size.

CLC3 needs to ensure all Quartermaster, Transportation and Ordnance officers receive a class on the Force XXI FSB and logistics support planning with logistics estimates. The current CLC3 teaches only cursory logistical support planning. Support planning is not taught to potential FSC commanders. The officers at CLC3 need a class on all the companies within the Force XXI FSB. CLC3 needs to prepare captains to take command of a battalion support company and the FSC. In addition, Combined Arms and Services Staff School (CAS3), which is Phase IV of CLC3, currently focuses on the proper form of staff functions and products, without regard to current and emerging force designs. Future commanders need an understanding of the multifunctional support that the FSC must provide the maneuver battalions.

CPT Humphreys as a Maneuver Commander

For ready acceptance by the combat arms community, developers of the FSC must resolve many issues. Driving the maneuver commander's reluctance to accept the Force XXI FSC is loss of ownership in the Infantry, Armor and Engineer branches of CSS soldiers who provide maintenance, fueling, repair parts and other supplies in the Army of Excellence (AOE). This concern brings up the question of who should command the FSC.

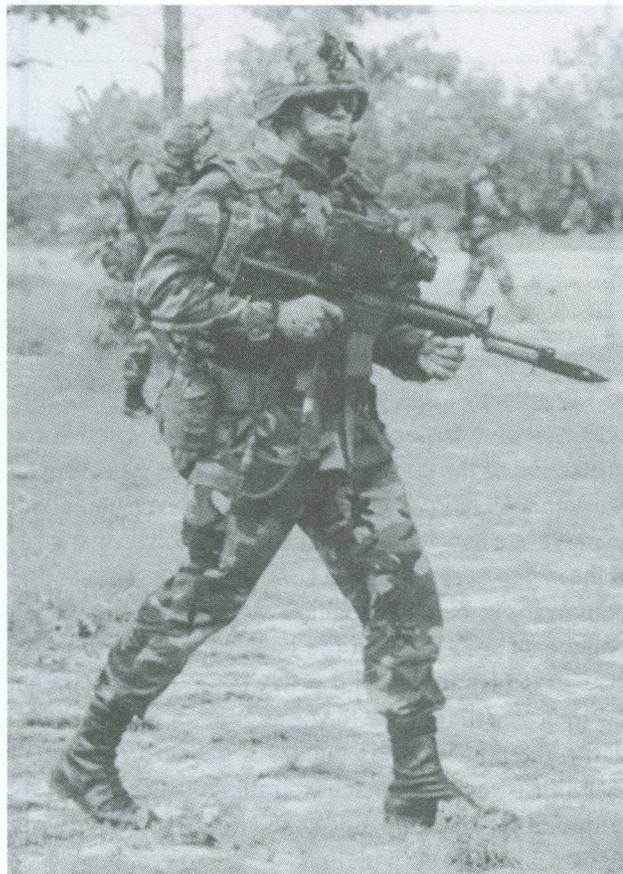
The AOE CSS soldiers are organic to combat arms units. The Force XXI FSC takes the CSS soldiers out of the combat arms units and combines them with former FSB/main support battalion (MSB) assets to make up the FSC and parts of the new base support company in the FSB. This organization presents problems for combat commanders because they lose direct control of their CSS soldiers. They foresee CSS soldiers being less responsive to the needs of their units.

The number one functional concern is maintenance. The TFSA is reduced both in equipment and maintenance personnel. However, the TFSA in Force XXI, though organized differently, still contains as many tracked vehicles as it has in the AOE force design. Another concern lies with having too many DS maintenance mechanics and not enough organizational mechanics.

The solution proposed is CRTs instead of maintenance support teams (MSTs). These CRTs will have new maintenance tools. These tools include a much-improved contact vehicle that can tow and carry tools to perform some DS maintenance, compared to the standard contact truck and mechanics capable only of performing organizational maintenance. Another solution is to train multifunctional mechanics to perform more than one type of DS maintenance. The AOE idea was to fix as much as possible as far forward as possible.

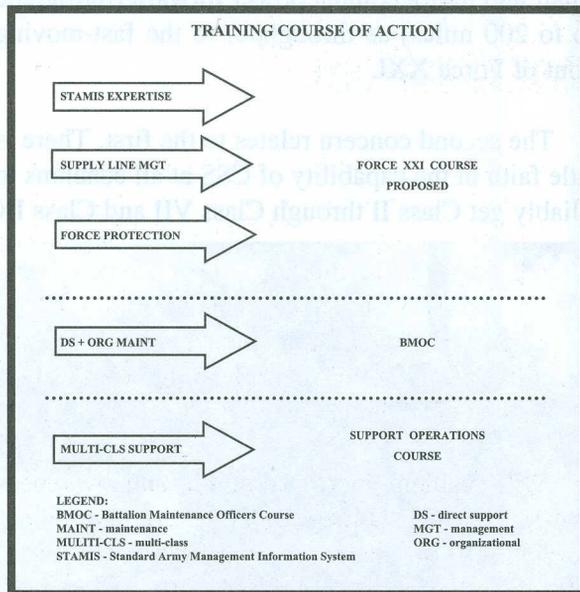
Force XXI strives to replace forward (organizational and DS maintenance) and fix rearward maintenance support. Maneuver commanders hesitate to rely on corps elements to repair and return combat power forward (retrograde up to 200 miles) as throughput to the fast-moving front of Force XXI.

The second concern relates to the first. There is little faith in the capability of CSS at all echelons to reliably get Class II through Class VII and Class IX



to the front. The days of stocks of supplies stashed all over the battlefield are gone. The phase "Just-in-Time logistics" is what combat arms commanders believe the FSC will bring. The thought of receiving supplies at the last minute or too late is not acceptable to maneuver commanders and logisticians alike.

Fuel, repair parts and other supplies to combat units will be delivered by using situational awareness and new battlefield distribution concepts: velocity versus mass. This is a driving factor in the Force XXI concept. Convoys with five to seven vehicles will be responsible for timely deliveries. Knowing what to push forward and when will depend mutually on the accuracy of the reports submitted by maneuver elements and the skills of TFSA logisticians.



Problems arise when the reality of the smaller convoys and larger supply lines shifts, when force protection of the convoys changes shape. What do you do with a LOGPAC enroute to a maneuver unit about to move to a new location? Again, situational awareness is the key to overcoming these deficiencies. The smaller convoys will be accompanied by the use of hardened "gunboats" mounted on the back of a palletized load system (PLS) armed with heavy weapons. Situational awareness will indicate the best route for the convoy to get to the combat arms units. An onboard movement (satellite) tracking system, similar to those used by commercial trucking lines, will redirect convoys to ensure they link up with units on the move.

The final concern of maneuver commanders is who should command the FSC. With all CSS troops removed from the combat arms units, maneuver commanders want significant combat arms experience in the FSC. The combat arms community has suggested three different methods to qualify for FSC command: making the FSC command a second command, requiring potential FSC commanders to graduate from the Armor Captains Career Course (AC3), or only selecting former Armor or Infantry branch-detailed officers. The emphasis is on an adequate tactical background to ensure the FSC commander understands the needs of the maneuver units, as well as anticipate operational tempo changes and requirements. In theory, the FSB and the FSC leadership make these forecasts together. In practice, that FSC commander (and his executive officer, support operations officer or first sergeant) must know what they are looking at in real time.

Presently, FSCs have commanders with strong combat arms background and very little CSS background. If the status quo serves as a barrier, this will exclude "pure" CSS officers and all female soldiers from serving as FSC commanders.

The following possible courses of action could help train a future FSC commander:

- ▶ The US Total Army Personnel Command (PERSCOM) could pinpoint assignments to Force XXI units. Pinpoint assignments for junior lieutenants and ensuring that more logistics training or follow-on courses are available to prepare the officer as a supply and transportation platoon leader will help. PERSCOM's pinpoint assignments also will ensure more training for future captains to prepare for FSC commanders.
- ▶ Send captains to the support operations officer course before they go to a Force XXI FSB. Restructure the OBC to include multifunctional logistics support. Ensure this course covers velocity management and tactical supply line management.
- ▶ Restructure the CLC3 to include Force XXI FSB structure and mission, multifunctional support of an FSC, and battalion task force logistics estimates. Future FSC leaders need to understand



the medical supply system and how to execute continuous medical team operations.

- ▶ Create a follow-on course for lieutenants and captains who will be assigned to a Force XXI FSB. Seasoned leaders from the 4th ID in both the maneuver and support units could oversee this course. The course would include lessons on multifunctional logistics support, Force XXI FSB/FSC doctrine, force protection, tactical LOGPAC operations, and maneuver forward of the TFSA rear area. Further, the course would focus on the STAMIS systems management needed for the job. These perishable skills are best honed before taking charge anywhere in the TFSA.
- ▶ Send all key leaders entering the FSC through Battalion Maintenance Officers' Course (BMOC). Knowledge of DS and organizational maintenance, as well as vehicle recovery operations, are now FSC missions.
- ▶ Update the scenarios that drive the products and briefings created at CAS3 to reflect current and emerging combined staff doctrine.
- ▶ Expand the DA Pamphlet 600-3 (Commissioned Officer Development and Career Management) to reflect both the ideal training and positions a Force XXI leader needs to begin pursuing now. As the world's only remaining "super power,"

the current status of the United States allows its Army the luxury of such a deliberate process in engineering both Force XXI and the Army, 2010 and Beyond. In practice, the FSC has fared reasonably well at the NTC (99-05/4 ID) in support of a heavy unit, and even better in light units during Exercise Purple Dragon at the Joint Readiness Training Center at Fort Polk, LA.

Will enablers, increased agility and awareness, Just-in-Time logistics, and improved combat logistics training for FSC commanders and other key leaders add up to a more lethal force with a drastically reduced footprint? Can we survive without caches of battlefield supplies to draw upon? Evidence to date says the Army can, as long as the training that CPT Humphreys has received along the short road leading to command of the FSC is changed. Training must incorporate the integrated vision and experience of the Force XXI TFSA leadership.

The authors are Quartermaster graduates of the Combined Logistics Captains Career Course 99-03 (formerly the Combined Logistics Officer Advanced Course) at Fort Lee, Virginia.

Class IX Flow on the Force XXI Battlefield - Corps to Forward Support Company

CPT David S. Dinkelman
CPT Michael Greenberg

CPT William Graham
LT Norman Morton Jr.

Force XXI focuses on dominating the battlefield by capitalizing on space and time. The Army's redesign for the 21st Century transitions the Army of Excellence logistics doctrine to a more responsive and flexible support capability on the expanded battlefield. Also, the digitization and transportation initiatives of Force XXI will allow the Army to do more with less in the future.

In the Force XXI doctrine for Class IX (repair parts), the actual flow of an individual Class IX request is similar to the flow of repair parts in Army of Excellence doctrine. However, Force XXI doctrine includes two important additions: the Standard Army Retail Supply System (SARSS-1) step in the forward support company (FSC) and the increased capability to transfer automated data with the Army's new digital systems. As a result, velocity management will enable a rapid flow of Class IX in battle.

An understanding of the future changes in logistics doctrine must precede an understanding of the flow of repair parts on the Force XXI battlefield.

Two drafts of field manuals (FMs) supplied information for this article: FM 63-20-1 (Forward Support Battalion (Digitized)) Coordinating Draft, dated 2 Jun 99, and FM 63-21-1 (Division Support Battalion (Digitized)) Coordinating Draft 1, dated 1 Oct 98. Also, the authors discuss lessons learned during National Training Center (NTC) Rotation 99-05, a logistics-focused exercise, at Fort Irwin, CA.

Many radical changes in logistics characterize the transformation from the Army of Excellence structure to the Force XXI redesign. For example, the battle space from the corps rear boundary to the forward line of troops (FLOT) will more than double to 300-400 kilometers.

The forward support battalion (FSB) will transition from a support entity, with specific yet different functions for its companies, to a structure of multiple forward support companies (FSCs). Each FSC will combine the headquarters and headquarters company (HHC) battalion maintenance officer (BMO) and the support platoon's supply and

CSS OPERATIONS BRIGADE AND BELOW (opposite page)

LEGEND:

ADA	Air Defense Artillery
ALOC	Air Lines of Communications
AMB	Ambulance
ARTY	Artillery
BAS	Battlefield Automated System
BDE	Brigade
BCT	Brigade combat team
BN	Battalion
BSA	Brigade support area
BSC	Base support company
CDR	Commander
CHEM	Chemical
CLASS VIII	Repair parts
CO	Company
CRT	Combat repair team
CSS	Combat service support
CTCP	Combat trains command post
DS	Direct support
ENG	Engineer
FSB	Forward support battalion
FSC	Forward support company
FWD	Forward
HHC	Headquarters and headquarters company

HQ	Headquarters
KM	Kilometer
LOGPAC	Logistics package
LRP	Logistics release point
MAINT	Maintenance
MED	Medical
MP	Military Police
OPS	Operations
ORG	Organic
PLT	Platoon
REP	Repair
1SG	First sergeant
S1	Adjutant
S4	Logistics officer
S&T	Supply and transportation
SEC	Section
SGT	Sergeant
SPO	Support operations
SPT	Support
TF	Task force
TFSA	Task force support area
TM	Team
TRANS	Transportation
UMCP	Unit maintenance collection point
XO	Executive officer

CSS Operations Brigade & Below

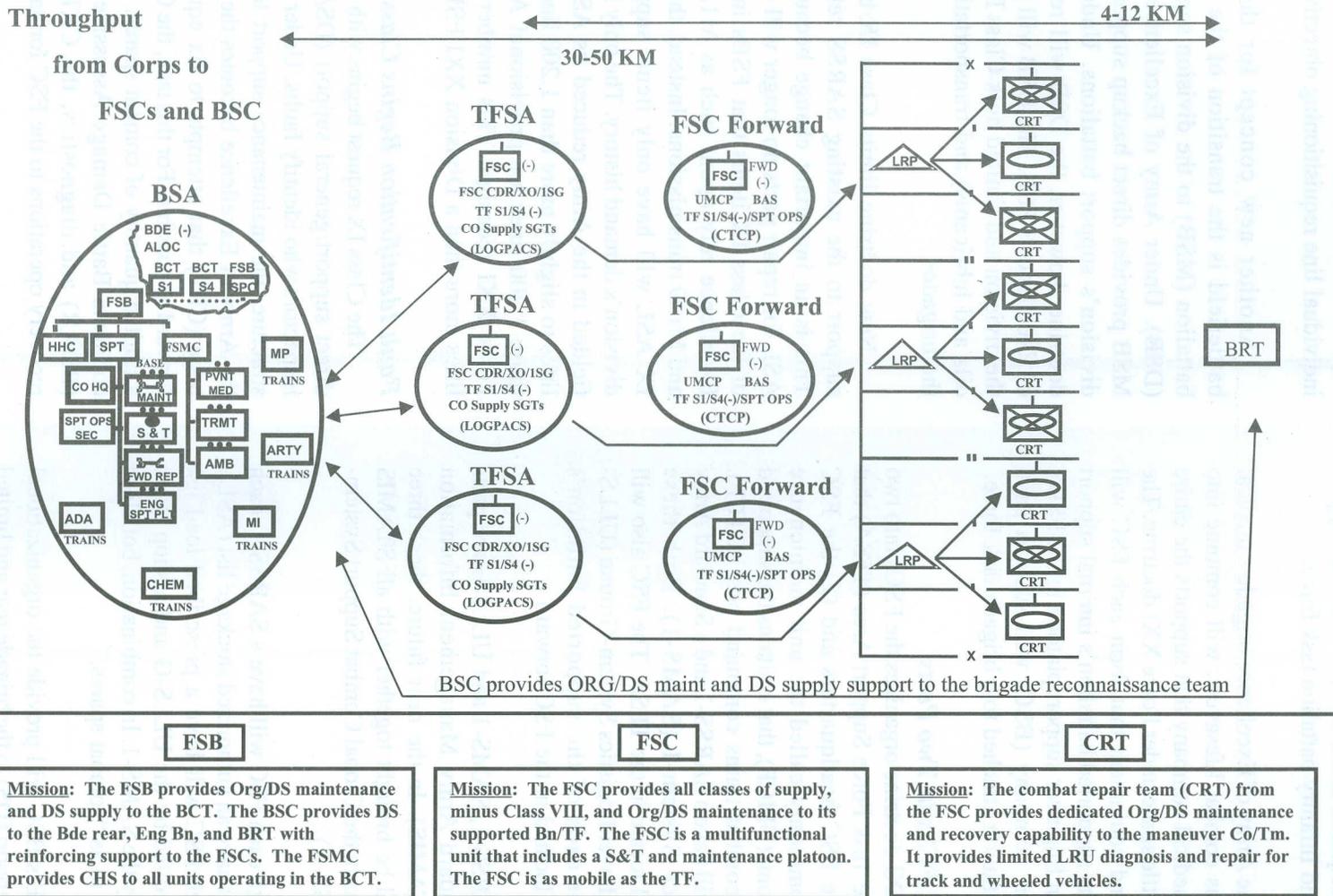


Figure From Coordinating Draft of FM 63-20-1 (Forward Support Battalion (Digitized))

maintenance sections, from the Army of Excellence brigade's Armor/Infantry battalions, to create multifunctional companies. These companies will contain the required assets and personnel to support an Armor and Infantry battalion task force.

All of the Army of Excellence brigade's medical assets, minus combat lifesavers, will combine into the FSB's medical company that supports the entire brigade's battle space under Force XXI doctrine. The personnel and equipment that form each FSC will split from the supported battalion's internal support structure. An Engineer support platoon in the FSB's base support company (BSC) will support each Engineer battalion attached to a brigade task force.

Force XXI FCSs in Two Parts

Force XXI doctrine organizes the FCSs into two parts: (1) the Task Force Support Area (TFSA) that contains the FSC headquarters and (2) the FSC forward, commonly called the unit maintenance collection point (UMCP), that contains the supported battalion's combat trains command post (CTCP). Each FSC will have a SARSS-1 and a Standard Army Maintenance System-1 (SAMS-1). Both these systems will locate in the TFSA. The FSC also will have a Unit Level Logistics System-Ground (ULLS-G), one for each of the supported battalion's companies, located in the FSC forward.

The SARSS-1, SAMS-1 and ULLS-G are parts of the Standard Army Management Information System (STAMIS). In the near future, these three systems will be brought together with all STAMIS systems to form the Global Combat Support System-Army (GCSS-A).

Although each FSC will have a SARSS-1, each FSC will not have an authorized stockage list (ASL). Instead, each FSC will have a prescribed load list (PLL) controlled by the ULLS-G and a shop stock controlled by the SAMS-1. In combination, both lists are referred to as "combat spares."

The FSB's BSC will provide the organizational and direct support (DS) to the brigade rear and limited reinforcing support to the FSCs. The BSC STAMIS will include SARSS-1, ULLS-G, SAMS-1 and a SAMS-2 located in the FSB support operations (SPO)

section. The BSC also will own and control the ASL in support of the brigade. The new BSC ASL differs from the old FSB ASL because the new BSC ASL expands the number of lines but decreases the individual line requisitioning objectives (ROs).

Another new concept for the Force XXI battlefield is the transition of the main support battalion (MSB) to the division support battalion (DSB). Under Army of Excellence doctrine, the MSB provides direct backup support to all of the division's support battalions. Under Force XXI doctrine, however, the DSB will resemble Army of Excellence's FSB. The DSB will provide DS to the division and limited bulk Class III (petroleum, oils and lubricants) and transportation support to the brigades.

New doctrine limits Class IX backup supply support to the existing SARSS referral system. This is an important change because the DSB's ASL for repair parts no longer will carry as many of the Class IX items that FSBs in the Army of Excellence rely upon, such as M1A1 tank track and M109 transmissions. Instead, the DSB's Class IX ASL will have only items supported by the division's demand history. The only DSB currently fielded in the Army reduced its ASL from 3,200 lines to slightly more than 1,200 lines, and half of those 1,200 lines are provisional ASL as part of Force XXI redesign. This number is about 600 lines more than a Division XXI FSB.

Fault Identification Begins Class IX Request

The Class IX request begins with the operator or direct support/general support (DS/GS) technical inspectors who identify faults. Under the Force XXI structure, the maintenance support team (MST) of the Army of Excellence becomes the combat repair team (CRT) that attempts to fix equipment as far forward as possible. For this task, the CRTs will carry a limited quantity of combat spares. After the CRT conducts Battle Damage Assessment and Repair (BDAR) and diagnostics, the CRT can conduct recovery operations to the FSC forward, if required.

The CRT will determine the necessary parts and the priority of the requisitions. Requisition priority is a key factor that greatly influences the supply

system's velocity. If the CRTs inflate the priority of requisitions, this will reduce the effectiveness of the velocity management system. The maintenance control officer (MCO) at the FSC forward should verify requests and ordering priorities before forwarding these requests to the TFSA.

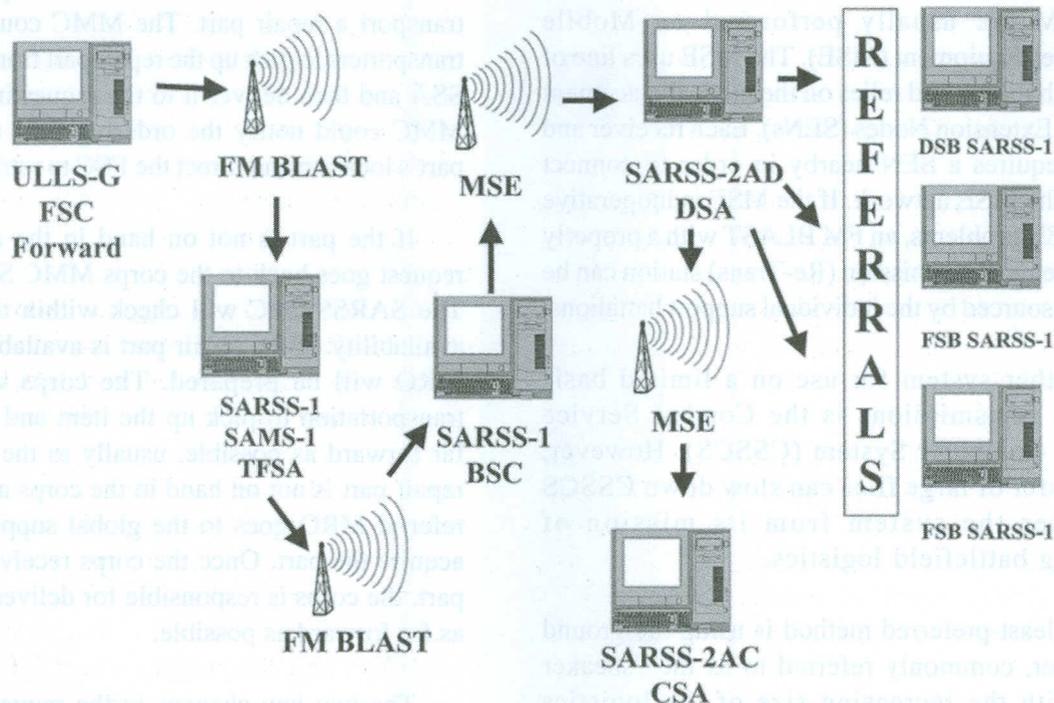
The additional designation of a high-priority request as a Combat Intensively Managed Item (CIMI) can greatly increase the velocity management of certain repair parts. The designation as a CIMI is reserved for requisitions that will remove a combat system (such as a M1A1, Paladin or Avenger) from the brigade's deadline list. This tool will aid the brigade commander in building and maintaining combat power.

Items placed on the FSC's CIMI list are sent by a communications medium, such as a tactical FAX, to the division support command's (DISCOM's)

support operations (SPO) materiel management center (MMC) section. Under new doctrine, the MMC becomes a subsection of DISCOM support operations, headed by the DISCOM SPO. The Class IX officer in the MMC can then intensively manage the acquisition of items faster than the normal flow of a SARSS transaction. The item must be managed along with the original document number to make sure the requisition is not filled twice, which would create excess on the battlefield. Also, the CIMI tracking method will place an additional burden on the transportation system by forcing the movement of partially filled truckloads in order to maintain the increased velocity of supplies.

With Force XXI's emphasis on digitization, the Army in the 21st Century will rely heavily on the automated flow of a Class IX request. The automated flow can be conducted many ways. Primarily, the flow of a repair parts transaction is based on the

Class IX STAMIS Request Flow



LEGEND:

- BSC Base support company
- DSB Division support battalion
- FSB Forward support battalion
- FSC Forward support company
- FM BLAST Frequency modulated blocked asynchronous transmission

- MSC Mobile subscriber equipment
- SARSS Standard Army Retail Supply System
- SAMS Standard Army Maintenance System
- TFSA Task force support area
- ULLS-G Unit Level Logistics System-Ground

automation system available and the placement of automated equipment on the battlefield. The FSCs and the BSC will conduct transactions through a Frequency Modulated (FM) Blocked Asynchronous Transmission (BLAST). This communications technique relies upon the FM network using the Single Channel Ground Airborne Radio System-System Improvement Program (SINCGARS SIP). This technique requires both the sender and receiver to have a SINCGARS SIP, a computer with Windows 95 software, a serial port-to-data port cable, and the software programs WINZIP and "hyper-terminal." All transmitted files are first "zipped" or compressed to decrease the transmission size. When both sender and receiver are ready, the receiver runs "hyper-terminal" and sets his computer to receive. The sender then clears the FM network before using the "hyper-terminal" program to send the data. When the transfer is complete, the net is reopened. The FSB SPO is responsible for establishing a blocked schedule for sending and receiving the data. A good clear, signal between the two stations and a designated net to send the data are crucial.

Data transmissions from the BSC to the DISCOM are usually performed on Mobile Subscriber Equipment (MSE). The MSE uses line of sight technology and relies on the tactical placement of Small Extension Nodes (SENs). Each receiver and sender requires a SEN nearby in order to connect and use the MSE network. If the MSE is inoperative due to SEN problems, an FM BLAST with a properly placed Relay Transmission (Re-Trans) station can be used if resourced by the individual support battalions.

Another system for use on a limited basis for data transmissions is the Combat Service Support Computer System (CSSCS). However, the transfer of large files can slow down CSSCS and deter the system from its mission of reporting battlefield logistics.

The least-preferred method is using the ground messenger, commonly referred to as the "sneaker net." With the increasing size of the logistics battlefield, hand-delivering data is very impractical and should be used only as a last resort.

A repair part requisition is generated in one of two ways: by the ULLS-G at the FSC forward or by the SAMS-1 at the TFSA. The ULLS-G request is passed back to the TFSA using FM BLAST and entered into the FSC's SARSS-1 computer. The SAMS-1 request is generated with the opening of the job order at the FSC shop office and forwarded (via sneaker net) to the FSC SARSS-1, also located at the TFSA. The FSC SARSS-1 transactions are passed back regularly to the BSC SARSS-1.

The BSC's SARSS-1 receives the transactions and automatically checks all requests against the BSC's ASL. If the item is on hand, a Materiel Release Order is printed and the item pulled for shipment to the TFSA or picked up by the FSC. If the item is not on hand, the request goes to the SARSS-2AD at the MMC. The SARSS-2AD performs a lateral search to see if the part is on hand in any of the division's supply support activities (SSAs). If the part is available elsewhere in the division, the request goes to the owning SSA.

MMC Has Some Transport Flexibility

The MMC has some flexibility in how to transport a repair part. The MMC could direct the transporters to pick up the repair part from the owning SSA and then deliver it to the requesting SSA. The MMC could notify the ordering FSC of the repair part's location and direct the FSC to retrieve the part.

If the part is not on hand in the division, the request goes back to the corps MMC SARSS-2AC. The SARSS-2AC will check within the corps for availability. If the repair part is available, a referral MRO will be prepared. The corps will provide transportation to pick up the item and deliver it as far forward as possible, usually to the BSC. If the repair part is not on hand in the corps area, then the referral MRO goes to the global supply system to acquire the part. Once the corps receives the repair part, the corps is responsible for delivering the item as far forward as possible.

The two key changes in the request procedure and the repair parts flow are the addition of the FSC SARSS-1 and the transformation of the MSB ASL

to a DSB ASL. Under velocity management, the corps must push all supplies as far forward as possible rather than pushing the items only to the MSB for distribution to the division's brigades. The transformation of the MSB to the DSB will take the large "iron mountain" of repair parts out of the division, in theory increasing its mobility.

Every request for a repair part generates a 14-digit alphanumeric Requisition Order Number (RON) at the ULLS-G level to identify the request to the SARSS-1. The SARSS-1 then generates its own 14-digit alphanumeric designator called a Document Order Number (DON) for the request to pass forward. Commonly called the "RON/DON," this process serves as a delivery label for each request.

The "RON/DON" process generates the requirement of placing a SARSS-1 at the FSC level so that the Document Order Number will point to the lowest level possible. Under Army of Excellence doctrine, there was no way to separate shipments at the corps level into individual battalion and task force packages because the Document Order Number referred to the brigade as a whole. The Requisition Order Number is only visible to the SSA using SARSS-1 to issue the Document Order Number. By adding more SARSS-1 systems, it is possible to direct shipments to the TFSA's. Generating the Document Order Number at the FSC level, as well as at the SSA, gives the battalion the ability to receive a true request status instead of the generic backorder status with an estimated shipment date (ESD) of 10 days.

The transportation initiatives of Force XXI include new vehicle systems for Class IX that will become invaluable. Force XXI doctrine increases the transportation requirement for the corps support groups (CSGs) to push supplies over a greatly expanded corps area. Also, the DSB's additional transportation requirement to help move interdivision referrals is based on the expanded capabilities of new movement systems.

Palletized Load System (PLS). The PLS can rapidly transport repair parts and quickly recover transportation assets. The PLS allows supply drops

at designated locations without tying up prime mover assets awaiting support from materials handling equipment (MHE). The PLS flatrack can be dropped in place, or special "slip-sheets" can allow supplies to slide off the flatrack without damaging the supplies.

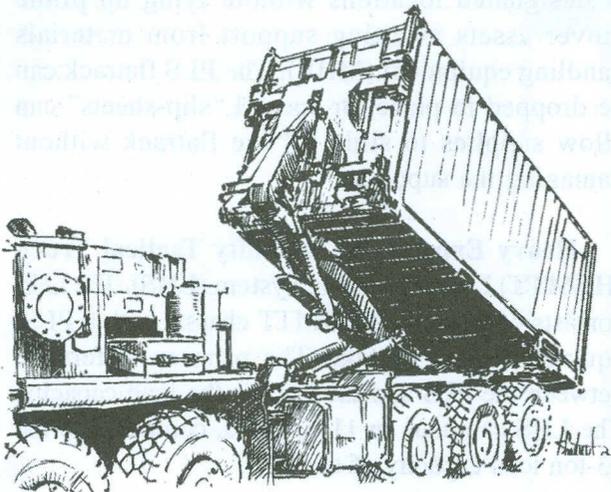
Heavy Expandable Mobility Tactical Truck (HEMTT) Load Handling System (LHS). The LHS consists of a standard HEMTT chassis with a PLS-equivalent load system. The primary difference between the PLS and the LHS is the load capacity. The LHS can haul an 11-ton load, compared to the 33-ton load capacity of the PLS.

Containerized Roll-in/Out Platform (CROP). The CROP, a new flatrack, allows repositioning combat-configured Class IX packages on the battlefield. The CROP is designed for use with the PLS or LHS movement systems. The CROP consists of a flatrack that meets the width and length requirements to snugly fit into a 20-foot container. The CROP eventually will replace the M1077 flatrack currently fielded with the PLS and LHS.

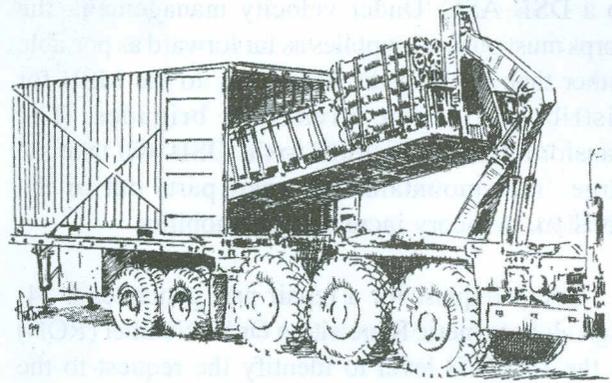
Container Handling Unit (CHU). The CHU is a PLS with special apparatus that allows grasping the front end of a 20-foot container, locking onto it and pulling the container onto the back of the CHU for movement around the battlefield. The CHU can take supply packages, such as a Class IX shipment, to the individual FSCs. Currently, the Rough Terrain Container Handler (RTCH) from the corps support command is used to move 20-foot containers.

The quickest way to move supplies from one point to another on the battlefield is using utility aircraft for internal (belly) loading or external sling loading. Designating such transportation assets as logistics-specific aircraft or "logbirds" can be a major combat multiplier on the logistics battlefield, where supplies need faster shipment over a larger battle space.

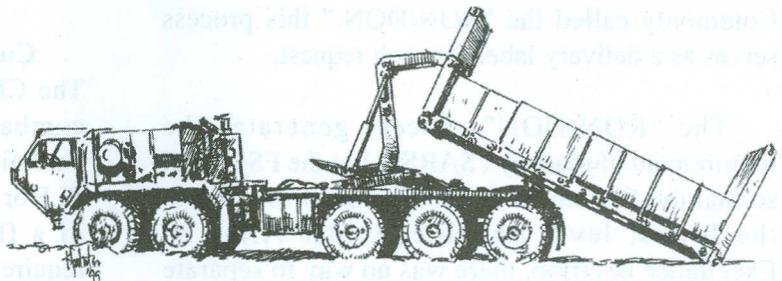
Correct use of "logbirds" can reduce down time for a brigade's combat systems in the single, best way. For example, a new three-point lift hook system called the "skyhook" increases the UH-60 Blackhawk



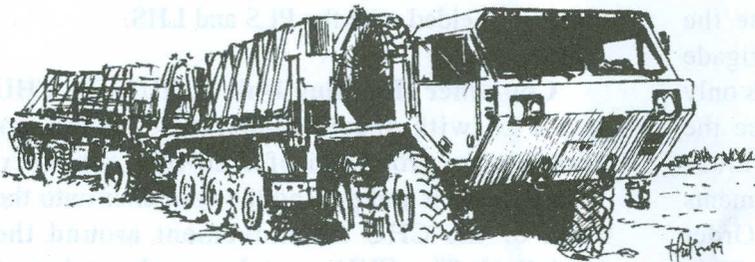
Container Handling Unit (CHU)



Container Roll In/Out Platform (CROP)



Load Handling System (LHS)



Palletized Loading System (PLS)

Illustrations by Keith K. Fukumitsu, Quartermaster

helicopter's sling load capability. With the "skyhook," a Blackhawk can carry three different load configurations for different delivery areas.

Two important digital initiatives in Force XXI are the Movement Tracking System (MTS) and the CSSCS. Together, they provide an unparalleled ability to track both equipment and supplies.

With the MTS, leaders can visually track the movement of equipment and supplies over the entire battlefield of the 21st Century. Because MTS is

satellite-based, terrain and distance do not limit visibility as with the transmission requirements of systems based on line of sight. The MTS consists of two parts: (1) a base unit for support operations, movement control sections and headquarters and (2) a mobile unit in individual prime movers and utility vehicles. The MTS allows vehicle visibility, traffic control, convoy reporting and asset rerouting. The MTS can divert a shipment of Class IX from the original delivery grid to a brigade's new location without the usual loss of time trying to receive additional instructions over the FM network.

With the CSSCS, Class IX managers at all levels have asset visibility throughout the battlefield. Managers can search the Local Area Network (LAN) for other CSSCS computers with SSAs and check for repair parts on hand. The CSSCS also allows passing critical information to help locate CIMI parts.

Soldiers made a firsthand evaluation of some Force XXI initiatives for digitizing the flow of repair parts and transporting Class IX on the battlefield when the 4th Infantry Division deployed to the NTC for a logistics-focused rotation in February and March 1999. This was the first deployment of a BCT, as redesigned by Force XXI doctrine, to the NTC with a Reserve Component CSG to provide echelons above division support. Also, this logistics-focused exercise at Fort Irwin was the first fielding of the DSB and the redesigned DISCOM.

The exercise taught many lessons about how Class IX is handled on the Force XXI battlefield. For example, correct prioritization of Class IX requests can make or break a combat commander's fighting capability. A repair parts flow based on velocity management cannot handle a bloated, high-priority requisition system. The ability to intensively manage specific supply items can make the difference between a 90 per cent and a 50 percent readiness level for a combat brigade.

Correctly tracking parts and using correct manifest procedures for Class IX are also important in battle. For example, the Automated Manifest System (AMS) allows the units shipping the repair parts to provide an advanced copy of what Class IX will come on the next supply push. The shipping unit can send the manifest by tactical FAX, FM BLAST, MTS or CSSCS. This allows the receiving unit to prepare equipment for immediate repair when the part arrives.

The use of proper techniques by the facility issuing the Class IX probably has the greatest impact

on the shipment of repair parts. A shipping section must package Class IX into task force (TF) sets and use correct manifesting procedures to ensure shipment to the right place at the right time. The shipping section must know the current TF task organization and all start/stop dates for changes to the TF organization.

A marking system is important for identifying CIMIs in Class IX among the other high-priority repair parts. Special marking allows the receiving unit to quickly locate and separate those repair parts that will immediately bring up a combat system from the other parts. During NTC Rotation 99-05, soldiers used fluorescent-colored stickers, 3-inches by 5-inches, with "CIMI" printed in bold 2 1/2-inch letters. The fluorescent coloring of the sticker is important because it is easier to quickly identify in darkness, when most of a division's support functions take place. This technique received favorable comments from the receiving unit on many occasions because the fluorescent stickers allowed PLL clerks and maintenance technicians to rapidly identify critical parts. This definitely aided in the speedy repair of the brigade's combat systems.

As envisioned in doctrinal redesign and tested by soldiers in the field, the Army's transportation initiatives and digital enablers for Class IX on the battlefield will allow Quartermasters to do more with less. The large "iron mountains" of repair parts of the Army of Excellence will disappear because Force XXI ASLs have more lines but fewer quantities. Perhaps most important, Force XXI logistics require velocity management: getting Class IX as far forward as possible by close monitoring from the initial request for repair parts to the supply flow on the 21st Century battlefield.

The authors are Quartermaster graduates of the Combined Logistics Captains Career Course 99-05 (formerly called the Combined Logistics Officer Advanced Course) at Fort Lee, Virginia.

CDS Recovery Operations in the Brigade Support Area

LT Trenton J. Conner

The Containerized Delivery System (CDS) continues as one of the most effective ways for forward areas to receive mass quantities of supplies during intense conflict. The CDS is second only to Combat Off Loads (COLs) for the amount of supplies deliverable by air to the brigade support area (BSA) at one time. Primarily used for Class I (rations) and Class V (ammunition), the CDS also may be used for the other classes of supply. CDS recovery remains a key task of the forward support battalion (FSB) in a light division.

The drop zone support team leader (DZSTL) has the primary responsibility for planning and executing all drop zone (DZ) operations. The gaining unit's recovery of equipment in the DZ is one example of the resource-intensive parts of DZ operations.

Most CDS drops consist of several passes of multiple aircraft and usually total 20 to 40 bundles per mission. DZ operations require three elements: a command and control element, a security element and a recovery element.

Depending on the size of the DZ, the command and control element either consists of the DZSTL and a radio-telephone operator (RTO), or the DZSTL is the radio operator along with an assistant DZSTL. The security element contains enough personnel to provide road guards and 360-degree security of the DZ. The security element also has the firepower to hold off elements up to squad size. Both security personnel and firepower depend on the mission, enemy, terrain, troops and time available (METT-T). The recovery element consists of a recovery team leader (usually a noncommissioned officer (NCO) who acts as the DZSTL's assistant team leader), materials handling equipment (MHE), flatbed trucks or palletized load system (PLS), and about 10 to 20 soldiers for recovery. Local riggers should train recovery personnel before executing CDS recovery



**CH-47 Helicopters on Sling Loading Mission at the
Joint Readiness Training Center**

missions. Not all personnel and recovery equipment need to come from the FSB's Headquarters and A Company. It is important that the S3 (operations officer) task other units in the BSA, mainly the Field Artillery service battery and the field trains, to provide security, sling sets and manpower.

Three Options for CDS Recovery

Recovery of a DZ Next to the BSA. Typically, the BSA occupies an area next to a CDS DZ. This is the best location for security and recovery of all supplies on the DZ. This option is the easiest to plan and execute. The DZSTL takes the security element and RTO to the DZ, emplaces road guards and security personnel, and then marks the DZ as coordinated with the US Air Force. The DZSTL then opens the DZ one hour before the airdrop. Meanwhile, the recovery NCO in charge (NCOIC) stages his team next to the DZ and waits for the supply drops.

Once the drops are over, the DZSTL calls for the recovery team and then recovers all DS markings,

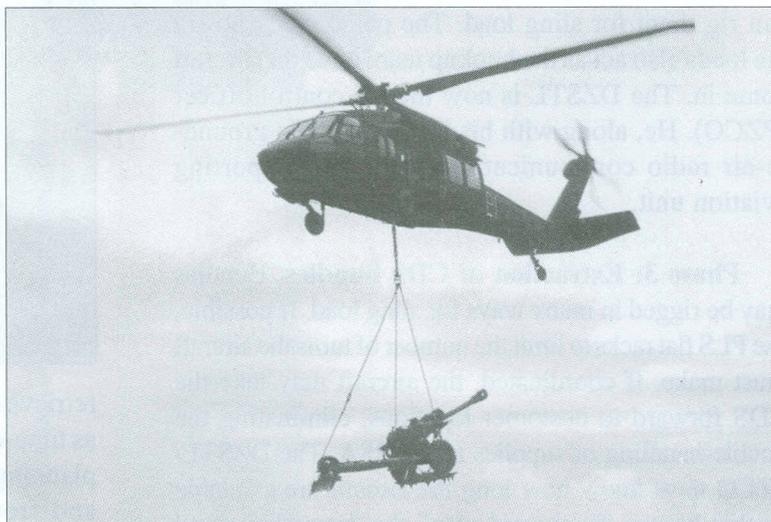
unless more drops are scheduled for the day. A division of labor among the recovery team is important. In addition to the MHE operators and the truck drivers, the other soldiers should be divided into two teams: the parachute team and the bundle team. The parachute team's main responsibilities are recovering all air items and preparing them for backhaul. The bundle team is responsible for loading the bundles onto the trucks or for staging and rigging the bundles for sling load, all with MHE assistance. Slings out high-demand supplies is very easy. The DZ becomes a pickup zone (PZ) for rotary-wing operations.

Providing the DZSTL with a list of the priority commodities that he can sling forward to customer units is recommended. If necessary, the Field Artillery service battery can send a representative to help sort out the priority Class V from the other supplies.

Air Assault - CDS Operations. The ability to arrive by air assault in a DZ located anywhere in the brigade rear area gives the FSB commander and brigade commander great flexibility and freedom of movement on the battlefield. One drawback to arrival by air assault: the DZSTL may not be able to recover all supplies and air items because of the threat or may not be able to retrieve some bundles because of the limited recovery assets that go on this mission. This mission does allow the unit to infiltrate a higher threat area and then be extracted when necessary. This type of operation requires the most planning and coordination to execute.

Some Planning Considerations:

- ▶ How many bundles are planned for this mission?
- ▶ What supplies are programmed for this mission?
- ▶ What is the priority for recovery?
- ▶ What is the enemy situation in the area of the DZ?
- ▶ What is the friendly situation in the area of the DZ?
- ▶ What type and how many aircraft are available for this mission?
- ▶ How long will the aircraft be available?
- ▶ Where will the supplies be sent: the BSA or customer units?
- ▶ What are emergency extraction procedures?



Black Hawk Sling Loaded at Fort Polk, Louisiana

This operation consists of four phases:

Phase 1: Insertion of required forces.

Phase 2: CDS drop and recovery.

Phase 3: Extraction of CDS bundles.

Phase 4: Extraction of forces.

Phase 1: Insertion of required forces. The command and control element and the security element must be inserted into the DZ about three hours before time on target (TOT). This will give the DZSTL enough time to complete a thorough leader's reconnaissance and to emplace his security element. Once the site is secure, the DZSTL calls back to the BSA and orders insertion of his recovery team. The recovery team then lifts off from the BSA LOGPAD with 4,000-pound forklifts (sling loaded), sling sets and other required equipment. Once the recovery team is on site, the DZSTL positions the recovery team off the DZ, marks the DZ and then moves to the control center and waits for the aircraft.

Phase 2: CDS drop and recovery. Once all aircraft have completed the mission, the DZSTL calls the recovery team forward to begin recovery. Then the DZSTL sets up and marks a PZ for the extraction of CDS bundles. Key to this mission are extracting priority Class V and then extracting the team quickly. It may not be possible to get everything because of enemy threat, terrain and bundles in the trees or because of the limited recovery assets. The recovery team must work quickly to move the CDS bundles and air items to the PZ so that other team members

can rig them for sling load. The personnel who rig the loads also act as the hookup team once the aircraft come in. The DZSTL is now the PZ control officer (PZCO). He, along with his RTO, maintain ground-to-air radio communications with the supporting aviation unit.

Phase 3: Extraction of CDS bundles. Bundles may be rigged in many ways for sling load. If possible, use PLS flat racks to limit the number of turns the aircraft must make. If coordinated, the aircraft may take the CDS forward to customer locations, eliminating the double-handling of supplies at the BSA. The DZSTL/PZCO must know how long the aircraft are available so that he can “backward plan” the extraction of all forces, equipment and supplies. Once a load is ready for pickup, the PZCO calls for the appropriate aircraft to extract the bundles. This process is repeated until the mission is completed.

Phase 4: Extraction of forces. The teams are extracted in reverse order: recovery team, and then the security team and command and control element. Once back in the BSA, the DZSTL should submit a closure report to the BSA tactical operations center with the number of bundles recovered, type of supplies recovered, and the number of bundles remaining on the DZ.

Recommended Air Assault Recovery Package	
Aircraft:	- 2 X CH-47 - 1 X UH-60
Equipment:	- 2 X 4K Forklifts - 10 X 10K Sling sets - 2 X 25K Sling sets - 2 X M1077 Flat racks - 4 X 10K Cargo nets

Convoy CDS Operations. Convoy CDS recovery is used when the DZ is not located near the BSA, aircraft is not available, and the enemy threat in the area of the DZ is low. The primary advantage to convoy CDS operations: more recovery assets and heavier recovery assets allow the recovery team to

**CDS Recovery:
one of the most valuable assets
that the forward support battalion
brings to the battlefield.**

retrieve all air items and bundles. This mission is not as time-driven as the air assault method. The primary planning consideration for this mission is security to and from the DZ. Once at the DZ, the DZSTL executes this mission the same way he does at the DZ located at the BSA.

The 3d Brigade Task Force of the 101st Airborne Division (Air Assault) recently completed a rotation at the Joint Readiness Training Center (JRTC), Fort Polk, LA. At the JRTC, the 626th Forward Support Battalion executed all three of these recovery techniques with the assistance of other BSA tenant units. Headquarters and A Company made up the bulk of the recovery personnel equipment. A valuable lesson learned was that it is imperative to “spread the wealth” to other tenant units because the FSB is sometimes simultaneously inundated with other operations, such as COL recovery, mass casualties and LOGPAD operations. The FSB’s ability to conduct CDS recovery operations under various conditions will continue as one of the most valuable assets that the FSB brings to the fight and also will greatly contribute to the success of the task force it supports.

LT Trenton K. Connor is the S4 (Logistics Officer) of the 626th Forward Support Battalion (FSB), 101st Airborne Division (Air Assault). He has a bachelor of business administration degree from North Georgia College. He previously was the Supply Platoon Leader for Headquarters and A Company, 626th FSB, at the Joint Readiness Training Center (JRTC), Fort Polk, Louisiana. His article is based on his experience as the Drop Zone Support Team Leader at JRTC Rotation 99-05 in March 1999.

Communicative Skills at the Quartermaster Center and School

Mark E. Lewis

Effective communication is very important to any military organization. The ability to write and speak so others accurately receive and understand information can significantly influence mission accomplishment. The US Army Quartermaster Center and School (QMC&S) at Fort Lee, VA, responds to this need by providing communicative skills instruction as a part of several key courses. Students attending the Officer Basic, Warrant Officer Basic, Warrant Officer Advanced, and Total Army Instructor Training courses learn the principles of effective written and oral communication. The purpose of this article is to offer readers a description of communicative skills course content and to explain some of the philosophy that drives this instruction.

Philosophy

It is hard to improve writing and speaking skills without emphasizing hands-on practice and instructor feedback. Consequently, our coursework incorporates a variety of in-class and graded exercises that require the same skills that future job challenges will demand. Instructors stress the development of good communicative habits such as clarity, conciseness and thorough preparation. This enables soldiers to be consistently effective, especially when time is short and the stakes are high. Constructive feedback from accessible instructors is another key to improving communicative skills. At the QMC&S, students have ample opportunity to meet one-on-one with the instructors who evaluate their work.

Courses at the QMC&S target different soldier audiences, and the experience and background of students can vary greatly. However, soldiers of all ranks and specialties can benefit from instruction and practice that helps improve the effectiveness of most any mission. Let's face it, many soldiers are not fond of preparing written material or speaking to groups of people, but a successful career will likely include these challenges. Learning to write and speak well is a lifelong endeavor. We try to channel soldiers in the right direction.



Apply writing principles to specific needs on the job.

The Army Writing Program

A key segment of communicative skills instruction at the QMC&S involves the Army Writing Program. All blocks of instruction reinforce the tenets of this program, and students must incorporate these principles into their written assignments. The following outline the instructional approach to the Army Writing Program:

- ✎ The Two Essential Changes
- ✎ Organization and Packaging
- ✎ Style Elements
- ✎ Punctuation Review

The Two Essential Changes. The two essential changes required by the Army Writing Program, as set forth in AR 25-50, are the following: put the bottom line up front and use the active voice. Why does the program describe them as changes? The answer lies in the purpose behind the writing. Unlike the academic world, where writers feel compelled to impress the reader with a verbose style so they can receive a high grade, military writers must focus on prioritized, concisely expressed facts that get the mission accomplished. Because all soldiers come from some degree of academic structure, the mission-oriented goals in the military usually require them to change how they approach writing.

The writing skills employed at the QMC&S force students to assess the bottom line in given situations and address it in the first paragraph of written correspondence. The second essential change, use the active voice, forces students to structure sentences that are free of passive writing. What is passive voice in writing? The combination of a "be" verb (am, is, are, was, were, be, been and being) and a past participle form of the main verb creates passive voice. In general, passive writing is wordy, lacks force and is less descriptive. We emphasize the use of active voice so that students can get to the point in a more concise, descriptive manner.

Organization and Packaging. Before beginning a project, most soldiers have a plan. For some reason, however, most writers do not spend enough time developing an organization plan before they write. Army Writing Program instruction emphasizes outline preparation and concern for the written "package" presented to the reader. If writers make a habit of thinking about the structure of a document before composing the first sentence, then their writing will likely appear more organized to the reader. Employing packaging techniques brings important ideas to the forefront and makes information easier to read. The following are several organizational and packaging suggestions:

- ✎ Prioritize facts.
- ✎ Group information under appropriate headings.
- ✎ Indent sub-information.
- ✎ Employ bulleted or numbered lists where appropriate.
- ✎ Limit paragraph length.

Style Elements. In addition to using the active voice, the principal style element, there are other guidelines that improve writing effectiveness. In general, writers should use shorter words and sentences in their correspondence. Also, attempt to use phrases and words that most everyone can understand. The goal is to express thoughts effectively, not impress the reader.

A style element that helps writers express themselves in a more direct and natural manner is the use of personal pronouns. In military and business

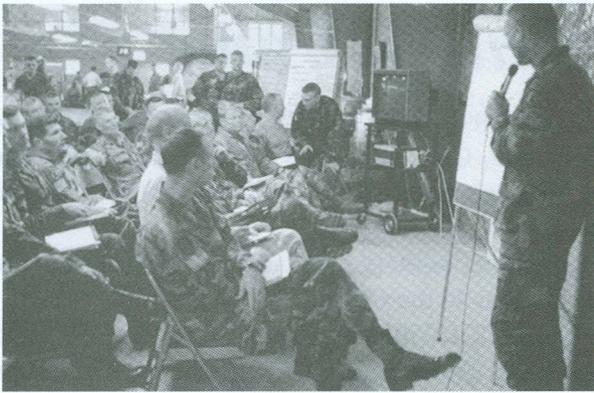
writing it is OK to use I, we and you as the subjects of sentences. Writers tend to hide behind a bureaucratic mask with such phrases as "this office" or "this headquarters." These kinds of phrases are not direct and they are too wordy. Wordiness contributes little and burdens the reader. In general, every slaughtered syllable is a good deed.

Punctuation Review. This aspect of Army Writing Program instruction focuses on three heavily used punctuation marks: the comma, semicolon and colon. Why spend time on grammar and mechanics? The reason stems from the significant likelihood that writers will confuse readers when they misuse punctuation. How many know the rules for using a semicolon instead of a comma in a sentence? One reason most do not know is that it has probably been a long time since they tested their knowledge of basic punctuation, and yet they use these marks in their writing every day. Quartermaster instruction attempts to minimize confusion on this subject because consistent, correct usage sends readers clear messages that improve writing's effectiveness.

Applying the Program

Soldiers must eventually apply writing principles in response to specific needs on the job. At the QMC&S, students must produce specific types of correspondence that resolve given situations. Officer Basic Course students must construct effective memorandums to accomplish key goals in realistic operational scenarios. They also write information papers based on the seven Army Values. Warrant Officer Advanced students must research a problem, and then develop an effective decision paper that provides specific paths of resolution.

The ultimate goal of these written assignments is to force students to think. In-class exercises and discussions entertain thought processes, structures and styles that produce effective, results-oriented writing. Students learn to survey and prioritize the facts involved in a situation and present them in a format appropriate to a specific need. An important aspect of students' thinking involves concern for the reader. Structuring written correspondence so that readers quickly and easily understand the writer's thoughts can be just as important as the content of the message.



Consider the mind of the listener for oral presentations such as briefings.

Oral Communication and Briefing Techniques

No instruction program in communication would be complete without addressing oral presentation skills. Each student prepares information and presents it orally in a structure and style that accomplishes a specific goal. Total Army Instructor Training Course students must present complete lesson plans that incorporate a variety of media. Officer Basic Course students must present an information briefing. Warrant Officer Advanced Course students must present a decision briefing. While each type of presentation has its specific characteristics, they must all incorporate universal principles that improve the effectiveness of the spoken word. Here are four of those universal principles:

- ❖ Research, prepare and organize your information.
- ❖ Consider your voice.
- ❖ Consider your body.
- ❖ Consider the mind of the listener.

When designing an oral presentation, it is wise to thoroughly prepare and organize oneself. As it is with written material, the success of oral material often relates directly to the amount of planning that goes into it. In-depth research, logically presented facts, and experience with computer systems are all a part of preparation. While some speakers may appear capable of delivering smooth, spontaneous oratory, a lack of planning usually rears its ugly head by the end of a presentation.

An emphasis on preparation does not diminish the need for a student to use the voice and body to improve the effectiveness of oral communication. At the QMC&S, we address the need for articulation, proper grammar, a moderate delivery rate and voice inflection when speaking. We stress that maintaining eye contact and using appropriate gestures and facial expressions can help a speaker captivate an audience. Students get the opportunity to practice these techniques and then deliver a graded presentation to an audience of their peers.

Another important aspect of presenting orally is to consider the mind of the listener. Speakers should keep in mind that some in their audience may not receive messages as intended. Spoken words can have two effects: the actual meaning and the implied. Just because speakers talk about being confident, sincere and enthusiastic about a particular subject, this does not guarantee that their presence implies the same message to an audience. One's physical appearance, attitude, tone of voice and movements can alter a listener's perception of oral messages. What can speakers do to send consistent messages to an audience? Consider the listener's perspective, prepare well and practice.

To enhance the performance of any mission, soldiers should strive to improve their ability to communicate. Whether using the written or spoken word, good communicators do not learn their skills by chance or in a hurry. Soldiers develop effective communicative skills by consistently applying sound principles, continually reassessing their abilities, and implementing lessons learned. If they do, positive contributions will likely result.

Mark E. Lewis is a Distinguished Instructor of communicative skills at the US Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia. He has a bachelor's degree from Shepherd College and a master's degree from Pennsylvania State University. He currently instructs officers, noncommissioned officers and warrant officers enrolled in a variety of courses at the QMC&S.

1999 Regimental Hall of Fame

The Quartermaster Hall of Fame inducted six new members in 1999: MG Bruce E. Kendall, MG Albin G. Wheeler, COL Harlan W. Tucker, Dr. Ralph G.H. Siu, T/5 Eric G. Gibson, and PVT George Watson. The induction ceremony, which also included new Distinguished Members and Units of the Regiment, was held at the Home of the Quartermaster Corps, Fort Lee, VA, in June.

The Hall of Fame has 66 members. The Hall of Fame recognizes military personnel of all ranks who are retired and civilians who have made lasting, significant contributions to the Corps.

The 15 Distinguished Members of the Regiment for 1999 are COL William O. Antozzi (Deceased), COL Ollie Brown, COL Gary L. Juskowiak, COL Carl W. Kruger, COL Elbert E. Legg, COL William G. Mason, COL James L. Sutton, COL Paul E. Wise, LTC Charles D. Butte, LTC A. Newton Horn, LTC David M. Merritt, CW4 Jeffie L. Moore, CSM Anthony D'Amato, CSM Luann Lusardi, and Wright Stanton Jr.

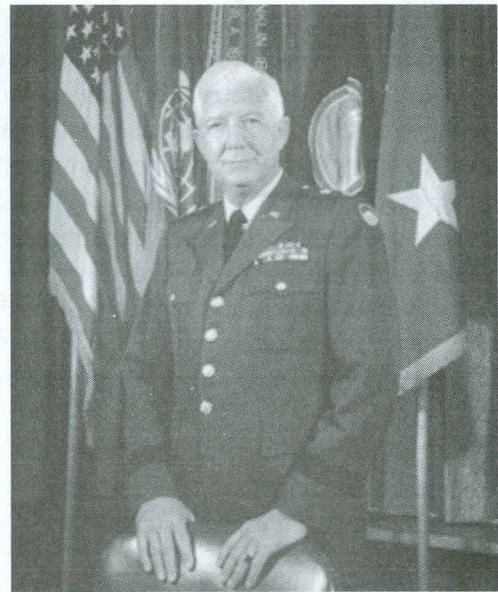
The six new Distinguished Units of the Regiment are the 383d Quartermaster Detachment (Aerial Supply), 114th Quartermaster Company, 54th Quartermaster Company (Mortuary Affairs), 623d Quartermaster Company (Airdrop Equipment Repair and Supply), 364th Supply Company (Direct Support), and 240th Quartermaster Supply Company.

www.qmfound.com

Major General Bruce E. Kendall was born on 12 Nov 10, in Alabam, AK. He was graduated from the University of Arkansas in 1933 and commissioned a second lieutenant with the Infantry-Reserve. For the next 7 1/2 years, he served with the Civilian Conservation Corps (CCC). At age 22, he was the country's youngest CCC Camp Commander.

In World War II, General Kendall served in consecutive assignments at the Kansas City Quartermaster Depot, San Antonio General Depot and Utah General Depot, where he pioneered the use of electronic accounting machines and forklifts in depot operations. In 1945 he joined the staff of The Quartermaster General in Washington, DC, where he helped redesign the postwar depot system. From 1946 to 1949, General Kendall served as the Eighth US Army Quartermaster for General Douglas MacArthur. This entailed support of the 1st Cavalry, 11th Airborne, 24th and 25th Divisions, all other Army, Air Force, Navy and State Department civilian personnel; supervision of the Tokyo and Kobe Depots; establishment of 35 commissaries and a hydroponics farm; construction of 3 milk plants and housing for more than 20,000 dependents.

In the 1960s, General Kendall served as Director of Supply at the newly created Defense Supply



Major General Bruce E. Kendall

Agency (1965); Deputy Commander of the US Army in the Ryukyu Islands, Japan (1966-67); Commanding General of the US Army, Japan (1967-68); and Deputy Commandant of the Industrial College of the Armed Forces (1968-70) before retiring at the end of 37 years of active service.

Major General Albin G. Wheeler was born on 16 Mar 35, in Huntington, WV. He served six years in the West Virginia National Guard before graduating from Marshall University's Reserve Officers' Training Corps (ROTC) program in 1959 and becoming a second lieutenant in the Quartermaster Corps.

After serving as company commander in a medium tank battalion at Fort Knox, KY (1962-63), General Wheeler deployed to Southeast Asia four times on varied assignments in Laos, Thailand and the Republic of Vietnam during the decade-long war in South Vietnam. He was graduated from the US Army Command and General Staff College in June 1970 and reassigned to the Pacific, serving for a year as special assistant to the US Army, Pacific Commander at Camp Smith, HI; followed by two years as Commander of the 25th Supply and Transportation Battalion, also in Hawaii.

From 1978 to 1981, General Wheeler served as Division Support Command (DISCOM) Commander and then as chief of staff for the First Infantry Division at Fort Riley, KS – the latter a virtually unprecedented feat for a combat service support officer. In Germany in the mid-1980s, he commanded Army/Air Force Exchange System-

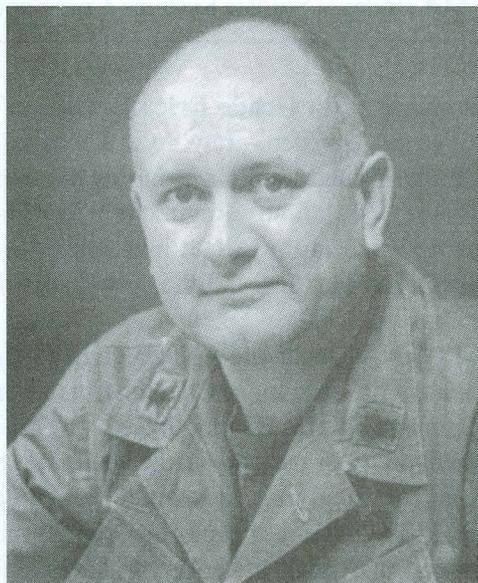


Major General Albin G. Wheeler

Europe, then the 2d Support Command (SUPCOM), the Army's largest SUPCOM at that time. From 1985 to 1989 he served as the longest-running Commandant of the Industrial College of the Armed Forces (ICAF). General Wheeler retired in 1993 after 41 years of military service.

Colonel Harlan W. Tucker was born 15 Apr 23 in Fairplay, CO. He served for 1 1/2 years as an enlisted soldier at the start of World War II before going to the United States Military Academy in 1943. After graduation in 1946, he was commissioned a second lieutenant in the Infantry. The following year, he transferred to the Quartermaster Corps.

While on varied assignments as a Quartermaster logistics officer in the 1950s, COL Tucker supervised laboratory testing and established quality control procedures for several innovative support items and equipment. When the logistics buildup for Vietnam began in the mid-1960s, COL Tucker served as a chief action officer, helping to ready new units for combat in Southeast Asia. From 1968 to 1969 at the height of the war, he commanded the 45th General Support Battalion, supporting up to 35,000 US forces in combat operations in the Central Highlands of Vietnam. In December 1968, he was awarded the



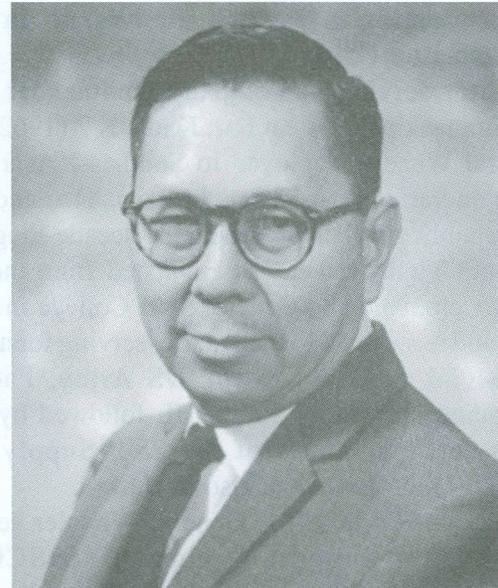
Colonel Harlan W. Tucker

Bronze Star Medal with "V" Device for helping secure his unit's perimeter during intense fighting around Pleiku. COL Tucker completed the 30-plus

years of his active duty career while serving in various Department of the Army-level staff logistical assignments from 1969 to 1976.

Dr. Ralph Gun Hoy Siu was born 24 Feb 17, in Honolulu, HI. He earned his bachelor's and master's degrees from the University of Hawaii in 1939 and 1941, respectively, and a doctorate degree as a biochemist from the California Institute of Technology in 1943. During the last two years of World War II, Dr. Siu served as a scientific and technical consultant for the US Army, and became one the premier researchers assigned to the Quartermaster Corps.

As the Allies shifted focus from Europe to the war in the Pacific, Dr. Siu headed a team of researchers who designed, tested and helped field a vast array of new "jungle-type" fabrics, clothing and equipment that helped protect soldiers and save lives in the harsh tropical environment. As the Quartermaster Corps' Director of Laboratories and Chief Scientific and Technical Director for more than a decade (1948-62), Dr. Siu spearheaded many projects, including pioneer efforts on irradiated food – a critical component of President Dwight D. Eisenhower's Atoms-For-Peace program. He was also one of the key planners in establishing the Quartermaster Research and Development Center in Natick, MA (today's Soldier Systems Command).

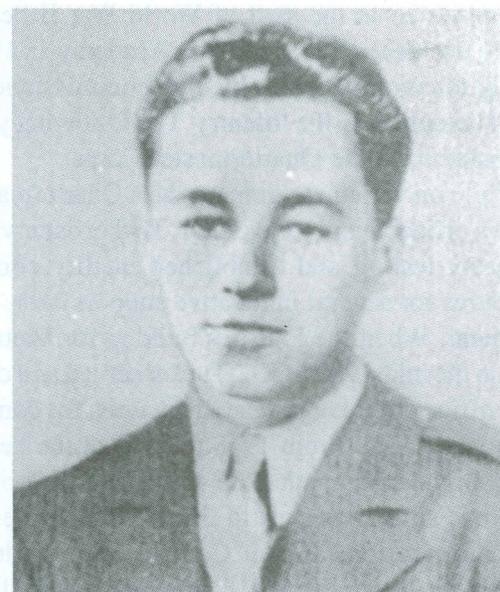


Dr. Ralph Gun Hoy Siu

Throughout his long and productive career and service to the nation, in his pioneering research, countless scholarly publications, administrative duties and lectures around the world, Dr. Siu represented the best interests of the American soldier and the Quartermaster Corps.

Technician Fifth Grade Eric G. Gibson was born in Nysund, Sweden, grew up in Chicago, and was a Quartermaster soldier serving as a company cook with the 30th Infantry Regiment in World War II. He participated in the Allied invasion of Sicily, the Anzio Beach landing, and the subsequent drive up the Italian peninsula.

On 28 Jan 44, near the village of Isola Bella, Italy, Tech 5 Gibson's India Company came under withering enemy attack. He mobilized a tiny quad of replacements to rush out and secure the unit's right flank – and in so doing, destroyed four enemy positions, killing five and capturing two Germans. He then went out a full 50 meters in front of the squad. Running, leaping and dodging automatic weapons fire, he single-handedly knocked out another position with his machine pistol.



Technician Fifth Grade Eric G. Gibson

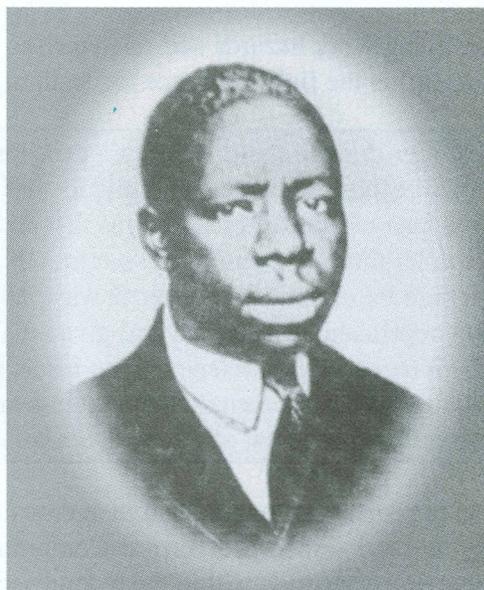
Tech 5 Gibson continued moving toward other bunkers, firing a submachine gun with almost every step forward as enemy artillery began to zero in on his position. Refusing to stop his advance, he crawled the last 125 meters right through a concentrated artillery and small arms barrage and dropped two

hand grenades into a German machinegun emplacement – killing two more and wounding another. In one final face-to-face engagement, he was mortally wounded. For his conspicuous gallantry and courage under fire, First Cook Eric Gibson was posthumously awarded the Medal of Honor.

Private George Watson was born in Birmingham, AL. He entered the Army in September 1942 and completed initial entry training at Fort Benning, GA. Later assigned to the 29th Quartermaster Regiment, he spent 10 weeks at the Quartermaster Replacement Training Center in Camp Lee, VA, to become a Sterilization and Bath Specialist.

With other members of his unit, PVT Watson was on board the Dutch steamer *USAT Jacob* near Porloch Harbor, New Guinea, on 8 Mar 43, when suddenly they came under attack by Japanese bombers. When the ship had to be abandoned, PVT Watson, instead of seeking saving himself, remained in the water to assist several soldiers who could not swim to the safety of a life raft. This heroic action saved many of his comrades, but cost him his own life. He eventually became exhausted and was pulled under by the tow of the sinking ship.

For his extraordinarily valorous actions, daring leadership and self-sacrificing devotion to others, PVT Watson was posthumously awarded the Distinguished Service Cross. More than 50 years



Private George Watson

later, in a White House ceremony on 13 Jan 97, his award was upgraded to a Medal of Honor – making PVT George Watson the 33d Quartermaster to receive the nation’s highest award for bravery.

Regimental Honors Program for Year 2000

Input for the 2000 Regimental Honors program is due to the Office of the Quartermaster General by 31 January 2000. The Quartermaster Regiment recognizes three categories of excellence of service to the Corps with its honors program: the Quartermaster Hall of Fame, the Distinguished Members of the Quartermaster Regiment and the Distinguished Units of the Quartermaster Regiment.

For detailed information about submitting nomination packets, access the World Wide Web at <http://www.lee.army.mil/quartermaster/regimental/dmornomin.html> or contact the Regimental Adjutant, Office of the Quartermaster General, at (804) 734-4333 or DSN 687-4333.

Created in 1986, the Hall of Fame award is the highest recognition that the Regiment offers for “the most significant contributions to the overall history and traditions of the Quartermaster Corps.” *Eligibility:* All retired military personnel (former active duty and Reserve Component soldiers) and civilians. In 1991, the Distinguished Member of the Regiment (DMOR) award was introduced to honor “distinguished contributions to the Quartermaster Corps.” *Eligibility:* Anyone - military or civilian, active or retired, living or deceased. The Distinguished Unit of the Regiment (DUOR) award was introduced in 1993 to recognize outstanding units, past and present. *Eligibility:* Any Quartermaster unit - active duty, US Army Reserve or Army National Guard whether currently activated or inactive.

Risk Management Reduces Accidents With Hazardous Chemicals

Michael L. Davis

Identifying work hazards and related risks in order to reduce accidents is a team effort. FM 100-14 (Risk Management) is the field reference for leaders and their soldiers.

- ⊙ A soldier drained motor oil into a pan. Realizing that the unit would reuse the pan for other work, the soldier reached for a cleaning product that was on hand. The cleaning product reacted with the motor oil in the pan to create a cloud of gas that sickened the soldier.
- ⊙ A soldier threw a cleaning solvent into the trash without checking to see if the chemical was hazardous or could be discarded in a better way. When the discarded solvent was found, the unit and individual were reprimanded. The unit had given the soldier no training or supervision.
- ⊙ A unit received a deficiency on an inspection for not having a Material Safety Data Sheet (MSDS) for the cases of rations containing flameless ration heaters. Because no one completed a risk assessment, the soldiers did not know of the MSDS required for the flameless ration heaters.

To help protect personnel from dangerous chemicals, the Occupational Safety and Health Administration (OSHA) in 1983 issued the Hazard Communication Standard. An Executive Order provided authority to implement this protection within the federal sector. The standard requires informing all personnel of hazardous chemicals in the workplace and training them to work safely. While the OSHA standard primarily addresses civilian industry, AR 385-10 (Army Safety Program) requires that all military and civilian personnel in the Department of Defense comply with the standard for dangerous chemicals.

If properly implemented, the Army Safety Program evaluates the potential hazards of chemicals during a mission, communicates this information to soldiers, trains personnel on use of dangerous chemicals, provides protective measures for all personnel, and reduces accidents and injuries. Note: If a host country has no specific standard on hazardous chemicals, the federal standard applies.

- ⊙ A unit used a tear gas chemical during training. The unit was cited for not doing a risk assessment for the mission and not having an MSDS for the chemical agent in use.
- ⊙ Soldiers were cleaning an area when they mixed together two or three cleaning products. Every soldier became ill enough for hospitalization. The danger of the fumes in the building caused evacuation of all personnel. Leadership had provided no training or supervision.

The leader, as risk manager for dangerous chemicals, is responsible for evaluating potential hazards and informing personnel in the command of risks and protective measures in both normal situations and emergencies. Hazardous waste is covered under AR 420-57 (Solid and Hazardous Waste Management) and under Environmental Protection Agency (EPA) regulations. Risk management procedures are in FM 100-14.

Budgetary restrictions cannot be used as an excuse for not complying with standards. A material designated as a hazardous chemical may require protective equipment. The first place to consult for compliance with safety standards is the MSDS. The Control Measure Section of the MSDS provides the *minimum* personal protective equipment that soldiers must have. The unit is held responsible for providing this equipment, not the individual soldier.

Leaders must comply with all aspects of the Hazard Communication Standard and the Army's risk management requirements. Some of the most important, but most often neglected, sections are the identification and evaluation of chemical hazards and risks in the workplace, the preparation of the hazardous substance inventory, and the completion of a risk assessment for all mission requirements.

Leaders need to develop a file of MSDS of all hazardous chemicals in the inventory and update as the requirements change. Leaders must provide personnel with access to the MSDS file in the workplace, ensure proper labeling of materials, and provide training for personnel who could be exposed to hazardous chemicals. Finally, leaders need to prepare a standing operating procedure for each work area where hazardous chemicals are used or stored, post accident prevention signs, and update as necessary.

- ⊙ An inspection of a unit's work area found incorrect storage of several hazardous materials and no mention of the dangerous chemicals on the organization's hazardous inventory. No assessment had been done, and no training had been provided to personnel who would be using the hazardous material.
- ⊙ Soldiers received chemical burns to their hands and arms after cleaning weapons upon return from the field. They had used a solvent incorrectly. No training or supervision was given.

Requirements of the Hazard Communication Standard and Army Safety Program may vary from organization to organization because of structural or functional differences. Ultimately, leaders are responsible for implementation and enforcement. Individuals are responsible for their own safety and those around them.

The biggest mistakes that leaders and personnel make with hazardous chemicals: **not having** a complete hazardous material inventory list and **not using** the MSDS. The MSDS for a chemical product specifies the permissible exposure limits; the chemical's appearance, smell and physical properties; fire and explosion potential; symptoms of overexposure and first aid procedure; stability information that tells what other materials the chemical should not come into contact with; spill and leak procedures; personal protective equipment required to avoid exposure; ventilation; and how to handle and store the chemical safely. The MSDS is the beginning of a good risk assessment.

While leaders are responsible for the overall Hazard Communication Standard and the Army's risk management requirements, all personnel are responsible for following all standards and reducing accidents.

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

ROWPU Rodeo 2000

Sign up now for ROWPU Rodeo 2000 at Fort Bragg, NC, from February 28 to March 10. The top six teams that compete at Fort Bragg will advance to the finals, April 10-14, at Fort Lee, VA. The ROWPU Rodeo is a lanes training exercise that is graded for teamwork and technical competency on the reverse osmosis water purification unit (ROWPU). The soldiers who participate in the ROWPU Rodeo return to their units better trained and more confident. After the Fort Lee finals, The Quartermaster General presents the winning team the John C. Marigliano Award of Excellence.

POC for water units is Richard Long, FORSCOM DCSLOG, Petroleum and Water Training Advisor at (404) 464-6703 or DSN 367-6703 or E-mail to longr@forscom.army.mil. The POC at Fort Lee is MSG Redfield at (804) 734-2756 or DSN 687-2756 or E-mail to redfields@lee.army.mil.



CAREER NEWS

Professional Development

As the Army continues to draw down, we at the Quartermaster Branch, US Total Army Personnel Command (PERSCOM) will update Quartermasters about some new changes, developments and trends in the assignment and professional development areas. **For more information about officer and noncommissioned officer (NCO) 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 telephone 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.

Important Changes in the Commissioned Officer Career Development Program

*LTC John Wharton, Chief, Quartermaster Officer Personnel Management
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As I return to PERSCOM after five years, I notice several major changes in the Commissioned Officer Career Development Program. I will touch on few of these changes, especially what I see as "hot" issues.

Officer Evaluation Reports (OERs)

On 1 Oct 99, the third year with the new OER (DA Form 67-9) system began. As of 10 Oct 98, PERSCOM had processed more than 101,000 67-9 OERs. Of that number, 30.3 per cent were above center of mass (ACOM). (Quartermaster Branch statistics are representative of the Army as a whole, with the Army's 30.7 per cent ACOM rate.) Center of mass (COM) reports made up 68.1 per cent of the Quartermaster total, and the remainder were below center of mass (BCOM) reports split almost evenly between "retain" and "do not retain" reports.

The new OER system is working, and senior rater credibility has been reestablished. Soldiers in the field still have some anxiety, but there is increasing confidence in the new system. The greatest fear is that 67-9 COM reports will hinder selection. This is simply not the case. Board results show that all boards (MG, BG, COL, LTC, MAJ, CPT and CGSC) selected officers with at least one 67-9 COM report. Also, all boards chose not to select officers with at least one 67-9 ACOM report in their files. Results indicate that an officer with a good number of COM reports is competitive to LTC. Note that this does not say an officer with all COM reports is competitive – see the results of the FY 99 Major Promotion Board in this article.

Feedback from the boards indicates that the new OER is a significant improvement, and board members show a greater tendency to read the words. Where warranted, raters try to quantify the performance as well as possible. PERSCOM's Quartermaster Branch has spent a great deal of time training and educating the field. My advice to all senior raters: manage profiles, submit OERs on time, counsel and obtain signatures, and recommend career fields and future jobs three to five years ahead.

Captain Shortages and Active Duty Service Obligations (ADSOs)

As the Army struggles to keep the ranks filled, there is a critical shortage of branch-qualified captains. Consequently, PERSCOM approves very few ADSO waivers no matter what the reason. The article by the Future Readiness Officer in this edition discusses the PERSCOM disapproval of waivers requested for pregnancy, job opportunities and personal hardships.

FY 99 Major Promotion Board Results

In the promotion list for majors released 7 Oct 99, the Army's selection rate for the primary zone was 78.1 per cent and the Quartermaster selection rate was 75.2 per cent. Quartermaster above-the-zone selections rose to 14 per cent, but still were lower than the Army's 19 per cent. This means, however, that Quartermaster officers who are one-time nonselects (1XNS) have a greater chance of promotion on a second look.

FY99 Major Selection Rates									
	1991	1992	1993	1994	1995	1996	1997	1998	1999
QM	57.6	64.6	71.0	74.2	76.9	71.8	72.7	67.4	75.2
OD	61.2	55.1	70.2	69.6	78.7	71.2	71.5	67.2	77.1
TC	61.1	70.3	69.0	75.0	66.3	79.1	71.2	72.2	70.4
Army	62.6	71.1	73.4	77.7	73.2	73.3	74.2	77.0	78.1
QM - Quartermaster			OD - Ordnance			TC - Transportation Corps			

The COM 67-8 and 67-9 OERs in themselves did not prevent officers from promotion to major. However, soldiers with straight COM files and with COM command reports (DA Forms 67-8 and 67-9) were at risk.

Reasons for Non-selection in the Primary Zone (PZ):

- 16 - Straight COM files and command OERs
- 6 - Offline block checks with COM files
- 5 - No company command/branch-qualifying command
- 1 - Relieved from command
- 1 - Referred report for alcohol-related incident
- 1 - Below COM/retain command OER

Branch Chief's Guidance

My guidance to the field for Officer Professional Management and Development, especially to younger officers, is the same as what I was told as a lieutenant: "Do the best that you can in the job that you are given." Do this and you will remain competitive with your peers. Also, try to serve with troops as much as possible, most importantly in your company grade years. Finally, you must have consistent, superior performance of duty during your career. Straight COM files without good write-ups put Quartermaster officers at risk for promotion. Always remember the importance of your performance in command and key branch-qualifying jobs.

FY99 LTC Promotion Board

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Congratulations to all Quartermasters selected for promotion to lieutenant colonel. This was a very competitive year group in a very competitive process. The next gate is the LTC Battalion Command Board.

Quartermasters fared well in the LTC Promotion Board. Quartermasters had a 70 per cent selection rate (47 out of 67) for primary zone officers. Some interesting facts about the FY99 board:

- 97 per cent (37 out of 38) of the resident Command and Staff College (CSC) officers were selected for promotion
- 42 per cent (10 out of 24) of nonresident graduates were selected for promotion

- 74 per cent (35 out of 47) of the officers selected for promotion had a master's degree
- Average age was 40.1: youngest was age 36 and the oldest was age 45

Overall, the FY99 LTC Promotion Board results were a good news story for Quartermaster officers. For the officers who were not selected, PERSCOM analyzed the results for reasons why. Most Quartermaster officers not selected to promotion to lieutenant colonel were not branch-qualified for promotion according to DA Pamphlet 600-3 (Chapter 25, Paragraph 3), received below-average performance evaluations or showed a downturn in performance as field grade officers. More specifically, the analysis revealed the following results for the 20 majors who were not selected for promotion:

- 5 - Not CSC graduates
- 8 - Not branch-qualified and not fully qualified for promotion according to DA Pamphlet 600-3 (Chapter 25, Paragraph 3)
- 3 - Clear downturn in performance ratings
- 2 - True COM/top block COM reports with very weak narratives
- 1 - Clearly appeared overweight
- 1 - Average file and true discernible discriminators that could not be determined with a good degree of accuracy

Many Quartermasters who were not fully branch-qualified had completed an assignment as a brigade S4, but did not have an exceptional branch-qualified assignment. (Please refer to the Quartermaster Major Assignments Officer's article on branch qualification for further clarification on branch qualification as a major versus officers who were fully qualified for promotion.)

For majors who were promoted, a 70 per cent selection rate truly enabled the board to reward officers accordingly. Officers who maintained solid ratings in tough jobs and troop assignments, received periodic above- COM ratings with strong narratives, completed CSC (resident or nonresident) and were branch-qualified according to DA Pamphlet 600-3 were selected for promotion at large.

Some officers did have weak reports as majors. However, they followed up with strong reports, took the tough jobs, performed well and were selected for promotion. A point of caution: your file is all that the board has to represent you and determine your performance. I would advise all officers to order a microfiche yearly, get an Officer Record Brief from your local personnel service battalion yearly, and review or scrub your file in detail. Further, you must follow up your corrections in your personnel file. PERSCOM always works diligently to ensure that your file is complete, but maintaining the file is the officer's responsibility.

Quartermaster Branch Qualification

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The topic causing the most confusion at the Major Assignments Officer's desk is branch qualification. DA Pamphlet 600-3 defines branch qualification as follows:

"Majors must strive for successful assignment in at least one (12 months minimum) of the following types of positions, however, it is the goal of OPMS to serve a total of 24 months successfully in branch qualifying positions. When serving in two of these positions is not possible, officers should serve in at least one other developmental position for at least 12 months. Branch qualifying positions are as follows: battalion executive officer; brigade/group/functional battalion S-3; brigade/group/battalion support operations or logistics operations officer; commander; group/DISCOM/brigade executive officer; or chief of a division/brigade/regimental MMC. Officers must complete Command and Staff College (MEL 4) to be branch qualified."

Note that a brigade S4 is a developmental position, but not branch qualifying.

Other developmental positions for Quartermaster officers during their years in the rank of major include division/installation/corps logistics staff; brigade/group S4; Defense Logistics Agency (DLA)/Headquarters, Department of the Army/Army Materiel Command (AMC)/major command (MACOM) staff logistics officer; joint assignments; service school instructor; Functional Area (FA) 90 coded positions or division/corps parachute officer.

Officers need to understand that during the assignment process, I attempt to send officers who are not branch-qualified to assignments where they can get branch qualification. There are not enough opportunities to send every officer to a branch-qualifying assignment. Therefore, those officers who need to branch-qualify in order to be competitive for promotion to lieutenant colonel are the priority for those assignments. The officers with less seniority may complete a two-year assignment before given the opportunity to branch-qualify.

FY2000 Major Promotion Board, Army's Selective Continuation Program

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Now is the time for senior captains to start preparing for the FY2000 Major Promotion Board that convenes in mid-April 2000. Before the board, each eligible officer is responsible for ensuring a current photograph, a current board ORB signed in red ink, and all awards and OERs properly posted on microfiche at PERSCOM. Each eligible officer will receive a promotion packet from PERSCOM. Update your mailing address when you visit your local personnel service battalion. The promotion packet explains the procedures for submitting complete-the-record OERs, close-out OERs, letters to the president of the board, and details about all pertinent board questions. Pay particular attention to the submission dates for all photographs and OERs because the cutoff date is firm. The FY2000 Major Promotion Board will consider officers who were promoted to captain with the following dates of rank:

AZ	19940201	And earlier
PZ	19940202	19941001
BZ	19941002	19951001

Selective Continuation (SELCON) Program

It is no secret that the Army is short about 1,700 captains at this time. One plan to reduce the shortage is introducing the SELCON program for officers who are two-time nonselects to the rank of major. At the end of each major promotion board, captains who are not selected twice for promotion to major will go through a SELCON board. Each captain who shows demonstrated potential for further service in the Army will be offered the opportunity to accept or decline SELCON within 30 days of nonselection notification.

What if I accept SELCON? Each officer who accepts SELCON will incur a three-year active duty service obligation and be eligible for worldwide reassignment. At the end of the three-year period, each officer who desires SELCON for another three-year period can request to do so. Once a SELCON officer reaches 18 years of active federal service, he will be locked in for 20-year retirement. Also, all captains who choose SELCON will be considered for promotion to major each year they are on active duty.

What if I decline SELCON? You must leave the Army not later than the seventh month you are notified of nonselection. (For FY99 two-time nonselects, the mandatory exit date is 20000401.) Currently, OTRA officers who decline SELCON are not eligible for severance pay.

I would like to remind each captain in command or coming to the end of a 24-month assignment to contact the Branch-Qualified Captain Assignments Officer at PERSCOM about seven months before your availability date. This will give him maximum time to work your next assignment.

Advanced Course, Board Preparation for Promotable Lieutenants

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Combined Logistics Captains Career Course (CLC3)

If you are a lieutenant eligible for promotion or a captain who still needs to attend the advanced course, call or E-mail me as soon as possible. The main objective for CLC3 (formerly called the Combined Logistics Officer Advanced Course) is to ensure that each officer completes CLC3 at Fort Lee, VA, and the Combined Arms and Services Staff School at Fort Leavenworth, KS, as a captain rather than as a promotable first lieutenant. If you are planning on leaving the military instead of attending CLC3, inform PERSCOM of your intentions so we can better provide officer replacements to installations.

Officers can expect to attend CLC3 when they become promotable to captain, usually between the third and fourth year of commissioned service. Quartermaster branch usually does not approve requests for CONUS stabilization or foreign service tour extensions once an officer is promotable to captain. The following are general guidelines for when an officer can expect to attend CLC3:

- OCONUS officers: First CLC3 class immediately following their DEROS.
- CONUS officers: After 36 months time on station. Officers serving in a CONUS-sequential assignment following an OCONUS short tour may attend CLC3 after 24 months time on station.

I am currently filling the remaining seats for the FY2000 CLC3 classes and will start looking at FY2001. FY2000 seats are limited so please contact me at PERSCOM immediately. The following is an updated list of CLC3 dates for FY99/00:

CLC3	REPORT	END	CAS3	REPORT	END
99-05	17 Jun 99	26 Oct 99	00-01	02 Nov 99	17 Dec 99
99-06	01 Aug 99	16 Dec 99	00-02	03 Jan 00	16 Feb 00
99-07	16 Sep 99	17 Feb 00	00-03	23 Feb 00	06 Apr 00
00-01	07 Nov 99	04 Apr 00	00-04	11 Apr 00	24 May 00
00-02	10 Jan 00	19 May 00	00-05	31 May 00	14 Jul 00
00-03	29 Feb 00	07 Jul 00	00-06	31 Jul 00	14 Sep 00
00-04	12 Apr 00	24 Aug 00	00-07	18 Sep 00	27 Oct 00
00-05	04 Jun 00	13 Oct 00	01-01	TBP	TBP
00-06	20 Jul 00	06 Dec 00	01-02	TBP	TBP
00-07	06 Sep 00	07 Feb 01	01-03	TBP	TBP

I will meet with each advanced course student to discuss follow-on assignments during the first or second week of CLC3. Officers who have not served OCONUS should be prepared to go overseas. Likewise, officers returning from OCONUS will be given first priority for CONUS assignments. CLC3 assignment options are not determined until the approximate start date of the class. PERSCOM's Distribution Division approves all CLC3 assignment options. The Officer Distribution Plan shows the Army's needs, and this is the primary tool for allocating the advanced course assignment options.

Board Preparation

Most lieutenants in YG97 will be reviewed for promotion to captain in March 2000. The Department of the Army will publish a message approximately 120 days before the board's start date defining the zone of consideration dates and issue guidance on complete-the-record OERs. **Primary Zone will be all officers promoted to first lieutenant between 1 Oct 98 and 31 Mar 99.** Now is the time, however, to begin preparing your records for the selection board.

Your promotion board will evaluate three documents:

Microfiche. Order your microfiche early and review it for accuracy. Your officer basic course Academic Evaluation Report (AER) and all OERs should be on your microfiche in chronological order. All badges and all schools of 80 hours or more should be on your microfiche. PERSCOM's microfiche section requires orders for all schools (Airborne, Aerial Delivery Materiel Officer Course, Air Assault and Ranger) and the award certificate for all awards. Send additions and deletions directly to the Officer Records Branch 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 are actually posted to your microfiche.

ORB. Ensure your ORB is up to date 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 after you have made all corrections.

DA Photograph. Please do not wait until the last minute to submit your official Army 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 wearing awards in the wrong order, wearing unit awards that were not awarded to the unit for an event the officer participated in, and wearing airborne and air assault wing backings. Mail Photographs to US TOTAL ARMY PERSCOM, TAPC-OPG-Q (Frances Scott), 200 Stovall Street, Alexandria, VA 22332-0416.

Active Duty Service Obligations, Voluntary Release From Active Duty, Active Duty Service Obligations for Military Schooling, and Upcoming Boards

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Active Duty Service Obligations (ADSOs)

ADSOs continue to be a hot issue for younger Quartermaster officers as they contemplate a military career. Every officer coming onto active duty has an ADSO (usually four years for Reserve Officer's Training Corps and Officer Candidate School, five years for United States Military Academy accessions). Officers are required to serve out their ADSOs before transitioning to the Reserve Component (RC) or civilian life. In light of recent accessions and the increasing demands placed on the force, DA has imposed a very strict policy. The bottom line is that the only waivers being granted are those involving extreme hardship. An officer's willingness to serve out his ADSO in the RC is not an acceptable substitute, irrespective of scholarship or accession origin. This rule also applies to those who recently completed a permanent change of station (PCS) move or graduated from a resident military school such as the advanced course or Command and General Staff College. The Army incurs a one-year ADSO with every PCS move and resident military schools usually incur a one-year ADSO also. (Senior Service College incurs two years.) Advanced civil schooling and Training With Industry incurs a 3-for-1 ADSO (three days for every day of school). Refer to the following charts for a complete breakdown of

the service obligation requirements. Those seeking separation with an ADSO waiver should expect one of two things: disapproval if they are not willing to repay or recoument if they are willing to repay (for military/civilian schooling/PCS).

Voluntary Release from Active Duty

Active Duty Service Obligations for Civil Schooling (Reference - AR 350-100, 18 Apr 94)

Rule	If Training is ---	For a period of ---	Then ADSO is ---	Remarks
1	Fully funded civil schooling/TWI	60 days or more	3 x length of schooling in days	AR 621-1 (Note 1)
2	Partially funded civil schooling	60 days or more	3 x length of schooling in days	AR 621-1 (Note 1)
3	Short-course training	Less than 20 weeks	None	AR 621-1 (Note 5)
4	Scholarship, Grant or Fellowship	Length of course	3 x length of schooling in days	AR 627-7 (Note 2)
5	Tuition assistance accepted	Varies by course	2 years	AR 621-5 (Notes 3 and 4)

Notes:

1. Maximum obligation = 6 years
2. No maximum obligation
3. ADSO is effective on completion of or termination from the course
4. ADSO served concurrently with all other ADSOs
5. Unprogrammed short course training or seminars not involving college or university studies

Active Duty Service Obligation for Military Schooling (Reference - AR 350-100, 18 Apr 94)

Rule	If Training is ---	Then ADSO is ---	Remarks
1	Senior Service College (SSC) or equivalent foreign military school (including the Army War College Corresponding Studies Course (AWCCSE))	2 years	DA Pamphlet 600-3 (See Note.)
2	Command and Staff College (CSC) (CSC) level schooling (including the Army Command and Staff Corresponding Studies Course)	2 years	DA Pamphlet 600-3 (See Note.)
3	Officer Advanced Course	1 year	DA Pamphlet 600-3 (See Note.)
4	Formal courses described in DA Pamphlet 351-4	Varies	See DA Pamphlet 351-4 for specific course. (See Note.)

Note: ADSO is effective on completion of or termination from the course. It is served concurrently with all other ADSOs.

Professional Timeline: Please refer to the following chart to assess your professional timeline when considering your next assignment:

Year	PZ	BZ	PZ	1st	2d	BZ	PZ	1st	1st	Last	BZ	PZ	1st	Last	
Group	CPT	MAJ	MAJ	CSC	CSC	LTC	LTC	Bn Cmd	SSC	Bn Cmd	COL	COL	Bde Cmd	SSC	
1977													1999	2000	
1978													1999	2000	2001
1979													2000	2001	2002
1980										1999	1999	2001	2002	2003	
1981										2000	2000	2002	2003	2004	
1982								1999	1999	2001	2001	2003	2004	2005	
1983								1999	2000	2000	2002	2002	2004	2005	2006
1984						1999	2000	2001	2001	2003	2003	2005	2006	2007	
1985						2000	2001	2002	2002	2004	2004	2006	2007	2008	
1986						2001	2002	2003	2003	2005	2005	2007	2008	2009	
1987						2002	2003	2004	2004	2006	2006	2008	2009	2010	
1988					1999	2003	2004	2005	2005	2007	2007	2009	2010	2011	
1989			1999	1999	2000	2004	2005	2006	2006	2008	2008	2010	2011	2012	
1990		1999	2000	2000	2001	2005	2006	2007	2007	2009	2009	2011	2012	2013	
1991		2000	2001	2001	2002	2006	2007	2008	2008	2010	2010	2012	2013	2014	
1992		2001	2002	2002	2003	2007	2008	2009	2009	2011	2011	2013	2014	2015	
1993		2002	2003	2003	2004	2008	2009	2010	2010	2012	2012	2014	2015	2016	
1994		2003	2004	2004	2005	2009	2010	2011	2011	2013	2013	2015	2016	2017	
1995		2004	2005	2005	2006	2010	2011	2012	2012	2014	2014	2016	2017	2018	
1996	1999	2005	2006	2006	2007	2011	2012	2013	2013	2015	2015	2017	2018	2019	
1997	2000	2006	2007	2007	2008	2012	2013	2014	2014	2016	2016	2018	2019	2020	
1998	2001	2007	2008	2008	2009	2013	2014	2015	2015	2017	2017	2019	2020	2021	
1999	2001	2008	2009	2009	2010	2014	2015	2016	2016	2018	2018	2020	2021	2022	

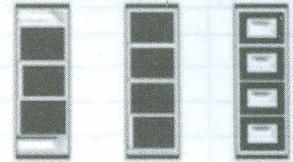
Upcoming Boards:

Board	Date
COL CSS Command	19-28 Jan 00
LTC	29 Feb - 31 Mar 00
SSC	4-28 Apr 00
MAJ	18 Apr - 19 May 00
CWO 3/4/5	2-26 May 00
CFD (YG 90)	31 May - 9 Jun 00
COL Army	1-23 Aug 00
CGSC	22 Aug - 22 Sep 00

PROMOTION "2000" - Continued

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In my previous article about promotion, I detailed the components of a promotion file, actual contents and the file's importance to the overall promotion process. In this article, I will focus on how officers can best prepare records for a promotion board. The preparation process can be incredibly simple or frustrating and slow. Prior planning is the officer's best ally, while procrastination is the officer's worst enemy.



The three phases of the promotion process are *performance*, *evaluation* and *file appearance*. Each phase is equally important and depends upon the others for successful progression to the next rank. A warrant officer's career manager and the servicing personnel unit can assist with file preparation and updates for promotion. However, officers must be intimately involved in the entire process.

The three components of a promotion file are the Officer Record Brief (ORB or DA Form 4037), Official Military Personnel File (OMPF microfiche at PERSCOM) and the official Army photograph. The following are some common mistakes along with general preparation guidelines.

Officer Record Brief

Section IX-Assignment Information. The officer should ensure assignments are correctly listed along with the proper duty title and military occupational specialty (MOS). Quite often, the MOS duty field is blank, and entries such as "Reassignable Overstrength" are listed as the duty title. This is not correct, and the servicing personnel unit should change this section. The rule of thumb is to use the duty description listed on the most recent Officer Evaluation Report (OER). The warrant officer should make sure that any previous deployments, such as Bosnia, are listed in this section. **TIP:** Promotion board members may check Section IX for the officer's assignment diversity. Factors such as serving in one location and overseas tour service can be strong considerations. The officer's servicing personnel unit can correct any noted discrepancies.

Section VII-Civilian Education. The officer should ensure the correct level of civilian education. An original official transcript from the institution or a copy of the transcript is acceptable if the copy contains the institution's original seal. The servicing personnel unit can update civilian education up to a bachelor's degree. Civilian degrees above a bachelor's degree must be forwarded to DA PERSCOM for update. Promotion board members may check Section VII to determine if the officer is improving his civilian education level.

Section VIII-Awards and Decorations. Officers should ensure all awards are correctly listed. More importantly, check to ensure the awards listed on the ORB are on the microfiche. When an officer receives an award, it is the officer's responsibility to update his record with the new award. The officer can send a copy of the award certificate (not the DA Form 638) to DA PERSCOM to microfiche Section VIII. The address is PERSCOM, ATTN: TAPC-MSR-S, 200 Stovall Street, Alexandria, VA 22332-0444. FAX to DSN 221-5204 or (703) 325-5204.

Promotion board members may question an officer with several awards listed on the ORB, but without a comparable number on the microfiche. Board members should not have to question an item in a promotion file. **Tip:** Request a copy of your microfiche before the board, and check for an award certificate for each award listed on the ORB. Check the microfiche to ensure a listing of any award above the Army Achievement Medal.

Section VI-Military Education. Officers should check for a listing of all military courses completed. For any missing military courses, the officer should provide the necessary documentation to the servicing personnel

unit for update. Promotion board members may check this section to ensure the officer has the appropriate level of military education comparable with the warrant officer's grade. Officers should not inundate the system with all sorts of certificates, course completion notices from civilian courses and the like. AR 600-8-104 lists documents authorized on the OMPF or microfiche. *TIP:* While I realize that officers want recognition for completed courses, many are not military-related and not appropriate for the microfiche. Promotion board members emphasize the officer's OER and not the many course certificates that may be on the microfiche.

Section IV-Personal/Family Data. The important data in Section IV are the physical (Pulhes/Date) and the officer's height/weight. Army personnel are required to maintain a current physical every five years. The Pulhes date should not exceed five years at the time the promotion board will convene. The officer's height/weight data comes from the most recent physical. Promotion board members will check and make a mental note of the officer's height/weight. The height listed on the ORB should match the height listed on the officer's OERs. There should not be a fluctuation of height from OER to OER or from OER to ORB. The weight may vary from the last time a physical was taken compared to the OERs, but there should not be a big disparity in the weight.

It is not my intention to suggest other areas on the ORB are not important, they are. However, the sections that I have identified are the sections that promotion board members most closely examine. Officers should ensure that data is 100 per cent correct.

Lastly, officers must review, initiate any corrections and sign their promotion ORB in preparation for the board. By signing the ORB, the officer signifies that all ORB information is correct. If the information is not correct, request that the servicing personnel unit correct data or make red pen corrections directly on the ORB. Any ORB with a signature and corrections in the officer's promotion folder is far more important than a correct ORB without a signature. A signature on the ORB sends a subliminal message to the board member that the officer is motivated and has worked to prepare records for promotion.

OMPF (Microfiche)

Of the three components of a promotion folder, the microfiche is probably the most important. The OMPF has three parts: performance, service and restrictive. The performance microfiche shows OERs, awards and other commendatory data. The service microfiche shows any document relating to enlistment agreements, oath of office (Regular Army or Commissioning), and other related documents. Thirdly, the restrictive microfiche shows any adverse actions imposed on the officer.

The performance microfiche is the only one of the three parts in the promotion folder. If comments within an officer's OER raise suspicion, the board member may request the officer's restrictive microfiche *IF THERE IS ONE!* I want to emphasize that all officers do not have a restrictive microfiche. *Rule of Thumb:* If you have not received a letter of reprimand, not been charged with an offense or not had any Uniform Code of Military Justice (UCMJ) action, you probably do not have a restrictive microfiche.

I stress the importance of the microfiche because board members spend most of their time reviewing this document. Unfortunately, the microfiche is the document that most officers spend the least time checking. It has been my experience that most officers will not even request a copy of their microfiche when preparing records for a promotion board. Preparing for promotion boards is not the time to become complacent, lazy or adopt the "I am too busy" attitude. The warrant officer is ultimately responsible that his record is complete, up-to-date and ready for a promotion selection board.

What to check before a promotion board:

- ✓ Each OER to ensure none are missing
- ✓ For CW3s and above, removal of the W01 OERs

- ✓ An award certificate/order for every award listed on the ORB, every award above an Army Achievement Medal
- ✓ All other documents to ensure they all bear your name and not another officer's name

To request a copy of your OMPF microfiche and to submit additional documents, write to PERSCOM, ATTN: TAPC-MSR-S, 200 Stovall Street, Alexandria, VA 22332-0444. FAX to DSN 221-5204 or (703) 325-5204.

Official Army Photograph

Have you ever heard the saying that "you only get one chance to make a first impression"? The official photograph presents the promotion board with the first impression of an officer. The photograph most often is the first item a board member will review. Officers must do all they can to present themselves in a professional and positive manner. Most career managers highly recommend that officers being considered for promotion in any of the promotion zones (Above, Primary, Below the Zone), take a "current year photograph." By current year, I mean take a photograph in the year the board will meet. For example, the promotion board for FY2000 is tentatively scheduled for May 2000, so take a photograph that can be dated with the year 2000, such as January 2000 or February 2000.

As I have mentioned before, there is no single, most important document in your file. They are all important in their own right, serving separate and very necessary functions. The Army photograph gives the board some visual representation of the officer. Since the officer cannot appear before the promotion board, the official records represent the officer. Therefore, the officer must make a very good impression via his photograph.

Tips for the Official Photograph:

- ✓ Take the photograph early (January/February).
- ✓ Mail the photograph to PERSCOM yourself.
- ✓ Have your uniform professionally cleaned.
- ✓ Have a peer or spouse check your uniform. Check the photograph before mailing.
- ✓ Ensure the awards on the uniform match your ORB.
- ✓ Men, be careful with mustaches.
- ✓ Women, be careful with bright lipstick and fancy hairstyles.
- ✓ Wear a uniform that fits. If it does not, lose weight or get another uniform!

While the regulation requires a new photograph every five years, officers must be careful not to follow the regulation to the letter. Board members may question why an officer has a two-, three- or four-year-old photograph on file. Questions such as "Is the officer overweight?" or "Is the officer not motivated to prepare his records?" are raised. These concerns can cause an officer to lose promotion points while his record is being voted.

Common Mistakes

- | | |
|---|-------------------------------|
| - Signing an ORB with known errors | - Facial hair |
| - Not requesting a microfiche | - Bright lipstick |
| - Not comparing the awards on the microfiche to the ORB | - Long fingernails |
| - Poor quality photograph | - Unprofessional hairstyles |
| - Wrinkled uniform | - Awards not matching the ORB |
| - Poor posture | - PROCRASTINATION |

TEST

Here is a simple test (*unofficial*) for an officer to assess the preparation of records for a promotion board:

1. Requested a microfiche (40 points)
2. Compared awards on the microfiche against the ORB (10 points)
3. Took a "current year photograph" (30 points)
4. Checked ORB, initiated any corrections (10 points)
5. Signed the ORB (10 points)

Total possible points = 100

Scoring: If you scored less than 100, you flunked this test!

Preparing your records for a promotion board is not difficult. It is a fallacy to assume it is someone else's responsibility to prepare your records for a promotion board. While the purpose of this article is to provide factual information so that officers are better educated about promotion boards, unfortunately many officers will ignore this advice and continue to procrastinate. I strongly urge each and every warrant officer to begin early preparing their records for next year's promotion board.

Enlisted Promotion Potential, Reenlistment Incentives

LTC James M. Joyner, Chief, Quartermaster Enlisted Personnel Management
 joynerj@hoffman.army.mil

These are exciting times to be a Quartermaster. Changes in the Army's size, structure and mission are creating a new environment for today's enlisted soldier. As we move into the 21st Century, Quartermasters can anticipate programs to improve personnel readiness. General Eric K. Shinseki, Army Chief of Staff, has directed manning the divisions at 100 per cent of authorizations by the end of FY 2000 to improve divisional readiness.

To improve the readiness of the Quartermaster Corps, we must focus on promotions. We continue to have promotion opportunities to sergeant that go unfilled because not enough Quartermasters are on the promotion list. Such military occupational specialties (MOSs) are called "STAR MOSs." In October 1999, we had 5 of 10 Quartermaster MOSs on the STAR MOS list. The 77L MOS (Petroleum Laboratory Specialist) had 29 allocations to sergeant that went unfilled. The 92A (Automated Logistical Specialist) had 231 allocations to the rank of sergeant unfilled; 92G (Food Service Specialist) 107 allocations unfilled; 92M (Mortuary Affairs Specialist) 12 allocations unfilled; and 92Y (Unit Supply Specialist) 197 allocations to sergeant unfilled.

This lack of eligible soldiers is a continuing problem for a number of MOSs in the Army that do not have enough sergeants. The fix for a Quartermaster soldier is preparation for promotion. Volunteer for the soldier of the month board, fill out the promotion worksheet, talk with your chain of command, and get before the promotion board. The chain of command is responsible for recommending quality soldiers for promotion and ensuring the soldier's timely attendance at the Primary Leadership Development Course (PLDC). To get promoted, the enlisted Quartermaster soldier must take the first step by having the desire and the willpower to study hard for the boards and PLDC.

Quartermasters currently have several incentives for reenlistment. We have a Selected Reenlistment Bonus (SRB) for the following MOSs: 77F with a 1A for SQI (P); 77L with a 1A SRB and 2A/1B for SQI (P); 77W with a 1A for SQI (P); 92G with a 2A/1B for SQI (P); 92R with a 2A/1B SRB; and 92Y with a 2A/1B for SQI (P). Skill Qualification Identifier (P) is a parachutist. Check with your reenlistment noncommissioned officer (NCO) because SRBs change often, and you may be eligible during your window of reenlistment to earn a large incentive.

Everyone can recruit for the Army. If you have a friend or know of a high school graduate who is not sure what to do, get them to see an Army recruiter. The Quartermaster Corps has several Enlistment Bonuses that apply to 3-, 4-, 5- and 6-year enlistments. For example, the 77F MOS has a \$3,000, \$6,000, \$7,000 and \$8,000 enlistment bonus; 92A has a \$3,000, \$4,000 and \$5,000; 92G has a \$4,000, \$8,000, \$10,000 and \$12,000; 92R has a \$4,000, \$8,000, \$10,000 and \$12,000; and 92Y has a \$2,000, \$3,000, \$4,000 and \$5,000 bonus.

Our priority in the Quartermaster branch is taking care of Quartermaster soldiers and their families while supporting the Army's needs. The senior NCOs and Department of the Army civilians at PERSCOM will provide first-class assignment and professional development. For information on how to contact your assignment manager, go to our web page in *PERSCOM Online* at www.perscom.army.mil.

CY99 SFC Selection Board Results and Analysis

*CPT Jennifer C. Chronis, Deputy Branch Chief, Quartermaster Enlisted Personnel Management
chronisj@hoffman.army.mil*

Quartermaster soldiers fared well on the Army's Calendar Year (CY) 99 SFC Selection Board. A total of 974 Quartermaster enlisted soldiers were selected for promotion to sergeant first class: 53 in Career Management Field (CMF) 77 and 843 in CMF 92. These combined selections represent 12 per cent of the Army's total SFC selections of 7,412 soldiers. An analysis of the board results will provide the most insight, and therefore the best chances of promotion, for NCOs who will compete for promotion in future boards. The following summary of board actions breaks down the SFC selections for each Quartermaster military occupational specialty (MOS):

MOS	PZ			SZ			TOT		
	CON	SEL	%	CON	SEL	%	CON	SEL	%
77F	168	28	17%	139	7	5%	307	35	11%
77L	7	1	14%	10	0	NA	17	1	6%
77W	28	15	54%	19	2	11%	47	17	36%
43M	7	1	14%	0	0	NA	7	1	14%
57E	39	12	31%	23	2	9%	62	14	23%
92A	156	143	92%	209	32	15%	365	175	48%
92G	386	172	45%	301	29	10%	687	201	29%
92M	42	6	14%	6	0	NA	48	6	13%
92R	77	34	44%	41	4	10%	118	38	32%
92Y	1,122	373	33%	362	35	10%	1,484	408	28%
*AA	21,078	6,438	31%	11,111	974	9%	32,189	7,412	23%

*AA = Total Army Selections

LEGEND:

CON Considered
MOS Military occupational specialty
NA Not applicable

PZ Primary zone
SEL Selected
SZ Secondary zone
TOT Total

While the numbers themselves are important, comparing selection rates among MOSs is not always meaningful because the number of selections can differ greatly from MOS to MOS for a variety of reasons. The number of soldiers to be selected for promotion in any MOS is determined largely by the structure of the MOS and its corresponding need for senior NCOs. The 77W MOS, for example, currently has a greater number of authorizations for SFC than for SSG, which drives the high selection rate. Also, selections are determined by the number of NCOs that we predict that we will lose each year because of expiration term of service, retirement, separation reclassification or promotion to another grade. Just as these numbers can change drastically each year, so can the number of selections in each MOS.

The following comments from the 1999 SFC board members provide great insight into what both NCOs and NCO leadership can do to improve chances for promotion:

Performance and Potential. The best-qualified NCOs excelled in every job at every Army level in which they served. Their ratings were justified. Board members did observe, however, that raters must write better justifications for Excellence ratings. To simply state that an NCO is the “best supply sergeant in the unit” does not justify an Excellence rating. Also, senior raters must express their desire to recommend an NCO for promotion and must state whether the NCO has the potential for advancement and service in positions of greater responsibility.

Utilization and Assignments. Staff sergeants must continue to seek the toughest and most challenging leadership positions to remain competitive. Jobs such as platoon sergeant, drill sergeant and recruiter greatly improve the competitiveness of an NCO’s file. However, in many cases where NCOs had been in the same organization for several years, their evaluations were deemed redundant by board members. Also, evaluations for both enlisted aides and recruiters needed improvement. Reports for enlisted aides were often poorly written and had unjustified blocks. Reports for recruiters did not always reflect the actual effort put forth for a successful monthly mission.

Training and Education. Quartermaster NCOs are generally on track with military training and education. The civilian educational levels of Quartermaster NCOs ranged from little or no college to a four-year college degree. However, many NCOs have 10 years or more of service but no civilian education on their military record. Board members viewed this lack of education, combined with time in service, as a lack of initiative. Every NCO who has attained the rank of SSG must have some evaluated college credits as a minimum.

Physical Fitness. In general, NCOs tended to be grossly over the screening table weight, often by 30 to 50 pounds, which presented an unprofessional appearance. In many cases, the NCO’s appearance in the photograph did not correspond with the weight listed on the NCO Evaluation Reports in the file. NCOs selected in the secondary zone generally had Army Physical Fitness Test (APFT) scores ranging from 270 to 300, unlike many in the primary zone where scores were not listed at all. Board members favorably viewed scores as indicators that NCOs were both performing and conducting physical training with soldiers.

Photographs. NCOs must keep their official photographs up-to-date, regardless of how much time in service or grade they possess. Specifically, too many secondary zone NCOs with two to three years of time in grade did not have updated photos. By the same token, NCOs who had photographs more than five years old gave board members the impression that they were not concerned with their promotion potential.

Recommendations. NCOs must seek opportunities for both military training in the NCO Education System and courses for self-improvement. NCOs should also pursue civilian education as much as possible. They must remain proactive in their careers and continue to develop themselves in their primary MOSs.

Letter to the Editor

JRTC Agrees Live-Fire Exercises Are Not Just for Combat Arms

As Senior Observer/Controllers (O/Cs) from the Operations Group, Joint Readiness Training Center (JRTC) at Fort Polk, LA, we read with great interest the article *Live Fire Exercises: Not Just for Combat Arms* in the Autumn 1999 edition. The authors took a complicated subject and made it interesting and understandable and, generally, were right on target. However, there are a couple of points that require clarification.

On the writers' observation, "*Evaluations of these scenarios are evaluated...*," it is significant to note that evaluations are *not* conducted by O/Cs at JRTC. In fact, the word *evaluation* is taboo here. O/Cs are an integral part of every phase of a rotation - they observe unit activities from planning through execution, control the exercise parameters, and coach their leader counterparts. Upon completion of the unit's mission, O/Cs orchestrate interactive after-action reviews to assist unit leaders in bringing out their own salient lessons learned from the operation. Bottom line: evaluation is not in our charter.

Next, the writers noted, "*Only one company per rotation will pass through the live-fire lane...during the first week.*" JRTC operates 7 different live-fire scenarios and units are allocated up to 10 live fires for their rotation. Division and brigade task force commanders determine the type and level of live-fire exercises for their rotational units. The live-fire exercise most relevant to CSS units is the convoy security scenario. Based on unit commander decisions, usually two to four platoons from different companies participate in this mission. Typically, we'll see platoons from the Forward Support Battalion, Combat Support Battalion, Combat Support Hospital, as well as Infantry support elements. Based on unit decisions, live-fire training may be scheduled before, during or after the regular rotation. Most commanders schedule their live-fire training prior to a rotation so they can apply their lessons learned during the force-on-force phase of operations.

We concur with the writers that Combat Service Support units, like Combat Arms elements, benefit from live-fire training. Unfortunately, it is not possible under rotational restraints for *all* units to do so at JRTC. Therefore, rotational commanders must make prudent choices in allocating this significant training opportunity. Again, thank you for the excellent reportage. - LTC Willie Jordan, Senior Combat Service Support Observer/Controller, and LTC Tom Heaney, Chief of Live Fire, at the Joint Readiness Training Center, Fort Polk, LA

(Continued from Inside Front Cover)

the Reserve Component. The TASS Conference discussed the use of Distance Learning techniques, a rapidly developing method of ensuring up-to-date training. We now have Distance Learning facilities in three Fort Lee locations, including one at the Army Logistics Management College. We will also have a state-of-the-art facility in the Army Center of Excellence, Subsistence training building. Lastly, the Quartermaster Sergeants Major Conference featured a briefing by the US Total Army Personnel Command on the *State of the Corps*, visits to advanced individual training facilities, and a staff ride to the historic Civil War site of City Point. With our emphasis on training and troop welfare, it is not surprising to discover that the Quartermaster Corps retains more of our soldiers than does the Army overall.

On the near-term horizon, the Quartermaster Warrant Officers will hold their annual conference at Fort Lee from February 7 to 11. The Quartermaster Functional Review will occur at the Pentagon on February 23.

As the holiday season winds down, it is an appropriate time to reflect on our many blessings. Similarly, we should also remain safety conscious in all of our endeavors. I want each one of us to be able and willing to enjoy the abundant opportunities that the new millennium provides.

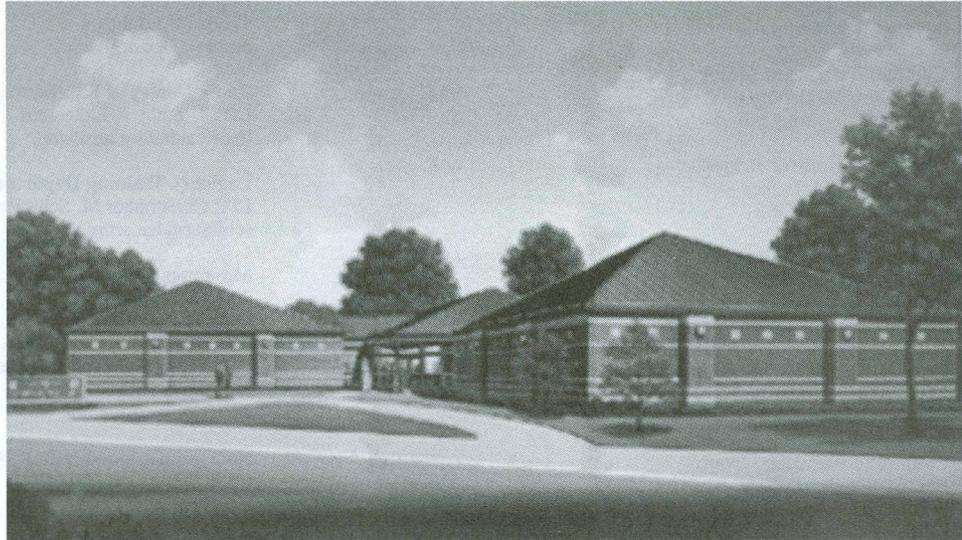
Major General Hawthorne L. Proctor, 46th US Army Quartermaster General, held many command and staff positions. His most recent assignments include Deputy Chief of Staff for Logistics and Operations, US Army Materiel Command; 26th Commander of the Defense Personnel Support Center; and the first commander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

QUARTERMASTER

UPDATE

Army Women's Museum Seeks Recent History

While the building itself is under construction at Fort Lee, VA, the director and curator of the new US Army Women's Museum is requesting donations from today's soldiers of "paper history," such as military records and photographs, from their service in recent operations such as Kosovo, Bosnia, the Persian Gulf and Somalia. Ms. Jerry G. Burgess said that other artifacts, such as uniforms and medals, can be accepted once again when the new facility is complete in October 2000.



Architect's Rendition of Army Women's Museum

The museum will represent all women who have served in the Army from the Revolutionary War to the present day. The new museum with 13,325 square feet of space will replace the Women's Army Corps Museum at Fort McClellan, AL. Due to the Army's base closure and realignment, Fort McClellan closed 30 Sep 99. In storage are all 5,000 of the museum's artifacts, archival material, photograph albums, over 300 videos and over 40 exhibits. In the meantime, Ms. Burgess requests papers and photographs from women in the Army today.

To contact Ms. Burgess at Fort Lee, telephone (804) 734-4327, DSN 687-4327 or E-mail to burgessj@lee.army.mil. Access the U.S. Army Women's Museum web page at www.awm.lee.army.mil.

New Course Introduces Force Provider And Its Quartermaster Company

The ACCP 0424 (Introduction to Force Provider and the Quartermaster Force Provider Company) discusses the general operation of the system and responsibilities of its Quartermaster company. Designed for the Force Provider Company's supervisors and leaders, the correspondence course discusses the duties and responsibilities of assigned personnel and provides an overview of the Force Provider module and its subsystems. The course covers the fundamentals for deploying, operating and redeploying Force Provider. The expected publication date is 1 Feb 2000. Point of contact is Jim Elliott, USACASCOM Quartermaster Training Division, at DSN 539-1794 or E-mail to elliottj@lee.army.mil.

Petroleum Quality Assurance Course (J-20)

The Defense Contract Management Command, proponent of the Petroleum Acquisition Quality Assurance Course (better known as the J-20), and the US Army Quartermaster Center and School's Petroleum and Water Department (PWD) will conduct the first J-20 course in 2000 in PWD's Laboratory Training Division at Fort Lee, VA. Spaces in the J-20 course are limited to 25 attendees per class. Two classes, each two weeks long, will be held each year. To enroll, contact William Evans, DCMC Lead Agent for Petroleum and Chemicals, at (703) 767-2787, DSN 427-2787 or E-mail to william_evans@hq.dla.mil.

J-20 is a core certification course for representatives who perform petroleum quality assurance for more than 1,000 facilities.

Directory - Points of Contact

US Army Quartermaster Center and School

Fort Lee DSN prefixes: 687-xxxx or 539-xxxx
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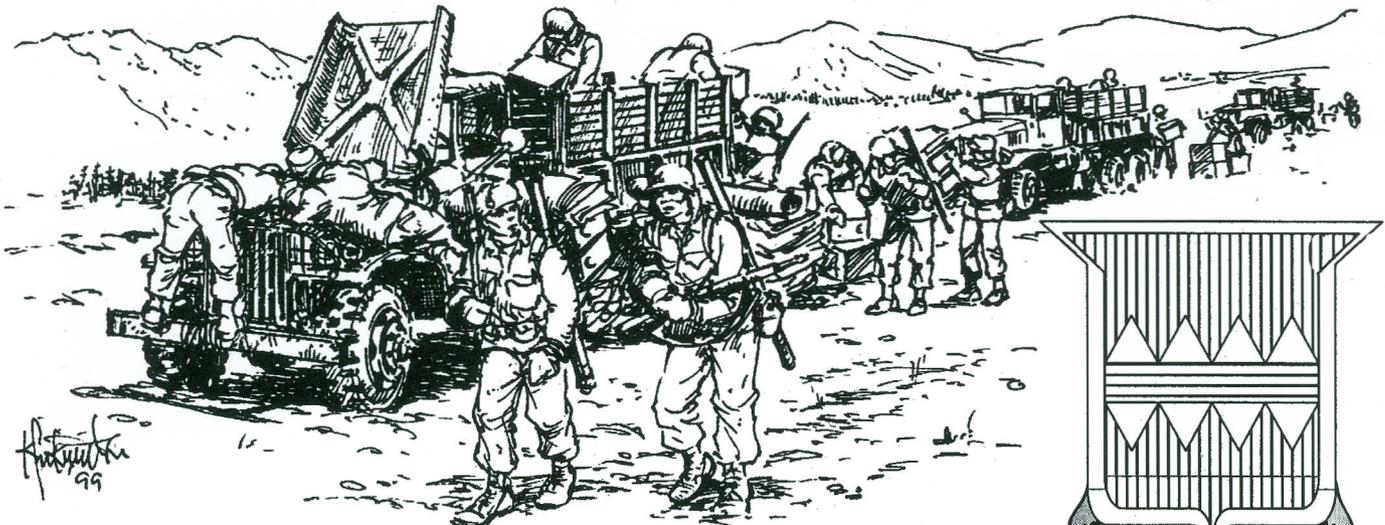
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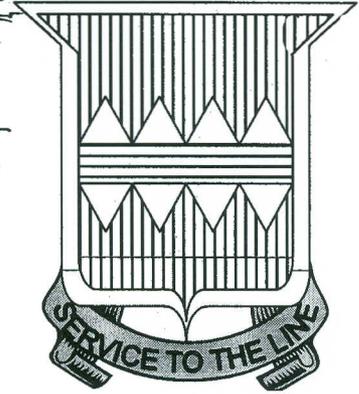
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Quartermasters Online

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>



725th Main Support Battalion



Organized 1 October 1941 in the Army of the United States at Schofield Barracks, Hawaii, as the Maintenance Platoon, Headquarters Company, 325th Quartermaster Battalion, an element of the 25th Infantry Division.

Converted and redesignated 1 August 1942 as the Ordnance Maintenance Platoon, Headquarters Company, 325th Quartermaster Battalion.

Reorganized and redesignated 1 November 1942 as the 725th Ordnance Light Maintenance Company, and remained assigned to the 25th Infantry Division.

Allotted 27 June 1949 to the Regular Army.

Reorganized and redesignated 1 February 1953 as Headquarters and Headquarters Detachment, 725th Ordnance Battalion (organic elements concurrently constituted and activated).

Reorganized and redesignated 15 July 1963 as the 725th Maintenance Battalion.

Provisionally reorganized and redesignated December 1982 as the 4th Support Battalion (Main), 25th Infantry Division.

Reorganized and redesignated May 1985 as the 725th Maintenance Battalion.

Reorganized and redesignated 17 May 1991 as the 725th Main Support Battalion.

* CENTRAL PACIFIC * NORTHERN SOLOMONS * GUADALCANAL * LUZON *
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* CCF SPRING OFFENSIVE * UN SUMMER-FALL OFFENSIVE * SECOND KOREAN WINTER*
* KOREA, SUMMER-FALL 1952 * THIRD KOREAN WINTER * KOREA, SUMMER 1953 *
* COUNTEROFFENSIVE (VIETNAM) * COUNTEROFFENSIVE, PHASE II *
*COUNTEROFFENSIVE, PHASE III * TET COUNTEROFFENSIVE * COUNTEROFFENSIVE, PHASE IV *
* COUNTEROFFENSIVE, PHASE V * COUNTEROFFENSIVE, PHASE VI * TET 69 / COUNTEROFFENSIVE *
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Army Values “P” is for Personal Courage

Anyone who has thought about *soldiering* knows the importance of COURAGE - both on and off the battlefield. It takes courage to withstand the rigors of war. It takes courage to assume responsibility for life and death decisions. It often takes courage to “do the right thing.” Courage is one of the Army’s seven core values.

Here are some famous quotes from past military leaders:

“Never take counsel of your fears.” - “Stonewall” Jackson

“Untutored courage is useless in the face of educated bullets.” - General George S. Patton Jr.

“All men are frightened. The more intelligent they are, the more they are frightened. The courageous man is the man who forces himself, in spite of his fear, to carry on.”
- General George S. Patton Jr.

The Army says this about courage: “It is the premier military value that enables us to conquer fear, danger or adversity no matter what the context happens to be (physical or moral).”
- *Dr. Steven E. Anders, Quartermaster Corps Historian*

www.lee.army.mil/quartermaster