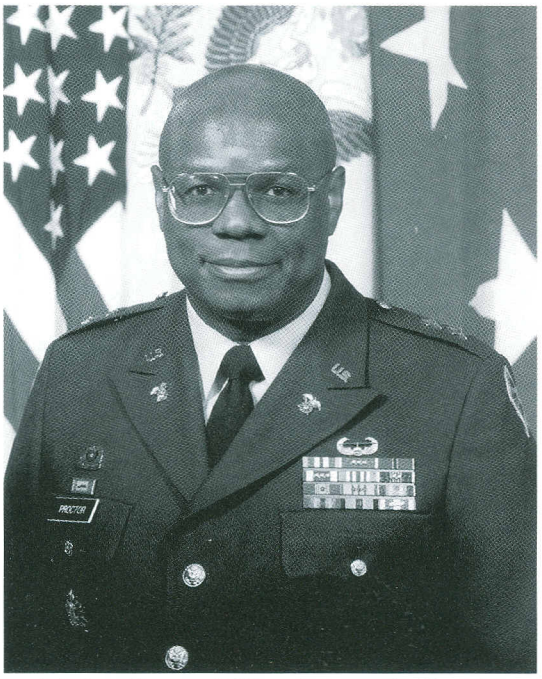
Quartermaster
PROFESSIONAL BULLETIN
WINTER 2000
PB 10-00-4
WARFIGHTERS' LOGISTICIAN

#1 ARMY CHEFS HOLD WORLD TITLE.

World Champions Page 10
Medieval Logistics Page 12

From The Quartermaster General



Major General Hawthorne L. Proctor

Greetings! My heart-felt hope is that our Quartermaster Family (military, civilians and family members) thoroughly enjoyed their holiday season. I hope the New Year, some say the beginning of the New Millenium, finds all Quartermasters healthy, safe and somewhat rested in preparation for continued support of our great Army. A special thanks to all those soldiers on point for our Nation and separated from their families. Theirs is the hardest burden to carry.

Congratulations to the 46 Quartermaster units - Active, US Army Reserve and Army National Guard – that 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.

Also deserving of recognition are the members of our US Army Culinary Arts Team for winning the World Military Championship in the International Culinary Olympics. I want to personally thank the coaches, trainers and mentors who meticulously prepared these Quartermasters for the challenging competition. I believe we have all heard the old axiom that "an Army marches on its stomach." Well, with these professionals leading the way, our Army will surely march more upright and proudly with more determination to do great things for our Army and our Nation.

In September, the US Army Quartermaster Center and School (QMC&S) hosted the fifth annual Quartermaster Corps Sergeants Major Conference. The theme of the conference was *Creating Quartermasters for America's Army,* mirroring the theme of Regimental Week 2000 at Fort Lee, VA. The conference was packed with informative briefings from a consortium of well-versed speakers on subjects ranging from Initial Entry Training to Transformation. I couldn't be more pleased with the sincere effort that our senior noncommissioned officers (NCOs) demonstrated during the conference, tackling subjects that will impact our Army as Transformation continues to shape the future of logistics. I would personally like to thank all the folks who helped make this event such a success. It was quite a treat to have the Sergeant Major of the Army, the US Army Training and Doctrine Command (TRADOC) Sergeant Major, the Forces Command, Army (FORSCOM) Sergeant Major, and the Joint Forces Command Sergeant Major participate in the conference.

As you know, the vision of the Chief of Staff of the Army is to have the capability to deploy a combat-ready brigade anywhere in the world within 96 hours, have a division on the ground within 120 hours and five divisions in 30 days. In November 1999, General Shinseki directed TRADOC to take the lead in the transformation process. General John N. Abrams, TRADOC Commander, began the design of a brigade-sized force capable of rapid deployment with the staying power of heavier forces. FORSCOM is now fielding that force today as the Interim Brigade Combat Team (IBCT) at Fort Lewis, WA.

The US Army Combined Arms Support Command (CASCOM), with the combat service support (CSS) schools, developed doctrine, organizations and a force modernization strategy to support the transformation of the IBCTs.

(Continued on Page 5)

Quartermaster
PROFESSIONAL BULLETIN

The Quartermaster General
Major General Hawthorne L. Proctor

Editor-in-Chief
LTC(P) Joseph A. Brown

Editor
Linda B. Kines

Electronic Printing and Design Specialist
Martha B. Guzman

Printing/Contracting Support
Document Automation & Production Service
Fort Lee,VA

The *Quartermaster Professional Bulletin* (ISSN 0896-9795) is published quarterly by the US Army Quartermaster Center and School, Fort Lee, VA 23801-1601. The views expressed herein are those of the authors, not the Department of Defense or its elements. The content does not necessarily reflect the official US Army position and does not change or supersede any information in other US Army publications. Use of news items constitutes neither affirmation of their accuracy nor product endorsement. This professional bulletin is approved for official dissemination of material designed to keep Quartermasters knowledgeable of current and emerging developments to enhance their professional development. Use of the masculine pronoun is intended to include both genders where appropriate.

The bulletin will print only materials for which the US Army Quartermaster Center and School has proponency. The bulletin reserves the right to edit material. All photographs are official US Army photographs unless otherwise credited. Material may be reprinted if credit is given to the *Quartermaster Professional Bulletin* and the author, except where copyright is indicated. (Telephone DSN 687-4382 or (804) 734-4382 or electronic mail: kinesl@lee.army.mil)

By Order of the Secretary of the Army:

ERIC K. SHINSEKI
General, United States Army
Chief of Staff

Official:

JOEL B. HUDSON
Administrative Assistant to the
Secretary of the Army
0029802

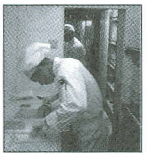
Distribution: Special

Warfighters' Logistician

2 **CSM/SGM Conference Highlights**
Command Sergeant Major Larry W. Gammon

6 **Professional Dialogue**
'Invisible Soldiers' Become More Visible
Marlene R. Quick

8 **Professional Dialogue**
Food Irradiation and Army Operational Rations
CPT Patricia M. Wrightsman



10 **World Champions - US Army Chefs**

12 **Medieval Logistics as Applied to the Classes of Quartermaster Supply**
CPT John Woodard, CPT Danny Devereaux
CPT Kerry King, CPT Catherine Taylor

18 **Scheduling Inventories**
CW4 Leslie M. Carroll, CW2 Charles L. Weedon Jr.

21 **Authorized Stockage List (ASL) Review Board Process**
CPT Yesenia Rosa

23 **Using Total Asset Visibility To Improve Readiness**
CPT Lita Kneedler-Hardwick

24 **The Interim Brigade Combat Team and Force XXI Support Concepts**
CPT John R. Bretthorst

25 **Understanding the Material Safety Data Sheet**
CPT Brian Merrick

41 **The Making of a Qualified Quartermaster Soldier**
CPT Mark Eric Young

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.

25 **Safety Saves Soldiers**
27 **Career News**
43 **Quartermaster Update**
44 **Directory**

DISTRIBUTION: Approved for public release. Distribution is unlimited. Private subscriptions are available through the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954 at the rate of $14.00 per year ($17.50 foreign). **For private subscribers to change an address,** FAX a request to (202) 512-2250 or mail to Superintendent of Documents, US Government Printing Office, Mail List Branch, 732 N. Capitol Street, Washington, DC 20402-0001.

POSTMASTER: Periodicals postage paid at Petersburg, VA 23804-9998, and additional mailing offices. Send address change to QUARTERMASTER PROFESSIONAL BULLETIN, ATTN ATSM QMG B, 1201 22D STREET, FORT LEE VA 23801-1601.

CSM/SGM Conference Highlights

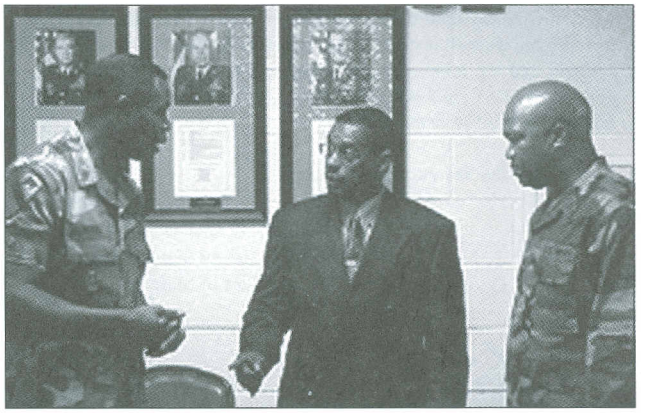
Command Sergeant Major Larry W. Gammon

More than 110 senior enlisted leaders from around the world in both the Active and Reserve Components attended the annual Sergeants Major Conference at the Quartermaster Corps NCO Academy. Participants represented organizations from battalion through major command levels, 18-22 Sep 00, at Fort Lee, VA. Leadership focused on the theme of the 2000 conference, ***Creating Quartermasters for America's Army***.

Quartermaster Student Showcase

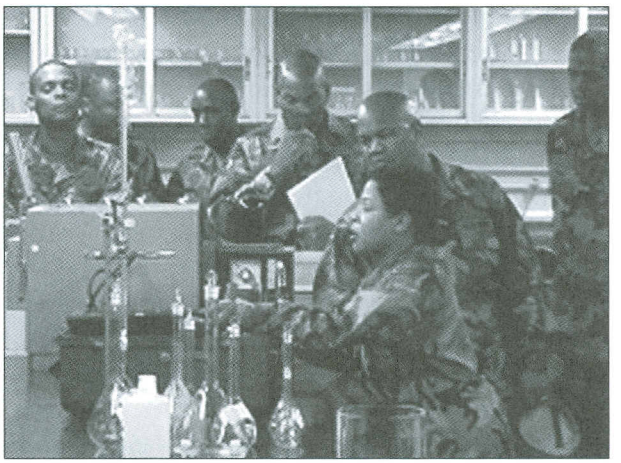
Monday. The conference opened Monday with remarks by BG Calvin D. Jaeger, the Deputy Commanding General for Mobilization and Training, US Army Quartermaster Center and School (QMC&S). A short video, *It all Starts Here*, focused on what it takes to create Quartermasters for America's Army. Then a group of advanced individual training (AIT) students marched on stage, introduced themselves and talked about their decision-making processes before joining the Army and what it means to become a Quartermaster. The AIT soldiers were followed by students from the Quartermaster Corps NCO Academy and several students from the Officer Basic Course. Each group of soldiers gave honest, thoughtful and candid answers to questions from the sergeants major. This **student showcase** made it quite clear that our Army's future is bright and also demonstrated the candor and commitment of today's young soldiers. The rest of Monday's schedule included a review of recommendations from the 1999 conference, several briefings and a mixer/ice-breaker with soldiers from the NCO Academy.

Tuesday. Tuesday, as with the other days of the conference, started with participation in physical fitness training with one of the QMC&S units. Briefings and tours of the training departments allowed senior enlisted leadership to interact with Quartermasters in the training environment. Then the sergeants major divided into eight small groups to discuss selected topics.



Voice of Experience, CSM (Retired) Milton B. Hazzard at Center of Conference Conversation

Wednesday. Personnel from the Defense Logistics Agency, the US Army Soldier Systems Center (Natick), and the Enlisted Personnel Management Division of the US Total Army Personnel Command (PERSCOM) briefed participants. At lunch with AIT soldiers at one of three 23d Quartermaster Brigade dining facilities, the sergeants major had quality discussions with the young students. Wednesday afternoon was set aside for each sergeant major to visit the training department of his specific military occupational specialty (MOS) for talks with students and cadre.



Test Explanation at Petroleum and Water Department Laboratory

Thursday. Thursday turned out to be one of the conference's busiest days. MG Hawthorne L. Proctor, the 46th Quartermaster General and the QMC&S Commander, got things rolling with his State of the Corps briefing. The Honorary Colonel of the Quartermaster Regiment, LTG (Retired) Arthur J. Gregg, followed a question-and-answer session with The Quartermaster General with a continuation of strong dialogue about the Corps and the Army.

Lunch in the Field

On Thursday afternoon, LTG General Billy K. Solomon, Commander of the US Army Combined Arms Support Command (CASCOM) at Fort Lee, spoke to the sergeants major about CASCOM and senior enlisted leadership's role in support of the Army's vision and mission. He discussed Army Transformation and its possible impact on support personnel.

The staff ride started immediately after LTG Solomon's briefing. The sergeants major boarded buses for Petersburg National Battlefield, where they heard briefings on three different aspects of the Petersburg Campaign. A barbecue social at the Regimental Retreat on post followed the staff ride. The social included remarks by The Quartermaster General; a pictorial slide presentation about creating Quartermasters in the past, present and future; and photographs of the attendees participating in the conference's different events so far.

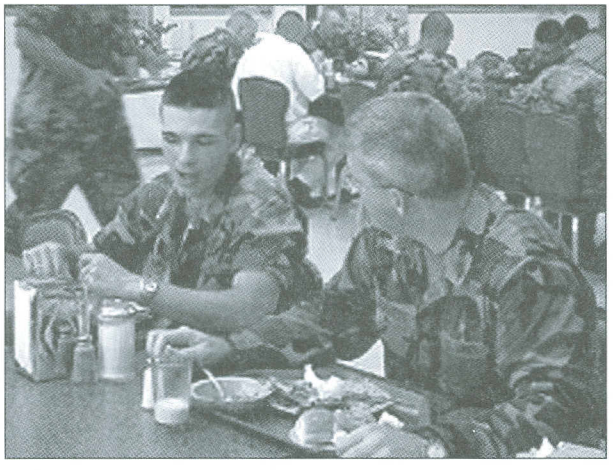
Friday. Friday was another hectic day, starting at 0500 hours with a senior leaders run led by MG Proctor. The sergeants major ran in a mass formation immediately behind the Quartermaster Corps Colors. The run was inspirational as the large formation of sergeants major sounded off to cadence called by their peers.

On this final day, the small discussion groups put finishing touches on presentations for the commanding general. The Forces Command, Army (FORSCOM) Command Sergeant Major, CSM Andrew McFowler briefly spoke about FORSCOM, the FORSCOM mission, and the impact of training institutions on FORSCOM's mission. A representative from PERSCOM's Sergeant Major Branch gave a short update about issues affecting CSMs and SGMs. CSM (Retired) Milton B. Hazzard capped off the morning's activities with a briefing about life after retirement and how best to prepare for the future.

Friday afternoon's session started with briefings by CSM Robert Steele, Command Sergeant Major of the US Army Joint Forces Command, and CSM John Beck, Command Sergeant Major of the US Army Training and Doctrine Command. Sergeant Major of the Army (SMA) Jack L. Tilley spoke briefly about his role as the SMA, as well as other issues impacting soldiers and our Army. The final official piece of business was the topics for out-briefing The Quartermaster General. These topics included multifunctional/multiskilled soldiers, recruiting/accessions, retention, and MOS qualifications.

FORSCOM CSM Andrew McFowler (left to right), Sergeant Major of the Army Jack L. Tilley and TRADOC CSM John Beck

I closed the conference with the same statement that opened the conference: what this conference is all about is ***Creating Quartermasters for America's Army***. The world champion US Army Culinary Arts Team (USACAT) showcased their talents by preparing a demonstration meal for several dozen remaining conference attendees Friday evening.



Sharing Knowledge With Younger Soldier in a 23d Quartermaster Brigade Dining Facility

Saturday. Many conference participants, with departure times scheduled for Saturday afternoon, attended the Rites of Passage Ceremony for AIT students early Saturday morning at the US Army Quartermaster Museum. The ceremony was a moving experience for all. The Rites of Passage ceremony is a strong reminder of the feeling of pride that touches your inner self and commits you to the team - ***The Quartermaster Team Supporting Victory***.

Feedback from the conference attendees indicates that this was the best conference yet. An abundance of information was presented for taking back to the field and sharing with fellow Quartermasters. Quartermaster pride was evident. Quartermaster senior enlisted leadership again demonstrated why Quartermasters are on the cutting edge for support.

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.

(Continued from Inside Front Cover)
The logistics assets accompanying IBCT deployments will be restricted. As Quartermasters, we have supported the IBCT 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 will be essential in areas such as fuel, water and soldier services. Quartermaster units are being structured to deploy, not only as entire units, but also as tailored platoons or sections. Maximum use will be made of configured loads for sustainment supplies.

> The operational environment of the IBCT will require a level of tactical competency for CSS leaders and soldiers that far exceeds today's requirements.

We must re-look our training at institutions, home stations and combined training centers so that our leaders receive adequate training for this paradigm shift. This is in line with the QMC&S vision of developing technically proficient, tactically competent, physically fit soldiers imbued with the Army's core values for worldwide deployment. Logisticians must know as much about maneuver and combat arms as they know about logistics, so they can read the battle, anticipate warfighter requirements and defend themselves on the battlefield. The common operating picture (COP) is the key enabler to anticipate and distribute supplies over greatly extended and unsecured routes to sustain combat power.

Another paradigm shift is in our CSS equipment modernization program. We are exploiting technology to improve operations, reduce battlefield footprint and maximize multifunctional systems. The Modern Burner Unit (MBU) provides a much safer alternative to the current M-2 burners. The Laundry Advanced System (LADS) significantly reduces the requirement for water distribution. Two of our WRAP (Warfigther Rapid Acquisition Program) proposals - the water tankrack (Hippo) and the ASL Mobility System (ASLMS) - will provide new applications for the multifunctional HEMTT Load Handling System (LHS).

Many exciting things are happening in our Corps. Quartermasters are implementing techniques to make our forces more effective and efficient. We here at the QMC&S will continue creating Quartermasters and *Supporting Victory* through Transformation.

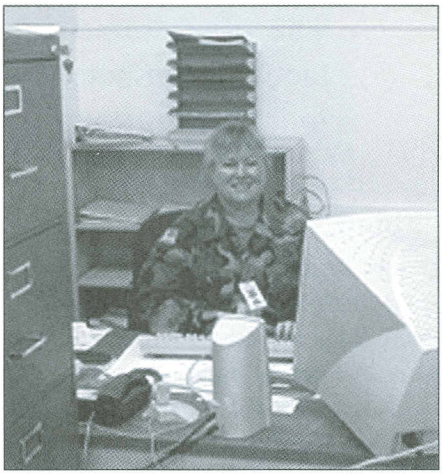
Major General Hawthorne L. Proctor, 46th US Army Quartermaster General, has held many command and staff positions. His most recent assignments include Deputy Chief of Staff for Logistics and Operations, US Army Materiel Command; 26th Commander of the Defense Personnel Support Center; and the first commander of the Defense Supply Center Philadelphia, 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.

Professional Dialogue

'Invisible Soldiers' Become More Visible

Marlene R. Quick

With the New Millennium, it is evident that Army force structure is changing. The "invisible soldier" - the Department of the Army (DA) civilian - is playing a greater part in contingency operations. Deployed DA civilians share the same goals, challenges and seven Army Values as their counterparts on active military duty.



Author in Kosovo at Computer

Civilians have supported soldiers on every battlefield since the American Revolution. Today's civilian employees are responsible for many tasks in the deployed area, such as managing housing, coordinating rations and administering complex automated systems to ensure successful combat operations.

The continuing United States peacekeeping operations underscore the importance of maintaining a robust military power. The DA civilians share with the military an important role, helping to shape the international environment for a more peaceful and stable world. Deployed DA civilians function as one unit with their military counterparts on active duty. This is really not conceptualized until civilians and soldiers work a deployment situation. With a variety of highly specialized skills, DA civilians enhance military capabilities and have become integral to military planning for contingency operations.

DA civilians become deployable when they accept government positions that are Emergency Essential (E-E). The definition of an E-E employee is an "Incumbent of an overseas position or who would be sent overseas during a crisis situation; position ensures success of combat operations or support essential combat systems after a mobilization, evacuation order, or other military crisis." (PERMISS On-Line, www.cpol.army.mil, General Management Information)

When civilians take the oath of office, their paths are molded by the seven Army Values. This article will apply the seven Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage to DA civilians on deployments with the military.

LOYALTY

Loyalty is defined in FM 22-100 (Army Leadership) as "Bear true faith and allegiance to the US Constitution, the Army, your unit, and other soldiers." E-E civilian employees demonstrate loyalty by accepting positions with the potential for putting them in harm's way. DA civilians are competitive, energetic and willing to assume risks. These deployment positions take the civilians away from their comfort zones at home station and show their willingness to work "outside the box."

Vital support by DA civilians allows warfighters to successfully perform their missions. "Soldiers fight for each other – loyalty is commitment" (FM 22-100). DA civilians display this commitment by assuring that soldiers have the provisions and technical support necessary to wage the war or preserve peace. These men and

women in DA civilian careers are willing to deviate from the norm to show their loyalty to their country. As the Army gets smaller, soldiers will be joined on contingency operations by more and more DA civilians.

DUTY

Duty is defined as fulfilling obligations. For DA civilians, duty is exemplified by volunteering to serve their country in a deployed capacity. This workforce does not need to be drafted or forced to go. For example, 800 DA civilians volunteered for deployment to Bosnia for *Operation Joint Endeavor* in the late 1990s. About 5,200 civilians deployed to the Mideast during the Persian Gulf war in the early 1990s. A survey was conducted with the Sustaining Base Leadership and Management Class 00-01 of Army Management Staff College to determine how many civilians among the 109 students who participated would deploy willingly or refuse to go overseas. The survey results identified 66 per cent willing to serve their country in a deployed capacity.

As a part of the DA civilians' service to their country, they train alongside the soldiers they support. The civilians learn about the dangers of deployment such as land mines and sniper attacks. Former Army Chief of Staff, General Dennis J. Reimer described in 1996 "the world's best Army, trained and ready for victory - a total force of quality soldiers and civilians." DA civilians receive military gear from the Central Issue Facility (CIF) and purchase uniforms from the Military Clothing Sales Store. For some civilians, this is the first time they have worn the US Army uniform. DA civilians are instructed how to wear the uniform with dignity and respect.

RESPECT

In the Army, **respect** means recognizing and appreciating the inherent dignity and worth of all people (FM 22-100). During a deployment, DA civilian respect is twofold. DA civilians must respect military personnel who work in a multilayered framework of disciplined warfighting teams. Also, DA civilians must earn respect from the military. Since this integration is fairly new, DA civilians must prove that they too can process procedures and requirements as the soldiers do. Together, soldiers and DA civilians become an empowered team working toward one goal to complete the mission. Because civilian and military personnel often function as one unit, good military-civilian working relationships are critical to the success of the Army missions. Mutual respect is the foundation.

SELFLESS SERVICE

During Persian Gulf operations, General Gordon R. Sullivan, then the Army Chief of Staff, praised the DA civilians for their **selfless service**. He stated "...that many of the combat soldiers owed their lives to the DA Civilians who helped maintain equipment by speeding up the process of getting parts and other support...." DA civilians placed the needs of the soldier before their own needs. Before deployment, the civilians put all their personal affairs in order, such as wills, power of attorney, financial concerns and family issues, to allow concentration on the task at hand: the sustaining base.

HONOR

Honor is summed up in all the Army values. Honor is knowing what is right and taking pride in this knowledge. DA civilians expressed honor for their country when they took the Army Oath upon entry to civil service. DA civilians support soldiers in combat in these areas: supply, transportation, maintenance, communications, administration and medical.

INTEGRITY

Integrity can be defined as doing what is legally and morally right. When DA civilians accept the responsibilities of E-E employees, they are ready to encounter both moral and professional challenges. "Civilians show integrity through empowerment of good leadership. Empowerment is about responsibility – both responsibility delegated and responsibility accepted," according to General Gordon R. Sullivan and Michael V. Harper in their book *Hope Is Not A Method*.

PERSONAL COURAGE

Personal courage is facing fear, danger or adversity (physical or moral). Civilian employees are partners with the military in national defense. They develop and maintain sophisticated systems, manage complex programs, handle the day-to-day business of feeding and housing personnel, and occasionally face danger to support military forces. A deployed civilian must overcome the fear of being physically injured just as a soldier must. Even though the DA civilian will most likely not be faced with battle, there is the possibility of enemy attacks. By supporting the soldiers in hostile situations, the DA civilians exhibit moral courage and integrity.

DA civilians are among Army leaders. They work side-by-side with their military counterparts. DA civilians are a part of the base that prepares, deploys, sustains and returns soldiers from combat and peacekeeping missions. DA civilians go one step further when joining these soldiers in contingency operations. This civilian-military partnership allows the deployed soldiers to focus on the task at hand. DA civilians and soldiers depend upon one another and live by the same morals and values. They live the same military motto: "Be, Know, Do."

The DA civilians' role in contingency operations is becoming more and more visible. DA civilians are a stabilizing force during today's contingency operations. Together with other military and civilian assets, the deployed DA civilian becomes a valuable part of the Total Army.

Marlene R. Quick, a budget analyst who began federal employment in 1985, has worked as a Department of the Army civilian in Pennsylvania, North Carolina, Korea, Italy and Germany. She deployed to the budget office in Bosnia in 1997 and later deployed to Kosovo in 2000 as a Deputy Comptroller for Task Force Falcon at Camp Bondsteel. She wrote this article before graduation in March 2000 from the Army Management Staff College in Class 00-01.

Professional Dialogue

Food Irradiation and Army Operational Rations

CPT Patricia M. Wrightsman

The Army Chief of Staff's vision for deployment requires finding new ways to compress the timeline for combat service support, including the feeding of soldiers. Food irradiation is one existing technology that the Army should seriously consider to reduce this logistics burden.

Making Food Safe for Consumption

Food irradiation is the treatment of food by radiant energy (high-voltage electrons, gamma rays or X-rays) to destroy insects, molds, fungi and pathogens that cause food-borne illness and food spoilage. Because food irradiation has nothing to do with nuclear radiation, the irradiated foods do not become radioactive. Food irradiation is comparable to other types of food processing treatments such as heat pasteurization, canning, freezing and dehydration.

Today, the most common method of making food safe is heat or thermal pasteurization, developed in 1865. Thermal pasteurization is the process used in canning foods, which involves heating foods to kill and reduce pathogens (disease-causing organisms).

A downside is that heating food at high temperatures negatively affects the food's taste, texture and nutritional content.

Two alternative processes to make food safe without the disadvantages of thermal pasteurization are known as non-thermal pasteurization and non-thermal sterilization. Pasteurization results in a food partially free of pathogens, and sterilization completely rids food of pathogens. With proper packaging, sterilized foods do not need refrigeration to remain safe to eat. Perhaps the most studied of these pasteurization/sterilization methods is food irradiation. While food irradiation sounds like a late 20th Century development, the first patents on this method date to 1904.

With food irradiation, the high-voltage electrons, gamma rays or X-rays break chemical bonds in the food just as in cooking. However, so few chemical bonds are broken that food retains its freshness. So-called "low dose" irradiation results in a pasteurized product, while "high dose" irradiation yields a sterilized food product. Since 1963, the US Food and Drug Administration (FDA) has approved "low dose" irradiation for vegetables, spices, pork, poultry and red meats. In 1995, the US Department of Agriculture (USDA) and the FDA approved "high dose" meats for National Aeronautical and Space Administration (NASA) space shuttle missions.

There is a perception that the American public will not accept irradiated foods. The fear is that the public will believe that this process makes food "radioactive." This perception is not the case. Studies have shown that after seeing a 10-minute video describing irradiation, interest in buying irradiated foods among California and Indiana consumers increased from 57 per cent to 82 per cent. Furthermore, the American Medical Association, American Dietetic Association, Centers for Disease Control, and the World Health Organization have endorsed food irradiation. In fact, the American public already has sterilized, irradiated products in their homes in the forms of spices, plastic bandages, cotton balls and baby pacifiers.

Potential for Military Use

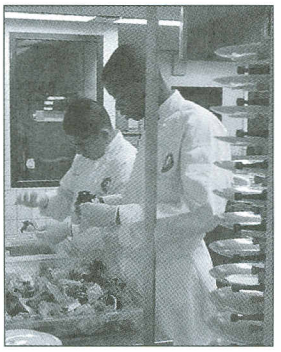
Use of non-thermally sterilized foods can offer food products of higher acceptability to soldiers because this process avoids the negative effects of processing with high heat. Food irradiation gives the Army the optimal advantage of food with better taste, texture and nutritional value that will be more readily consumed by the soldier.

Another, and perhaps greater, benefit to the Army is the potential reduction or elimination of refrigeration required to transport and store food on the battlefield. Food irradiation eliminates the cost of separate transport for refrigerated food items. The Army can transport irradiated food by the same means as non-perishable classes of supply. Also, a sterilized Unitized Group Ration-A (UGR-A) would eliminate the need to "marry up" the perishable and semi-perishable components at some point on the battlefield, thereby reducing personnel required for this mission.

Studies indicate that the public will accept irradiated foods once acquainted with the facts. Leading organizations that protect the general health and safety in the United States have endorsed irradiated foods. The next step is for the Army to gain FDA approval for using "high dose" irradiated foods in operational rations. Given the facts, the 100 years of study, the pressing needs to reduce the logistical footprint on the battlefield and streamline distribution methods, the Army should actively pursue including the irradiated foods in operational rations by working with the FDA for approval.

CPT Patricia M. Wrightsman, Quartermaster, is a graduate of the Combined Logistics Captains Course at Fort Lee, Virginia. Her previous Army assignments include Battalion S3, Company Executive Officer and Platoon Leader.

World Champions - US Army Chefs



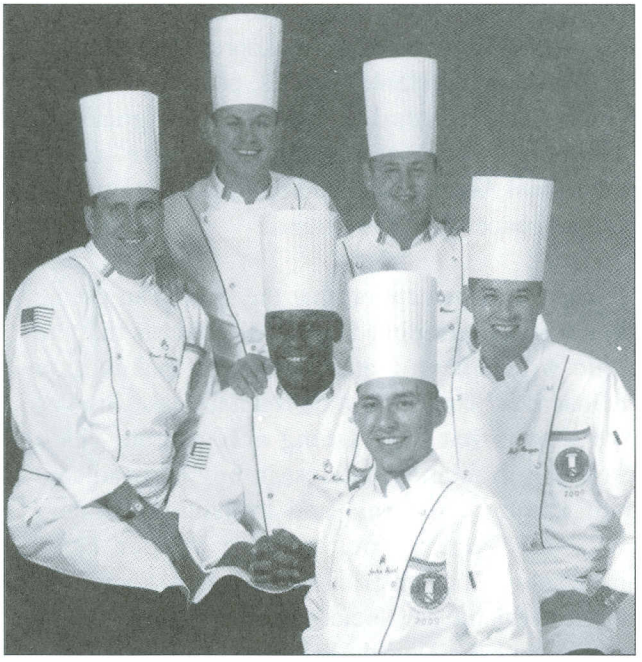
Photographs by CPT Sarah L. Flash

Quartermasters on the US Army Culinary Arts Team (USACAT) won the World Military Championship in the International Culinary Olympics for 2000. The USACAT won a total of 29 individual medals: 22 gold medals, 3 silver, 3 bronze and 1 diploma. Team Captain CW2 Travis W. Smith, SFC Mark W. Warren, SFC Willie J. Meeks, SSG David J. Turcotte, SSG Mark A. Morgan and SGT Joshua C. Sperl represented the United States in Eufurt, Germany, October 22-25, among the 29 national teams and 16 military culinary teams from 14 countries. This international competition for civilian and military chefs is held every four years. An international panel of certified master chefs with experienced palates critiques the food.

The six primary members each won three gold medals for USACAT's overall olympic win, for military restaurant and for cold buffet categories. SSG Morgan also took home another gold medal and a silver medal in the centerpiece category. Members of the apprentice team and their medals are MSG Carolyn Lewis (gold), SGT Ignacio Castro (gold, gold, diploma), SGT John Villarreal (silver), SGT Kara Cassidy (silver), SPC Jamard Dallas (bronze), SPC Francisco Lopez (bronze), and TSGT Stephanie Bryant (bronze).

The USACAT, whose key primary members had been put together as a team four years before the 2000 olympics, took the championship by winning gold medals in the live cooking (hot meal) and cold food buffet categories. Barbecued pork and fresh strawberries were the USACAT's winning combination for the hot meal prepared in a German Army Karcher Field Kitchen. They served about 100 spectators in the Restaurant of the Armed Forces' elegant dining atmosphere.

The team's cold buffet consisted of seven three-course menus, each with a dessert. The USACAT worked for 24 hours in a barracks kitchen preparing



SSG David J. Turcotte (clockwise, left to right), Team Captain CW2 Travis W. Smith, SFC Mark W. Warren, SSG Mark A. Morgan, SGT Joshua C. Sperl (front) and SFC Willie J. Meeks will hold the world championship title until the next International Culinary Olympics in 2004.

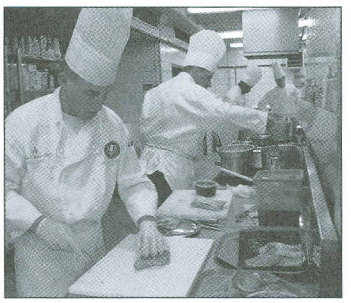
the cold meals, which displayed each of the six primary team members' talents. The live evaluation of the team's Independence Day barbecue accounted for 60 percent of scoring by a panel of certified master chefs, and the cold food buffet accounted for the other 40 per cent of the USACAT's score.

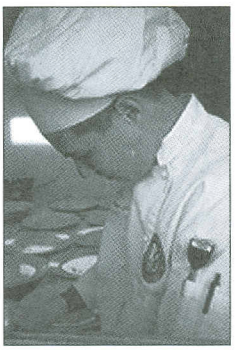
Teams are judged constantly, even during the preparation. "Stunning," said Geoffrey Acott of the British Army School of Catering, a judge for the 2000 International Culinary Olympics, after seeing results of the USACAT's on-the-spot teamwork.

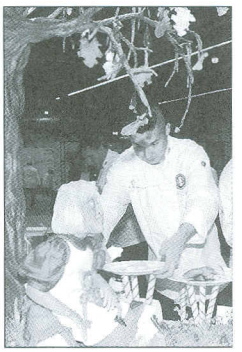
"Even though this isn't about the sports Olympics, it's the same feeling to come here and represent the United States," said SSG Turcotte, who is executive chef, Joint Chiefs of Staff, Army Element, Pentagon. "This has been our goal as of four years ago."

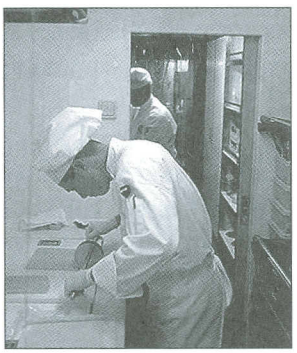
The US Army first competed in the Culinary Olympics in 1976, and the USACAT competes in both national and international competitions throughout every year. The USACAT competitions aim to offer military chefs the opportunities to refine their skills. Culinary competitions challenge the military cook to achieve nationally established standards for excellence in food preparation.

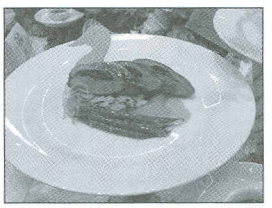
The USACAT members are chosen annually through tryouts for three designations. The primary and apprentice members are active competitors. The noncompetitive USACAT members are instructors for the Advanced Culinary Skills Training Course in the Army Center for Excellence, Subsistence at the US Army Quartermaster Center and School, Fort Lee, VA.

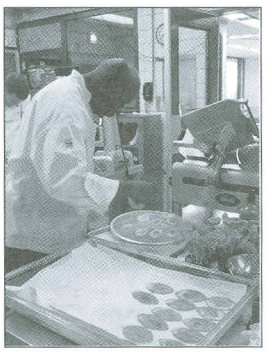












Medieval Logistics

As Applied to the Classes of Quartermaster Supply

CPT John Woodard *CPT Danny Devereaux* *CPT Kerry King*
CPT Catherine Taylor

Close at the heels of the horses came two score archers, bearded and burley, their round targets on their backs and their yellow bows, the most deadly weapon that the whit of man had yet devised, thrusting forth from behind their shoulders. From each man's girdle hung sword or axe, according to his humour, and over the right hip there jutted out the leathern quiver, with its bristle of goose, pigeon, and peacock feathers. Behind the bowmen strode two drummers beating their nakirs, and two trumpeters in parti-coloured clothes. After them came twenty-seven sumpter-horses carrying tent-poles, cloth, spare arms, spurs, wedges, cooking kettles, horse-shoes, bags of nails, and the hundred other things which experience had shown to be needful in a harried and hostile country. - *The White Company*, Sir Arthur Conan Doyle

Viewing military logistics of the Middle Ages by modern standards provides insight into today's Quartermaster functions. This study will compare some modern classes of supply - Class I (subsistence), Class II (clothing and individual equipment), Class III (petroleum, oils and lubricants), Class IV (construction materiel), Class V (ammunition), Class VI (personal demand items such as sundry packs), Class VII (major end items such as trucks and tanks), Class VIII (medical supplies) and Class IX (repair parts) - to the supply systems that dominated military campaigns in the Middle Ages, 1000 to 1400 AD. The logistical functions of manning, arming, fueling, fixing, sustaining and moving will overlay the comparisons.

For an overall picture of medieval life during military campaigns, a look at typical living conditions, specifically field sanitation, at a campsite is a good start. More than just the soldiers, the medieval army on the move included women, children, both male and female slaves, prisoners and traders. Knights rode horses into battle. Oxen, horses and mules pulled wagons and carts for supplies. The knights and noblemen slept in tents. However, many soldiers and camp followers had only meager shelter, if any at all. Slaves and prisoners dug the latrines. If there were no slaves or prisoners, the soldiers did not bother to dig latrines.

For personal hygiene, women groomed both other women and the men and children. Searching for lice and fleas was an essential task because of the diseases carried by these parasites. The only effective method for removing lice was a close personal search by hand with a comb. Servants, slaves or occasionally the owner of a favorite mount groomed the animals. Women, slaves and prisoners performed practically all field sanitation. In camps without women, disease was rife.

With a picture of medieval military camp life in mind, now look at what the army ate, what they fed their horses and animals, and what they drank: comparable to today's supply Classes I, III and VI. The medieval diet was not as sparse as one might think. They had wheat, rye, oats and barley for breads and beer production; beans and peas for soups; apples and berries for fruits; asparagus, beets, carrots, celery, cabbage and radishes for vegetables. Farming in the Middle Ages also included grapes for

wines and honey for mead beverages; hazelnuts and walnuts from the woods; poultry that included chickens, ducks and geese; a variety of fish; and meat from cows, pigs and sheep. Contrary to popular belief, potatoes were not prepared as human food in Europe until the 17th century when the Swiss first introduced the potato.

The development of what soldiers today call a cracker is also interesting. The Crusaders invented a bread, like today's cracker, baked twice to make it hard and dry, thus preventing mold.

The fodder for horses and other beasts of burden was grass and hay. Water was usually found in nearby streams or local wells. Servants were sent to haul water once the camp was set up. Because of the unsanitary water conditions, soldiers and servants alike drank mead, beer, ale and wine. Purified during the brewing process, water was used as a foundation for beer. Mead was made of honey from beehives. The oats, wheat and barley were essential components in beer, ale and the bread that were mainstays of the medieval diet. Wine was often consumed before the aging process was complete. The grapes would be gathered, crushed, fermented, barreled and sold within a few months. As a result, the wine retained much of the fruits' vitamins and minerals, making wine an important part of the medieval diet as well.

In the Middle Ages, the main meals typically were at the beginning and end of the day. Women, slaves and also professional cooks prepared the meals. These professional cooks were often soldiers from the lower ranks. Women, children and slaves gathered wood for fires. The children would build the fires while the camp was being set up. Each man needed three pounds of food a day, and the livestock needed 20 pounds. Without enough food, a soldier would desert and go home. If far from friendly territory, a soldier could starve or be picked off by enemy troops. This basic requirement for food was best summarized centuries later by Napoleon's remark about an army marching on its stomach.

So how did a medieval commander provide supply Classes I and III for his army? Most medieval armies had nothing resembling a good logistics system. Medieval commanders who looked after logistical concerns were considered exceptions. Troops were usually expected to take care of their own supply needs. Although a soldier could carry up to a week's worth of food with him, this was not adequate. Two methods of resupply dominated: sailing ships with supplies to follow the army along a river or coast or foraging that included plunder of the countryside.

Stocking ships with food and fodder for resupply was an excellent method for large armies. The only disadvantage was army movement restricted to following waterways. The medieval army resupplied by ships could move much faster, up to 20 miles per day, compared to 5 to 10 miles a day while foraging. The best example is the Third Crusade led by King Richard the Lionhearted.

Richard led a large army on [a] Crusade to the Holy Land. Previous crusader armies had suffered greatly from a lack of logistical planning. Moving through hostile, and often barren, country, several crusader armies had literally fallen apart from lack of food. Richard arranged for supplies to be accumulated and ships used to deliver them to his troops as they marched along the coast. Thus he managed to defeat Saladin, the great Moslem general. Unfortunately, Saladin also understood logistics. When Richard finally had to march inland to besiege Jerusalem, he found that Saladin had stripped the countryside bare of food and fodder. The wells had been poisoned and Richard realized that his army would fall apart from starvation if he tried to besiege Jerusalem. The crusaders had to settle for a treaty with Saladin that guaranteed Christian pilgrims access to the Holy Places. - *Medieval Warfare – Logistics*, DENO Partnership

This example from the Third Crusade illustrates the importance of logistics used by leaders. King Richard the Lionhearted's inland march also introduces some differences between using ships for resupply and having the soldiers forage for supplies.

What exactly is foraging? To the local populace, foraging equated to looting and plundering. Soldiers used force to take food, water, fodder and whatever else they wanted from the peasants. Armies foraged, at the farthest, 60 miles from their lines of march. Within each unit, a mounted group of soldiers would ride forth to steal all the food they could find and defeat any opposition to their quest. As a result, a medieval army would create a path of wasteland of 10 or more miles in its wake. Because of the time invested in foraging, this method of logistics would slow the army's progress to 5 to 10 miles a day.

> **Armies on the move killed far more civilians than soldiers, and the troops did that by moving about and eating up all the food they could lay their hands on. - *Medieval Warfare – Logistics*, DENO Partnership**

In enemy territory, looting and pillaging was seen as part of the damage inflicted upon the enemy. In friendly territory, a general would sometimes send ahead a herald to tell residents to provide a certain amount of food and fodder at a designated place and time. In return, the army's soldiers would not be allowed to forage. Public hanging was often the penalty for soldiers who violated a general's order against foraging. This arrangement would leave more food for the local population. With good management, a town could support an army equal to its population for a week or two without undue hardship.

Overall, foraging saved money and administrative headaches for commanders who did not have to feed soldiers. However, in friendly territory, foraging depleted the local tax base. Foraging also was time-consuming and took the army's focus away from movement toward the enemy and preparation for battle.

For the medieval logistician, another supply consideration was protective clothing for the soldiers. These Class II items consisted of leather, chain mail, plate armor or a mix of these types of protective battle gear. Leather armor was similar in durability and thickness to modern shoe soles made of leather. Chain mail was constructed of interlinked metal rings that retarded the penetration of sharp weapons such as swords and spears. Plate armor was constructed of solid metal sheets that fitted the body contours of the soldier, offering maximum protection. Each type of protective clothing was suited to the soldier's specific needs or place on the battlefield. Archers required only leather, foot soldiers a mixture of chain and plate, and cavalry used plate for upper body and chain mail for legs. For the most part, the soldiers were required to supply their own protective clothing.

Brutal and bloody warfare was common throughout the Middle Ages. Men from all walks of life had to be prepared for the life of a soldier in the field. Each medieval soldier had a foundation in simple skills, such as sewing and repairing chain mail and replacing rivets, which they used to enhance the protection of the gear they scavenged, traded or otherwise acquired.

A soldier's outer clothes were seldom laundered because of the delicacy of the fabric, trims and dyes. Linen underwear was washed regularly if not worn on the battlefield. However, during military campaigns, washing garments at all was rare. If outerwear was washed, servants or prisoners accompanying the soldiers performed the task. The smell of smoke that permeated the clothing seemed to act as a deodorant.

As a rule, commanders were not expected to provide clothing for their soldiers. As part of a retainer's annual favor from his liege lord (his overlord), many individual soldiers were provided with clothing. Clothing was often part of the "payment" relationship between a lord and his servants of all levels. This clothing could be in many different forms that included heraldic livery, clothes matching the color and ornamentation of the estate, or typical clothing for the era and class of the recipient.

For most conflicts in the Middle Ages, the role of the medieval castle was an important consideration. From the 11th to the 15th Century, recurring wars in Europe and the Middle East led to building great stone castles. These strongholds that dominated and controlled the towns and most of the surrounding countryside were usually the targets of any attack. Resources were often funneled to development of castle defenses, often a costly proposition. Even simple stone towers, which were rare until the 12th Century, were extremely xpensive to build. Defensive features such as drawbridges, embedded pikes and stakes (medieval barbed wire) and portcullis (the sliding grille of wood or iron at the castle gateway) are classic examples of Class IV materials used in castle construction.

Determining the location for a castle was based on two main considerations: offense and defense. Offensive locations were used to project power into a region and dominate. Defensive locations were used to protect the land and the contents of the castle.

> **The reason why castles had to be attacked and taken by an opposing army was that they controlled the surrounding land by means of the mounted force within them. The range of the castle was the range of the horse and armored rider, not the limited field of the defensive weaponry based within it and which, with its design, made it a near impregnable base. – *The Middle Ages: A Concise Encyclopedia*, H.R. Loyns**

Therefore, the mounted force within a castle could ride out to meet and engage any threat. The castle also supplied provisions and troops to allies who were engaged in campaigns nearby. Since castles supplied allies during campaigns, castles were often built a day's ride apart, which made them an asset for logistical planning.

For defense, castles were outstanding. One defender could take on 10 attackers. Castles also posed a greater supply problem to the attacker than the defender over short periods. A castle typically stored a year's supply of food. A castle had wells within its walls or was located near a channel that supplied fresh water. The main concerns of the castle defenders were the weapons of assault. These (Class VII) items consisted of the battering rams and artillery (ballista-giant crossbow, trebuchet-counterpoise and onager-tension/torsion).

For commanders, supplies for sieges were usually found nearby. Stones would be used for the catapults. If not, large tree trunks and rotting or diseased carcasses of dead animals were hurled. The use of carcasses was most often employed to contaminate wells and food stores in hope of bringing a more rapid conclusion to the siege.

> **To demoralize the besieged, prisoners, or captured spies, were sometimes jettisoned, like human cannonballs, into the castle. Barrels alight with burning rags were also launched to set the castle on fire. – *Knights*, Julek Heller**

These large siege weapons were often constructed at the siege site to avoid delays and the logistical problems of transporting large and heavy equipment. Also, craftsmen set up shop in the area of campaigns where martial supplies could be purchased or repaired (medieval direct support shop with Class IX parts). Any delay would allow the defenders more time to prepare for the siege by increasing their stockpiles and requesting assistance from allies. Sieges were often very long engagements and required a great deal of patience from all combatants, especially the aggressors.

One traditional siege tactic was to try to bring down a section of castle wall by undermining the wall. However, tunneling was difficult, dangerous and time-consuming. The best solution was to use weapons designed to aim missiles (Class V) at the walls or even to throw huge projectiles right over the defenses into the castle itself. Such instruments of war could be positioned some distance from the besieged castle. As long as the strength of the attacking force was kept up, bombardment could continue for weeks or even months until the walls were breached or until the garrison in the castle surrendered because food and ammunition had run out.

Class V would be concerned with light weapons, specifically the bow, including the long bow, arrows and lances in the medieval context. During the period of 1000-1400 AD, knights with the aid of pages and squires would carry all the items they required for battle. This entailed at least one lance, a sword, shield, mace and daggers along with required supplies such as food and clothing. Raiding of the battlefield after combat was the easiest, most economical and expedient method of expanding a personal arsenal.

Class IX parts were made and repairs performed by blacksmiths, leather workers and wood workers. Blacksmiths made such necessities as swords, arrowheads, lance tips, shield covers, metal armor and daggers. Many blacksmiths were employed in the general area of villages, castles and fortresses to allow the weapon orders to be easily filled. Blacksmiths traveled with the supply trains and were often employed by feudal lords or worked as "contractors" to paying customers. Their main purpose was to shoe horses, fix weapons and armor, and make items during sieges to supplement those lost or damaged. A leather worker's primary job during peace and war included making protective and decorative clothing, saddles, daily clothing, and other items as needed by customers. Wood workers were employed to make bows and arrows, lances, shield bases and other wooden items needed during battles. In combat, the wood workers would ensure that wooden weapons were well stocked, and items were repaired as needed.

Class VIII supply addressed the common diseases during the medieval period and provided the medical materials used for wounds. There were occasional needs for treatment of diseases and infections such as syphilis or St. Anthony's fire (gangrene, or epileptic-type convulsions and hallucinations caused by eating contaminated rye). However, the primary function of medical personnel in battle campaigns was the treatment of battle wounds. The supplies available to the medical personnel were generally limited to a blade and a collection of herbs and fat-based salves, many of which could be easily replenished along the campaign route. Many deaths from battle wounds occurred because of the unsanitary treatment rather than the severity of the injuries.

Thus, the supplies used in the Middle Ages are comparable to the modern classes of supply. For Class I, the medieval military depended on groups of foragers or their own resources for basic sustenance. Class II supplies were also the responsibility of the medieval soldiers, with the exception of those with an overlord who provided clothing and individual equipment. Class III supplies were items such as firewood and oil, much taken from the land or acquired by foragers. Class IV supplies included materials for building different defensive items such as the spiked stakes and drawbridges used primarily in castle construction. Construction materials, as with most

supply needs, were acquired from the land, local villages, or craftsmen and camp followers. Items covered by the Class V category were arrows, stones and other projectiles that served as medieval ammunition.

Class VI, as we know it, would have been included in Class I categories because soldiers of the Middle Ages would have consumed mead, ale and wine instead of water whenever possible. Class VII would have included major end items such as wagons and catapults. The medical supplies (Class VIII) would have been collected from the land and acquired from herbalists as needed. Class IX items were generally crafted when needed for the major end items. Other sundry items such as nails and rivets would have been readily available from the camp followers. The medieval commanders who took the time and had the resources to provide logistical support to their troops were usually far more successful in their campaigns.

Aimerigot and his comrades had eaten well off the country, for the peasants of the Auvergne, Provence and Lombardy had been persuaded - often at the point of a sword - to supply them with wheat and flour, fresh bread, hay for the horses, good wine, beef and mutton, fat lambs and poultry. 'When we ride forth,' thought Aimerigot as he drained his breakfast cup of wine, 'we're provisioned like kings, and the country trembles before us.' Yesterday's battle had been hard and bloody, but few towns could put troops into the field to match the disciplined fury of the White Company. Breastplates and helmets gleaming in the sun, and the points of their spears and arrow tips sharper than the fangs of ravening wolves. This commander they had - Sir John Hawkwood - was reckoned the best general and tactician in Europe. So the town had fallen and neither church house, inn nor merchant's storeroom had been spared. – *Life in the Age of Chivalry*, Nick Yapp

The authors of this article are all recent graduates of the Combined Logistics Captains Course (CLC3) at Fort Lee, Virginia.

Quartermaster-Specific Sites Online

- **Quartermaster Home Page, Fort Lee, VA – www.quartermaster.army.mil**
- **Quartermaster Museum – www.qmmuseum.lee.army.mil**
- **Quartermaster Foundation, Inc. – www.qmfound.com**
- **Association of Quartermasters (AQM) – http://members.aol.com/assocqm/quartermaster**

The Quartermaster Home Page (www.quartermaster.army.mil) links to the US Army Quartermaster Center and School (USAQMCS), the US Army Combined Arms Support Command (USACASCOM), the Defense Commissary Agency (DECA) and the Army Logistics Management College (ALMC), all at Fort Lee, VA, as well as other Army logistics sites worldwide. The Internet address for Fort Lee itself, the Home of the Quartermaster Corps, is www.lee.army.mil.

Within the Quartermaster Home Page, these proponencies maintain extensive sub-sites: the Army Center of Excellence, Subsistence (ACES), Aerial Delivery and Field Services Department (ADFSD), Logistics Training Department (LTD), Mortuary Affairs Center (MAC), and the Petroleum and Water Department (PWD). The Quartermaster Museum's site (www.qmmuseum.lee.army.mil) expands constantly with updated web pages. For example, the site has unit histories and insignia, what happened this week in Quartermaster history, museum exhibits and historical photographs online, and Quartermaster contributions during the Korean War, World War II and World War I.

Scheduling Inventories

CW4 Leslie M. Carroll *CW2 Charles L. Weedon Jr.*

All unit commanders must inventory the government equipment entrusted to their care. Two required inventories are the Sensitive Item Inventory and Annual Inventory. Quartermasters have been doing these inventories for years - nothing new. Yet, most units only publish schedules for who will be **performing the inventory** but not **who is getting inventoried**. Also, units wait until the last minute to add inventories to the training schedule, causing rescheduling or canceling of events. Predictability ensures completing inventories in a timely and efficient manner.

Commanders can increase predictability by spending three hours to schedule these inventories for a year or more. Yes, it is possible to schedule in three hours or less in as few as five steps. Plus, once inventories are on the training calendar, leaders will be less likely to wait until the end of the month to perform them and will not be scheduling them when a section has another mission.

Do not start your three-hour clock yet, though. Here are four items necessary before locking yourself in a quiet room:

- ✓ **Cyclic Inventory Schedule** distributed by the property book officer (PBO), assuming that cyclic inventories have been elected instead of the required Annual Inventory. This schedule usually is published by memorandum for an entire year.

- ✓ **Sensitive Item Inventory Listing** from the PBO.

- ✓ **Asset Visibility Listing** generated by the supply sergeant using the Army's Unit Level Logistics System S-4 (ULLS S-4).

- ✓ **Long-Range Training Calendar** published by the S3.

Inventory Planning Steps

Step 1. Using the Asset Visibility Listing from the supply sergeant and the Cyclic Inventory Schedule memorandum from the PBO, divide up your equipment by month. Physically mark the Asset Visibility Listing with lines dividing the line item numbers (LINs) from month-to-month. For the month of January in the 2d Infantry Division, for example, assume inventory of the LINs A00732 through B58656. For the Headquarters, Headquarters Company (HHC), Division Support Command (DISCOM), that means inventorying air conditioners, burner units, M8 alarms, OE 254 antennas, RL-27s and GYK-33s.

Step 2. Using the Sensitive Item Inventory Listing, determine items required for monthly inventory. Controlled inventory item codes (CIICs) of 1, 2, 3 or 4 identify arms, ammunition and explosives that require monthly inventories. All other CIICs require only quarterly inventories. Find the CIIC on the Sensitive Item Inventory Listing in the second column from the right.

Step 3. Use the same Asset Visibility Listing as in Step 1. Mark each sensitive item on the Asset Visibility Listing to distinguish between monthly and quarterly inventoried items. A suggestion is to use "SI" to designate items requiring monthly inventory

DEPARTMENT OF THE ARMY
WEEKLY TRAINING SCHEDULE

UNIT: HHC/MMC DISCOM — WEEK AND PHASE OF TRAINING

WEEK 17 — WEEK 17 2D QTR FY01 22 JAN 01-28 JAN 01

DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TEXT EQUIP
MON 22/01/01				
0530-0700	HHC/MMC DISCOM	SPECIAL POPULATION PT	COMPANY AREA	FM 21-20
0600-UTC	HHC/MMC DISCOM	FORMATION	PT FIELD	FM 22-5
0605-0700	HHC/MMC DISCOM	PHYSICAL TRAINING	PT FIELD	FM 21-20
0700-0820	HHC/MMC DISCOM	PERS HYGIENE/BREAKFAST	COMPANY AREA	CO SOP
0820-1500	**GSO, PBO CMD GRP, DFAC**	**INVTRY AIR CONDS BURNER UNITS**	MOTOR POOL	**CYCLIC**
0820-1500	HHC/MMC DISCOM	COMMAND MAINT	MOTOR POOL	APPL MAINT
1130-1300	HHC/MMC DISCOM	LUNCH	DINING FACILITY	CO SOP
1500-1700	HHC/MMC DISCOM	COMMAND MAINT AAR	MOTOR POOL	CO SOP
1700-1830	HHC/MMC DISCOM	DINNER	DINING FACILITY	CO SOP
THURS 25 JAN 01				
0530-0700	HHC/MMC DISCOM	SPECIAL POPULATION PT	COMPANY AREA	FM 21-20
0600-UTC	HHC/MMC DISCOM	FORMATION	PT FIELD	FM 22-5
0605-0700	HHC/MMC DISCOM	PHYSICAL TRAINING	PT FIELD	FM 21-20
0700-0845	HHC/MMC DISCOM	PERS HYGIENE/BREAKFAST	COMPANY AREA	CO SOP
0900-1000	HHC/MMC DISCOM	MISSION SUPPORT	SECTION	CO SOP
0900-UTC	**ARMORER**	**ARMS ROOM INVENTORY**	ARMS ROOM	**SENS ITEM**
0900-1200	HHC/MMC DISCOM	SERGEANTS TIME	SECTION	CO SOP
1130-1300	HHC/MMC DISCOM	LUNCH	DINING FACILITY	CO SOP
1300-1500	**SIGO, NBC**	**INVTRY M8 ALARMS REMOTE, ANT'S RL-27 GYK-33**	NBC ROOM SIGO	**CYCLIC QRTLY SENS**
1300-1700	HHC/MMC DISCOM	MISSION SUPPORT	SECTION AREA	CO SOPR
1700-1830	HHC/MMC DISCOM	DINNER	DINING FACILITY	CO SOP

Sample Training Schedule Incorporating Inventories

(CIICs of 1, 2, 3 or 4) and "SI Q" (other than 1, 2, 3 or 4) for equipment requiring quarterly inventory. Highlighting items on the list in different colors is another possibility, such as yellow for Monthly and green for Quarterly inventory. In the example that began with Step 1., that will add the SINCGARS Remote to the HHC DISCOM inventory for January.

Step 4. Determine which sections need inventory each month for the cyclic inventories. Write down the items on a separate sheet of paper for each month, which was divided by all the sections in the HHC DISCOM. The Asset Visibility Listing printout from ULLS S-4 works great for this task because the listing shows each section that has the equipment.

Step 5. Add the inventories to the training calendar.

Add the **monthly sensitive item inventory** to the calendar. Do this inventory when the unit is not in the field and most items are in the arms room or other storage area. This minimizes the amount of paperwork required to explain why any items are absent. Use your sheet showing what sections have this sensitive equipment. All of HHC DISCOM's arms and ammunition are kept in the arms room, for example.

Add the **quarterly sensitive item inventories** to the schedule. Unlike the monthly weapons and ammunition inventory, this inventory can be performed while in the field and does not have to be completed all at once. Divide it up through the month if an entire day cannot be reserved.

Finally, add the **cyclic inventories** to the monthly schedules. Knowing the unit and its equipment will help in scheduling these inventories. For example, since HHC DISCOM has its air conditioners in Expando vans in the motor pool, the unit can schedule the January air conditioner inventory during motor maintenance on Mondays. Also, the mobile kitchen trailer (MKT) is kept in the motor pool, so the inventory for the burner unit (component of the MKT) can be scheduled the same day as the air conditioners. That leaves antennas, RL-27, GYK-33 and M8 alarms to inventory. All are in one building and easily scheduled during one other day. That adds up to one whole month completely scheduled.

Then continue the five Inventory Planning Steps through the rest of the months. Remember, the further out the inventory schedule, the greater the chances of having to change the schedule. However, with the inventories already on the calendar for months in advance, last-minute additions decrease.

These are the important points to remember about scheduling inventories: Identify sections on the training calendar along with the equipment that must be inventoried. Monthly weapons and ammunition item inventories are scheduled as well as the quarterly sensitive item inventory. This is the way to a year of predictable inventories. Inventories on a schedule are more apt to be completed.

CW4 Leslie M. Carroll is currently the 2d Infantry Division Property Book Officer at Camp Casey, Korea. She has a bachelor's degree from the University of Central Texas.

CW2 Charles L. Weedon Jr. has served in a variety of customer assistance positions. His most recent aassignment was as Team Chief of Property Book Team 6, 2d Infantry Division, Camp Casey, Korea. Previous assignments include S4 Officer in Charge, 1st Battalion, 81st Armor, 1st Armor Training Brigade, Fort Knox, Kentucky; Logistics Assistance Noncommissioned Officer (NCO), Logistics Assistance Office, Fort Wainwright, Alaska; S4 NCO in Charge, 1-24 Infantry, Fort Lewis, Washington; and various Supply Sergeant posistions through the Army. His military education includes Warrant Officer Basic Course, Air Assault School, Logistics Operations Course, Advanced NCO Course and Basic NCO Course.

Authorized Stockage List (ASL) Review Board Process

CPT Yesenia Rosa

The supply support activity (SSA) depends upon the boards that regularly review the authorized stockage list (ASL) to know what repair parts to stock. Knowledge of the ASL review board's process will enable logisticians to understand how the SSA determines availability of essential repair parts. Also, logisticians will realize how ASL reviews smooth the way for continuous maintenance operations.

ASL Review Board Members

By using automated historical data and their own experience, participants on an ASL review board make sure that an SSA stocks the necessary repair parts. Refining the supplies on the ASL for optimum unit support is the number one logistics task during the one-month period normally required to complete an ASL review board. If an SSA fails to have the necessary repair parts on hand on a regular basis, maintenance operations fail. This affects unit readiness and hinders the unit's overall training. All of these issues go hand in hand with stocking the warehouse with what is needed and deleting what is not. As a result, updating the lines of repair parts in stock saves money, reduces the repair time for non-mission capable (NMC) equipment and enhances customer satisfaction.

An ASL review board makes decisions on ASL lines recommended for addition and deletion and also decides upon increases or decreases to requisition objectives (ROs). The board uses the Standard Army Retail Supply System (SARSS) 2B analysis process. Reviewers include the accountable officer, division materiel management officer or DMMO who chairs the ASL review board, battalion support operations officer, battalion motor officer (BMO), all unit maintenance officers and technicians supported by that SSA, and other unit personnel with technical expertise such as the motor pool's noncommissioned officers. Line by line, board members review each ASL item. Members of the ASL review board bring their knowledge of critical repair parts with them, as well as the demand histories of their prescribed load lists (PLLs).

The SARSS will compute recommended stockage levels for the board to follow unless overriding considerations exist for specific ASL lines. Retention of a current ASL line is based on number of demands, quantities and order ship time (OST). A demand is a request for a national stock number (NSN), regardless of the quantity ordered. The OST is the time it takes for a part to arrive at an SSA from the time the SSA ordered the part.

The primary consideration for authorizing addition, retention and deletion of items from the ASL is the demand criteria. Nine demands in a 12-month period authorize adding a line to the ASL, and three or more demands authorize retaining an ASL item. In addition, the board must review the stockage list codes (SLCs) of the ASL lines for compliance with regulatory guidance.

The SLC "Q" items meet the demand criteria for stockage and may be stocked if recommended by the review board. The SLC "P" items refer to non-demand supported items that are part of newly fielded systems which may be kept in stock for up to two years. The board must review these "P" items to see if they now meet the SLC "Q" criteria or should be deleted, either because of lack of demands or because the two years have expired. The SLC "M" items are for essential parts necessary to keep equipment operational for intended missions, but are non-demand supported items for use within the next 360 days. According to AR 710-2 (Supply Policy Below the Wholesale Level), the total number of SLC "M" items should not exceed five percent of the total SLC "Q" items on the ASL.

Board members execute the ASL review process in three phases. During Phase I, the accountable officer briefs the ASL review board's concept of operation. The accountable officer must also explain the basic management listings and request that the SARRS2 sites run the Availability Balance File-Requisition Objective (ABF-RO) mismatches list (PCN AJU-022). The SARSS1 site has to upload the ABF and request the demand analysis from SARSS2B (both the AJRS02 through S11 listings and the AJR-R01 through R10 listings). During Phase II, the review board must meet and get the management listings. Then, the working groups within the board meet and reach a consensus on ASL additions and deletions, as well as RO increases and decreases. Finally, the ASL review board as a whole receives the recommended changes to finalize in Phase III.

Demand and Military Value

The board's decisions are mostly driven by demand and essentiality code, a one-position letter of the alphabet. Essentiality indicates the value of a repair part to the military. The essentiality code also indicates to the ASL review board how the failure to immediately replace a repair part will affect the ability of the weapon system, end item or organization to perform its intended missions.

To develop the ASL, the review board uses the following codes: "A" (essential end items), "C" (repair parts that the end item requires to work at all), "E" (repair parts not essential for operation of the end item or for crew safety, but needed to meet legal or climate requirements), and "F" (a repair part essential to operate the end item, but not essential for crew safety, legal or climate requirements. An "F" repair part only can be replaced at a depot). Recommendations for non-demand supported or non-essential items must be fully justified to the board. Failure to provide adequate justification will likely result in the board disapproving the recommendation.

The ASL review process does not guarantee the availability of critical repair parts. What it does guarantee is that those repair parts identified as additions will be placed on the ASL at a specific RO and a specific reorder point (ROP). Actual availability of items at the SSA depends upon OST and consistency of demand before the next ASL review process.

The ASL review process tailors the ASL to the specific requirements of the units supported by the SSA and also maximizes warehouse storage space by deleting non-essential items. The biggest disadvantage of the ASL review process: TIME. The entire process takes a month or longer to complete: from SARSS2B computation analysis to study of the automated output, from review to ASL board proceedings, from board proceedings to final analysis, and then from final analysis to approval by the commander of the division support command.

Continuous Operations

Logisticians must understand that the ASL review board process enables the SSA to stock the repair parts that customers need to sustain readiness of unit equipment. Readiness certainly increases by providing customers with requested repair in a timely manner. Army maintenance depends upon availability of Class IX (repair parts). A successful Class IX operation at an SSA helps to ensure continuous maintenance operations. When requested parts are not lines in the ASL, equipment will be non-mission capable for a longer time, making equipment readiness goals much more difficult for supported units to achieve. The ASL process review board also results in cost savings to the Army through inventory reduction, in many cases, by ensuring that ASLs retain only essential items.

CPT Yesenia Rosa, a recent graduate of the Combined Logistics Captains Course at Fort Lee, Virginia, is currently the Battalion S4 for the 192d Support Battalion in Puerto Rico. Her previous assignments include Class III Platoon Leader, Maintenance Control Officer (Shop Officer), Executive Officer, Property Book Officer for a Table of Distribution and Allowance, and Production Controller for a Maneuver Area Training Equipment Site.

Using Total Asset Visibility To Improve Readiness

CPT Lita Kneedler-Hardwick

Logisticians will better achieve unit readiness by understanding Total Asset Visibility (TAV). The joint TAV program is a centralized database that gives a total picture of Army and Department of Defense (DOD) assets, both in storage and in transit. This visibility of the supply pipeline comes from several interrelated databases: Global Transportation Network (GTN), Logistics Information Processing System (LIPS), Inventory Control Points Automated Information Systems (ICP AIS), Joint Theater Logistics Automated Information Systems (JLOG), the Standard Army Retail Supply System (SARSS), the Standard Property Book System-Redesign (SPBS-R), and the Defense Automatic Addressing System Center (DAASC).

The GTN, a command and control system, aids the US Army Transportation Command's (TRANSCOM's) visibility of material in transit. The LIPS is the central point for information on the status of requisitions. The ICP AIS has the information on all assets managed at inventory control points. The JLOG helps commanders improve utilization, cross-leveling and redistribution of parts. The SARSS gives updates at the retail level on the Army's TAV through DAASC. The SPBS-R updates the Army's TAV for major end items through the Continuing Balance Asset System-Expanded (CBS-X).

Most of these databases operate at the wholesale level. However, supply support activities use the SARSS at the direct support (DS) level. The SPBS-R and TAV are used at the property book level. With TAV, item managers identify assets available for efficient redistribution through DOD supply channels. TAV information includes the following:

- Assets (on-hand balance, due in/out, substitutes, ownership/purpose codes)
- Required and authorized quantities plus requirements objectives
- Online catalog information from the Army Master Data File and the Supply Bulletin 700-20 (Army Adopted Items of Materiel and List of Reportable Items)

TAV users can track assets in transit by document number, national stock number (NSN), flight and transportation control number, and DOD Activity Address Cole (DODAAC). TAV also provides visibility of major items down to the property book level and secondary items down to the DS level. For more information on this program or for password requests, contact the Logistics Support Activity (LOGSA) online at www.LOGSA.army.mil.

With TAV, all DOD organizations can access the same combat service support (CSS) data as the item manager. Automation links vendors and transporters with the Army's support system for better response to the tactical units. TAV is synchronized and compatible with all active and reserve CSS units, providing horizontal and vertical visibility of assets throughout the system. Distribution management centers (DMCs) at each level can plan and coordinate delivery of assets. TAV reduces reaction time, produces quicker order ship times (OST) for Class IX (repair parts), lowers maintenance downtime, and leads to goals of higher operational readiness ratings in Army units. TAV is one solution available to improve inventory distribution in the CSS community.

CPT Lita Kneedler-Hardwick, Quartermaster, is a recent graduate of the Combined Logistics Captains Career Course at Fort Lee, Virginia. Her previous assignments include Assistant Battalion S3, Class IX Platoon Leader and the Adjutant/S1 for the 101st Forward Support Battalion, 1st Brigade, 1st Infantry Division (Mechanized), Fort Riley, Kansas.

The Interim Brigade Combat Team and Force XXI Support Concepts

CPT John R. Bretthorst

The support structures and deployment plans for the brigade support battalion of the Interim Brigade Combat Team (IBCT) contrast with the forward support battalion of a Force XXI brigade because their different missions and purposes. The IBCT is a rapid deployment team with the objective of having a lethal and viable fighting force anywhere in the world in 96 hours. However, the IBCT's brigade support battalion will require augmentation for extended operations. The Force XXI brigade's forward support battalion - depending upon mission, enemy, terrain, troops, time and civilian considerations (METT-TC) - is a much heavier fighting force with greater lethality, but also with greater logistical requirements and capabilities.

The IBCT was conceived independently of Force XXI. The IBCT and Force XXI will eventually come together under the Objective Force. However, General Eric K. Shinseki, Chief of Staff of the Army, announced his vision of the IBCT in October 1999 to give the Army a more lethal deployable force. Now being fielded at Fort Lewis, WA, the IBCT can deploy faster than Force XXI. The IBCT is tailored to participate in operations other than war and low-intensity engagements. However, the IBCT is a full spectrum force, meaning that the IBCT can conduct offensive, defensive, stabilization and support operations. In order to reduce the logistics and deployment footprint, the IBCT brigade support battalion has fewer personnel than the Force XXI forward support battalion.

To increase deployment capabilities and to reduce stockpiling for sustainment, both the IBCT brigade support battalion and Force XXI forward support battalion will use preconfigured loads. Common platforms such as the palletized load system (PLS) and the load handling system (LHS) will reduce Class IX (repair parts) requirements. The Force XXI forward support battalion, however, will have specialized platforms.

The distribution system for supplies to the IBCT has been redesigned. Supplies will be pushed as needed to the IBCT, in contrast to the pushes every day in Force XXI. The support operations distribution management cell will be the heart of the IBCT brigade support battalion that will coordinate with customer units and external support. The suport operations officer monitors daily battle loss reports and all logistics reporting within the IBCT. The IBCT concept of support has no designated customers, and the support operations officer prioritizes units to receive sustainment. To make up shortfalls in support, the IBCT brigade support battalion also may use nonorganic assets for external logistical support.

Both the IBCT brigade support battalion and the Force XXI forward support battalion are planning to eliminate the "just in case" stockpiling of supplies. Both will be using a throughput distribution system. Although their abilities to deploy, logistical footprints and concepts of support are somewhat in contrast, both will do more with fewer assets than was the case under the old Army of Excellence system.

CPT John R. Bretthorst is a recent graduate of the Combined Logistics Captains Course (CLC3) at Fort Lee, Virginia. His previous assignments include Assistant Support Operations Officer for the Special Troops Battalion, 13th Corps Support Command (COSCOM), and Equipment Platoon Leader for the 289th Quartermaster Company, Special Troops Battalion.

Understanding the Material Safety Data Sheet

CPT Brian Merrick

The Material Safety Data Sheet (MSDS) provides essential information for correctly storing and using hazardous materials (HAZMAT). Filling out the MSDS is the primary way to document safety information for HAZMAT. Title 29 of the Code of Federal Regulations of the Hazard Communication Standard mandates the use of MSDSs. Federal law also requires all HAZMAT users to keep updated MSDSs, to train on proper handling of HAZMAT and to label all HAZMAT containers.

Understanding the importance of the information in each section of the MSDS is critical to HAZMAT use and documentation. The GENERAL INFORMATION section with product identification lists the HAZMAT by trade name or product number with a general description. It also lists emergency contact numbers for the potentially dangerous product.

The INGREDIENTS/IDENTITY INFORMATION sections list the product's ingredients by percentages, with the time limits for different types of exposure to each ingredient. The Occupational Safety and Health Administration (OSHA) defines unacceptable amounts of highly toxic substances by oral dose, absorption through the skin and inhalation.

FSC: **6810** NIIN: **00B190051** MANUFACTURER'SCAGE: **30530** Part No. Indicator: **A**
Part Number/Trade Name: **SAFETY-KLEEN 105 SOLVENT-MS**

GENERAL INFORMATION: Item Name: N/K. **Manufacturer's Name:** NA. **Manufacturer's Name:** NA. **Manufacturer's P.O.Box:** NA. **Manufacturer's City:** NA. **Manufacturer's State:** NA. **Manufacturer's Country:** NA. **Manufacturer's Zip Code:** NA. **Manufacturer's Emerg Ph #:** NA. **Manufacturer's Info Ph #:** NA. **Distributor/Vendor:** # NA.
Safety Focal Point: B. **Record No. For Safety Entry:** NA. **Tot Safety Entries This Stk#:** NA. **Status:** NA. **Date MSDS Prepared:** NA. **Safety Data Review Date:** NA. **Supply Item Manager:** NA. **MSDS Preparer's Name:** NA. **Preparer's Company:** NA. **Preparer's St or P.O. Box:** NA. **Preparer's State: Preparer's Zip Code:** NA. **Other MSDS Number: MSDS Serial Number:** NA. **Specification Number: Spec Type, Grade, Class:** NA. **Hazard Characteristic Code: Unit of Issue:** NA. **Unit of Container Qty: Type of Container:** NA. **Net Unit Weight: NRC/State License Number: NA. Net Explosive Weight:** NA. **Net Propellant Weight-Ammo:** NA. **Coast Guard Ammunition Code:** NA.

INGREDIENTS/IDENTITY INFORMATION: Proprietary: NO. **Ingredient:** MINERAL SPIRITS.
Ingredient Sequence Number: 01. **Percent:** 99.9+. **Ingredient Action Code:** N/K. **Ingredient Focal Point:** B.
NIOSH (RTCES) Number: 1004168MS. **CAS NUMBER:** 8032-32-4. **OSHA PEL:** 500 PPM. **AAGGIH TLV:** 100 PPM.
Other Recommended Limit: N/K.

Proprietary: No **Ingredient:**DYE (POPRIETARY) **Ingredient Sequence Number:**02 **Percent:**0.003
Ingredient Action Code: NA **Ingredient Focal Point:**B **NIOSH (RTECS) Number:**1004037DY **CAS Number:**N/K **OSHA PEL:** N/K **ACGIH TLV:** N/K **Other Recommended Limit:** N/K

Proprietary: No **Ingredient:**ANTI-STATIC AGENT **Ingredient Sequence Number:**03 **Percent:**1 PPM
Ingredient Action Code:NA **Ingredient Focal Point:**B **NIOSH (RTECS) Number:**1000541AN **CAS Number:** N/K **OSHA PEL:** N/K **ACGIH TLV:** N/K **Other Recommended Limit:** N/K

PHYSICAL/CHEMICAL CHARACTERISTICS: Appearance and Odor: Clear Green Liquid with Characteristic Hydrocarbon Odor. **Boiling Point:** 310-400F. **Melting Point:** N/R. **Vapor Pressure (MM Hg/70 F):** 2. **Vapor Density (Air=1):** 4.9.
Specific Gravity: 0.775-0.795. **Decomposition Temperature:** N/K. **Evaporation Rate & Ref:** 0.2.
Solubility in Water: NEGLIGIBLE. **% Volatiles by Volume:** N/K. **Viscosity: pH:** N/K.
Radioactivity: Form (Radioactive Matl): Magnetism (Milligauss): Corrosion Rate (IPY):N/K **Autoignition Temperature:**N/K

FIRE AND EXPLOSION HAZARD DATA: Flash Point: 105F. **Flash Point Method:** TCC. **Lower Explosive Limit:** 0.7.
Upper Explosive Limit: 6.0. **Extinguishing Media:** C02,FOAM,DRY CHEMICAL, WATER (MIST ONLY).
Special fire Fighting Proc: NONE. **Unusual Fire & Expl Hazards:** NONE.

REACTIVITY DATA: Stability: YES. **Cond to Avoid (Stability):** N/K. **Materials to Avoid:** STRONG OXIDIZING AGENTS.
Haza[illegible]us Decomp[illegible]oducts: NO[illegible]ALLY NON[illegible] HOWEVER, [illegible]COMPLETE [illegible]URING MA[illegible] YIELD CARBON M[illegible]DE.
[illegible]

Sample of Information on a Material Safety Data Sheet
(DOD Hazardous Materials Information System – DOD 6050.5-LR as of August 1991 – FOR U.S. GOVERNMENT USE ONLY)

The section on PHYSICAL/CHEMICAL CHARACTERISTICS lists identifying properties for the product and also the product's reactions with other HAZMAT. This becomes important when storing different HAZMAT together. This section shows how the product acts, such as the boiling and freezing points, how quickly the HAZMAT dissolves in water, and the corrosion rate. It also lists what chemicals will react with a product.

The FIRE AND EXPLOSION HAZARD DATA and REACTIVITY DATA sections have the firefighting measures necessary for the HAZMAT. Data includes the flash point, the temperature at which a substance will ignite, and procedures for extinguishing a fire caused by the product. According to OSHA, products with flash points of less than 100 degrees Fahrenheit are considered flammable. Products with flash points between 100 and 200 degrees Fahrenheit are combustible.

The section on HEALTH HAZARD DATA lists the signs and symptoms of overexposure through the eyes and the skin and through inhalation or ingestion by mouth. This section also lists first aid measures: imperative immediately in the case of overexposure. Most manufacturers maintain 24-hour medical hotlines to answer questions about overexposure to their products.

The sections on PRECAUTIONS FOR SAFE HANDLING AND USE list actions to take for a spill and how to neutralize a spill. For information on isolation distances in case of spills, consult the *North American Emergency Response Guidebook.* Safe handling and use also includes disposal of a product. Users must follow state and federal guidelines for disposing of all HAZMAT and for properly reconditioning storage containers.

Soldiers Train the Most on Control Measures

Sections on CONTROL MEASURES require the most training for HAZMAT users. CONTROL MEASURES include handling and storage prodedures and procedures for personal protection. Most accidents occur while transferring HAZMAT from one container to another or through mishandling. Workers must understand proper handling procedures and what steps to take to lessen their exposure to dangerous products.

Other important sections in the MSDS provide toxicological and ecological information that largely addresses a HAZMAT's effect on the environment. For example, OSHA lists a concentration of 1.0 ppm of a HAZMAT in water as extremely toxic for aquatic life. This means that after 96 hours, 50 per cent of aquatic life contaminated by the product will die.

Sections in the MSDS discuss transportation and regulatory information. These MSDS sections will list the guidelines to follow for state and federal law when transporting or handling HAZMAT. Section 13 of the US Department of Transportation HAZMAT Regulation identifies the proper shipping name and hazard class for the product. The *North American Emergency Response Guidebook* contains additional marking guides for each HAZMAT class and product.

CPT Brian Merrick, who recently graduated from the Combined Logistics Captains Career Course at Fort Lee, Virginia, received a Regular Army Commission through the Reserve Officers' Training Corps when he entered the Army in 1996 as a Quartermaster officer. He was branch-detailed to Air Defense Artillery, where he served 12 months as a Stinger Platoon Leader in the 1st Cavalry Division. He then served as a Supply Platoon Leader and as the Battalion Adjutant in the 115th Forward Support Battalion, 1st Cavalry Division. He participated in three National Training Center rotations and deployed to Bosnia during Operation Joint Forge.

CAREER NEWS

Professional Development

As the Army transformation continues in the 21st Century, we at the Quartermaster Branch, US Total Army Personnel Command (PERSCOM) will update Quartermasters about some changes, developments and trends in the assignment and professional development areas. **For more information about Quartermaster Corps officer and noncommissioned officer (NCO) issues, access the PERSCOM web site at** www.perscom.army.mil **and the Office of the Quartermaster General web site at** www.quartermaster.army.mil/oqmg/ **(Officer Proponency, Warrant Officer Proponency and Enlisted Proponency). Quartermaster warrant officers can access their PERSCOM Quartermaster Warrant Officer Page at www.perscom.army.mil/OPwod/tolbert.htm.** To help enlisted soldiers keep track of PERSCOM's new communication tools, the Enlisted Personnel Management Directorate distributed a wallet-sized information card that lists a soldier's career manager's telephone number, E-mail address, FAX number, and telephone Interactive Voice Response System (IVRS) instructions and telephone number. Enlisted soldiers can get their pocket cards at their servicing personnel centers.

Tips for Successful Officer Evaluation Reports

LTC Michael R. Chambers, Chief, Quartermaster Officer Personnel Management
chamberm@hoffman.army.mil, DSN 221-5266, (703) 325-5266

During my first few months at PERSCOM, I have monitored promotion board procedures from start to finish and have collected data, or what I like to refer to as tips, to help officers achieve success in their military careers. Here are some tips I believe can aid in the Officer Evaluation Report (OER) process:

OER Tips

Senior Rater/Rater

- When writing your OER narrative, be careful not to write too much or become "wordy." Wordiness may take away from the message you intend to send.
- Focus on the quality of your narrative more than the quantity. For example, this type of comparison is easily understood: "This officer rates 3 of the 46 officers that I senior rate."
- Remember to include performance during the rated period and potential for schooling, positions and promotion.
- When you make a recommendation on the officer's OER about a Career Field Designation (CFD) other than logistics, be sure to match this recommendation with the next three assignments. For example, if you recommend an officer for an Institutional Support (IS) CFD, do not recommend jobs focused on operations (OP).

Rated Officer

- Ensure the duty titles on Officer Record Briefs do not contain meaningless abbreviations (words that do not correlate to duty descriptions on the OERs). This makes determining the level and scope of the officer's responsibilities very difficult.
- Be as specific as possible in the job description.
- Battalion commanders should clearly identify battalions as command selection list battalions in the job description if there is any question that this fact may be overlooked.
- Update your records at least twice a year and 90 days before a promotion or selection board. Also, update your records if you have personal changes in your life, such as as a name change (marriage or divorce) or more children.

FY00 Major Promotion Board Results, Reserve Component Questions, and CAS3

CPT Mike McKinney, Branch-Qualified Captain Assignments Officer
Mkinnm0@hoffman.army.mil

I will cover these three subjects that have generated frequent questions during the past few months: the results of the FY00 Major Promotion Board, common questions about the US Army Recruiting Command (USAREC) and Active Component/Reserve Component (AC/RC) duty descriptions, and Combined Arms and Services Staff School (CAS3).

FY00 Major Promotion Board Analysis

Congratulations to the 111 Quartermasters selected for promotion to major. Board analysis of the results released 17 Aug 00 reveals the following:

- 10 Quartermaster captains (22 percent) were selected above the zone. Armywide, 152 officers (32 percent) were selected above the zone.
- 2 Quartermaster captains (2 percent) were selected below the zone. Armywide, 89 officers (5 percent) were selected below the zone.
- 99 Quartermaster captains (79 percent) were selected in the primary zone. Armywide, 1,506 officers (80 percent) were selected in the primary zone.
- Of the 99 primary zone officers selected, 10 (10 percent) changed career field designation from Officer Professional Career Field 92.
- 26 Quartermaster captains are one-time non-selects to major:
  - 18 officers had center of mass (COM) company command (CO) Officer Evaluation Reports (OERs) and an overall COM file.
  - 4 officers had below COM non-company command OERs, and their performance in company command was either COM or a weak COM.
  - 2 officers had no company command and an overall COM file.
  - 1 officer was relieved from company command
  - 1 officer was relieved before company command.
- Average time in company command for officers selected for promotion was 18 months.

The following is a breakdown of other factors and Quartermaster percentages from the FY00 Major Promotion Board:

TYPE CO COMMAND	# CONSIDERED	# SELECTED	PROMOTION RATE
Division	44	37	84.1%
Non-Division	56	44	78.6%
TRADOC	11	9	81.8%
TDA	4	2	50.0%
Special Ops Det	4	2	50.0%
ACR	3	2	66.7%
No Command	3	0	0.0%

TYPE BQ CPT ASSIGNMENT	# CONSIDERED	# SELECTED	PROMOTION RATE
USAREC	27	24	88.9%
AC/RC	22	13	59.1%
ROTC	18	15	83.3%
USMA	2	2	100.0%
TWI	3	3	100.0%
CTC O/C	5	5	100.0%
CILHI	3	2	66.7%
Instructor	14	12	88.7%

Answers to Frequent Questions about USAREC and AC/RC Duty Descriptions

I receive many questions about USAREC and AC/RC duty descriptions. Below are answers to some of the most common questions:

USAREC. Serve as a company commander or staff officer for the recruiting command working in civilian communities to ensure the future readiness of the Army. Two types of positions are available in USAREC:

- **Company commander.** Commands a recruiting company composed of recruiting stations and personnel. Plans, conducts and supervises recruiting operations. Officers must have a strong record of performance because the Director, Officer Professional Management Division (OPMD) must approve all nominations.
- **Operations/staff officer.** Serves as an operations or staff officer on a USAREC battalion/brigade staff. Officers must have a strong record of performance since the Director of OPMD must approve all nominations.

AC/RC. Facilitates the training and combat readiness of the RC and works directly with Quartermaster units in the RC.

- **Team Chief.** Serves as a company/staff trainer in direct support of RC battalions. Coaches, teaches, trains and mentors the leadership of the units on the planning and execution of battle-focused training management and doctrinal mission accomplishment. Conducts evaluations and After Action Reviews (AARs) of training.
- **Operations/staff officer.** Responsible for the support and mobilization of RC units. Coaches and mentors units during annual training and command post exercises involving pre-mobilization readiness. Organizes, manages and synchronizes annual training for supported units.

Combined Arms and Services Staff School (CAS3)

Many Quartermaster captains have yet to attend CAS3. If you cannot secure a slot to attend the six-week course at Fort Leavenworth, KS, I recommend looking into the RC programs in your area. AC officers have been allowed to attend RC CAS3 (RC-CAS3) since the beginning of FY97. Reserve CAS3 is offered through the Total Army School System (TASS). The instruction and course standards are the same as those at the resident course at Fort Leavenworth. In fact, the certificate of completion is exactly the same as at Fort Leavenworth.

The RC CAS3 offers two options. The first option is an "eight-by-two" course where an officer attends class one weekend a month for eight months, ending with a two-week temporary duty (TDY) course during the summer. Enrollment normally begins in the first quarter of the fiscal year. The second option is a "two-by-two" course where an officer attends classes for two periods of two weeks at a time.

There are TASS regions throughout the continental United States, Hawaii and Europe. For more information, contact the Army Training Requirements Reporting System (ATRRS) technician at your installation training office. I will continue attempting to secure seats for officers to attend TDY enroute between duty assignments

whenever possible. Keep in mind that seats are limited because most allocations go to Quartermaster officers graduating from the advanced course.

TASS Regions

Region A - New England and New York State (CT, MA, ME, NH, NJ, NY, RI, VT)
13th Bn (CAS3), 98th Regiment, 6th Bde, 98th Div (IT)
Berry-Rosenblatt USAR Center, 700 S. Quaker Lane, West Hartford, CT 06110-1292
POC Mr. Bloomquist, (860) 231-2004/2050 (ATRRS E-mail: A702) (ATRRS school code: A702)

Region B - Mid-Atlantic (DC, DE, MD, PA, VA, WV)
6th Bde (PD), 80th Div (IT), 6091 Sharon Lane, Fort Belvoir, VA 22060-5120
POC Ms. Wilson, (703) 806-0126 (ATRRS school code: B702)

Region C - Southeast (FL, GA, NC, SC)
500 Wilshire Ave SW, Concord, NC 28025-3408
POC Ms. Jones, (704) 793-4775 (ATRRS school code: C702)

Region D - Southern (AL, KY, MS, TN)
10th Bn (CAS3), 1051 Russell Cave Road, Lexington KY 40505
POC Mr. Russell, (606) 254-2085 (ATRRS school code: D702)

Region E - Great Lakes (IL, IN, MI, MN, OH, WI)
13th Bn (CAS3), 400 E. 167th Street, Harvey, IL 60426
POC Ms. Muse, (708) 339-2273 (ATRRS school code: E702)

Region F - Southwestern (AR, IA, KS, LA, MO, TX, NE, NM, OK)
12th Bn (CAS3), 6th Bde (BPD) 2101 Woolworth Ave., Omaha, NE 68108-3488
(ATRRS E-mail ID: FCAS3BN) (ATRRS school code: F702)

Region G - Western (AZ, CA, CO, ID, MT, ND, NV, OR, SD, UT, WA, WY)
11th CAS3 BN, 410 West Fort Street, Boise, ID 83702-4583
POC Mr. Crist, (208) 336-3801 (ATRRS school code: G702)

Hawaii
4960th USARF School, Bldg. 1554, Fort Shafter Flats, HI 96858-5000
POC Mr.Tagavilla, DSN 438-1915/0561 (ATRRS E-mail: 4960TH) (ATRRS school code: 4960)

Europe
3747th Training Brigade (Prov), HQ, Bldg. 500, Grafenwoehr, GE APO AE 09114
POC DSN 475-6052 (ATRRS school code: 3747)

Captain Promotion Board Results and the Advanced Course

CPT Dina Nehring, Non-Branch Qualified Captain/Lieutenant Assignments Officer
Nehringd@hoffman.army.mil, DSN 221-5281

The files for all officers in YG98 are being reviewed for promotions to captain. The results of the board will be published about 120 days from the convening date of the board. The board met on 7 Nov 00, so board results should be released March 7. The officers who become promotable should anticipate promotion between the 42d

and 48th month of Active Federal Commissioned Service. Officers selected for promotion will be scheduled to attend the advanced course, the Combined Logistics Captains Career Course (CLC3) beginning in FY02. Letters have been sent to all officers in YG98 to discuss future CLC3 dates with their senior raters. Please return these letters by 15 Mar 01 so I can begin the slating process. If you did not receive the CLC3 letter, contact me immediately.

Officers can expect to attend CLC3, formerly known as Combined Logistics Officer Advanced Course (CLOAC), when they become promotable to captain. The current guidance for officers based outside the continental US (OCONUS) is that officers will attend the first CLC3 course immediately following their date expected return overseas (DEROS). CONUS-based officers can expect to be slated for CLC3 after 36 months time on station. Quartermaster Branch typically does not approve deferment of CLC3 except in extreme cases such as medical emergencies and deployments. These deployments are in line with Kosovo and Bosnia, for examples, not the Joint Readiness Training Center (JRTC). Upon completion of CLC3, each officer will follow on to the Combined Arms and Services Staff School (CAS3) at Fort Leavenworth, KS.

If you are a promotable first lieutenant or junior captain who is planning to leave military service, immediately inform PERSCOM of your decision so we can better provide officer replacements to installations.

During the first or second week of CLC3, I will meet with each student to discuss the current status of his file, future assignments, and career progression. Officers who have not served in an OCONUS assignment should be prepared to go overseas. Officers who are returning from OCONUS assignments will be given first priority for CONUS assignments. Preference statements for assignments upon completion of CLC3 will be submitted during the first week of the advanced course. Assignment options will not be determined until that time. Quartermaster Branch will work diligently to try to place officers in one of their top three assignment preferences. Please realize that assignment options are approved by PERSCOM's Distribution Division using the Officer Distribution Plan based on the Army's needs.

Frequently Asked Assignment Questions

If I volunteer for a tour in Korea, am I guaranteed my top choice of assignments upon return to the states? No. Each officer must determine his top three preferences and annotate them on a DA Form 4187 (Request for Personnel Action). The assignment officer will work with the Distribution Division to assign officers to one of their top three choices or find a suitable alternative.

How long must I remain on station before volunteering for a short-tour location such as Korea? After 24 months stateside, you may submit a DA Form 4187 requesting assignment to a short-tour location. PERSCOM normally does not move officers who currently are serving in a long-tour overseas assignment to a short-tour overseas location.

How can I add, change and delete items on my Officer Record Brief? Bring items to be added or changed to your local Personnel Service Battalion.

How can I add items to my microfiche? Go to PERSCOM's web page at www.PERSCOM.army.mil/OPMD and follow the links.

How can I determine which duty locations are currently available? Go to PERSCOM's web page at www.PERSCOM.army.mil/OPMD and follow the links.

The Army's Branch Detail Program

CPT Mike Sloane, Future Readiness Officer
Sloanem@hoffman.army.mil, DSN 221-5645 or (703) 325-5645

Each year the Army determines exactly how many lieutenants will be commissioned into the active duty based on the Army's mission requirements and, of course, Congressional approval. Usually 4,000 officers are accessed annually. The next step in this complicated process is to properly distribute thousands of officers into the correct branches following their commissioning.

The six detail or receiving branches have the most demand and will need more than half (2,200+) of these lieutenants to fill key junior officer leadership positions. The other nine donating branches initially receive fewer than 1,800 lieutenants. There are many more combat arms positions than combat service support positions for lieutenants. However, the balance becomes inverted when the officers reach the ranks of captain through lieutenant colonel. Following two years of active duty (from the time the officer enters active duty), the officer returns to his donor branch. The remaining time (about 12-18 months) before the officer's advanced course allows the officer to gain valuable logistics experience in a Quartermaster unit. Here are some important facts about branch detail:

- Chaplains neither will be detailed into other branches, nor will officers of other branches be detailed as chaplains.
- Army Medical Department (AMEDD) commissioned officers may be detailed to other branches, functional areas or branch-immaterial positions with approval of The Surgeon General (TSG) and the Director of the Officer Personnel Management Directorate.
- Commissioned officers of the Judge Advocate General (JAG) Corps will not be detailed to other branches without the approval of The Judge Advocate General (TJAG).
- The branch detail program's objective is to ensure lieutenant positions are filled. Lieutenants will be detailed into Infantry, Armor, Artillery, Air Defense and Chemical Branches.
- Two-year detail officers will be assigned to installations that can support an assignment in both combat arms and the basic branch. Both assignments will be approximately 24 months in length. Normally, officers will attend a short, temporary duty (TDY) technical training course before the basic branch (donor) assignment.

How PERSCOM Assists in Branch Detail Management

Officers are assigned whenever possible to locations where troop-leading experience is available both in the recipient branch as well as the donor branch. If the officer is assigned a short-tour location on first assignment, the recipient branch assignment officer should coordinate with the donor branch to ensure the sequential assignment will professionally develop the officer after completion of the branch detail.

The recipient branch maintains the Career Manager's Information File (CMIF), the individual officer's file at PERSCOM, until the officer is released to his donor branch. The recipient branch should coordinate the return of the officer's file to his donor branch. This file has the officer's photograph, Officer Evaluation Reports, and all other military career information. Career managers closely track the officer's Year/Month Branch Detail Expires (BREX) date (calculated from the time the officer enters active duty; also known as the Basic Active Service Date (BASD)). The donor branch will schedule the Supply and Service Management Officer (SSMO) course that is often referred to as the "transition course." The recipient branch must coordinate the officer's return to his donor branch to ensure the officer returns at the scheduled time.

Officers who have served in the Branch Detail Program have gained tactical and technical skills that will serve them well in future logistics assignments. The SSMO course ideally is programmed within four months, before or after, the branch detail's expiration date. The officer will attend in a status of TDY and return.

Supply and Service Management Officer (SSMO) Course

The SSMO Course teaches the commissioned officer about the policies, principles and procedures of logistics management required of a logistics staff officer in a theater of operations. The SSMO Course is five weeks and three days of instruction given two times a year. For more information, telephone CPT Daniel at DSN 687-4051 or (804) 734-4051.

Generally, soldiers who attend the SSMO Course are Active or Reserve Component officers who have not attended the Quartermaster Officer Basic Course or the Combined Logistics Captains Career Course (CLC3, formerly known as the Combined Logistics Officer Advanced Course). The SSMO Course is designed primarily for officers transferring into the Quartermaster Branch or officer branch details and also for other officers specifically designated to serve in logistics units/positions. Most training is conducted at the US Army Quartermaster Center and School, Fort Lee, VA.

Each day of instruction begins with rigorous physical training (PT) in the appropriate Army gray PT uniform. The PT program consists of five days per week, designed by the officer in charge of the class PT program and approved by the SSMO cadre. The duty uniform is the battle dress uniform (BDU). The graduation ceremony is conducted in the Class A uniform. Weigh-ins are the first week of the course. following are the major instructional areas:

Module A: Combat Logistics in the Theater of Operations for 24.5 hours, Module B: Unit Supply Procedures for 15.0 hours, Module C: Standard Property Book System-Redesign and Unit Level Logistics System S-4 for 10.2 hours, Module D: Supply Support Activity Procedures for 37.0 hours, Module E: Maintenance Management for 13.0 hours, Module F: Subsistence and Food Service for 8.0 hours, Module G: Aerial Delivery and Laundry and Shower for 6.0 hours, Module H: Mortuary Affairs for 9.0 hours, Module I: Petroleum and Water Operations for 26.0 hours, Module J: Transportation Management for 10.0 hours, Module K: Tactical Logistics Exercise for 14.0 hours and Module L: Officer Professional Development for 15.0 hours.

The several leadership opportunities for class members include class commander, class executive officer, commander in chief (CINC) PT, CINC academic, and class S1 (adjutant). Appointments to these positions take place the first day of class. For administrative concerns when preparing to attend SSMO, the Fort Lee billeting/lodging numbers are DSN 687-6700, (804) 520-8222 or 1-800 Reservation (800-403-8533), FAX (804) 765-3585. The Fort Lee Billeting/Lodging Office is in Building 8025, located near the intersection of Mahone and A Avenues.

Upon arrival at Fort Lee to in-process, officers should report to Company E, 244th Quartermaster Battalion, Mifflin Hall, Room 121, during duty hours. After duty hours, report to the Staff Duty Officer night entrance in Mifflin Hall, located at the rear of the building.

2001 SSMO Class Schedule			
Class Number	**Report Date**	**In-Process/Weigh-In**	**Graduate**
01-2001	28 Jan 01	29 Jan 01	8 Mar 01
01-002	8 Jul 01	9 Jul 01	15 Aug 01

The officers assigned to the Branch Detail Program are aware of the date to return to their basic branches and should discuss this situation with their current chains of command. Each officer will receive a welcome letter from the Quartermaster Branch Chief about six to eight weeks before to the start of the SSMO Course. By the time this letter arrives, the officer should have developed a plan for SMMO Course attendance and

positioning after the course. The officer should be coordinating with his chain of command, the division/corps support group G1, and the S1 of the combat service support (CSS) battalion to ensure a CSS position is available upon return to the basic branch.

Refer any further questions about this program directly to me at DSN 221-5645 or (703) 325-5645 or E-mail me at sloanem@hoffman.army.mil.

Promotion 2001 Results and Tips for Quartermaster Warrant Officers

CW4 James C. Tolbert, Career Manager for Quartermaster Warrant Officers
Tolbertj@hoffman.army.mil, DSN 221-7839

The following charts show results of the FY2000 Promotion Selection Board to CW5, CW4 and CW3. The term "ceiling" represents the maximum number of Quartermaster warrant officers that the promotion board could select in the particular military occupational specialty (MOS) and grade, as directed by the Deputy Chief of Staff for Personnel (DCSPER). The term "floor" in the charts is the minimum number of Quartermaster warrant officers that the DCSPER required the promotion board to select in the particular military occupational specialty (MOS) and grade.

CW5			Above Zone			Promotion Zone			Below Zone		
MOS	Floor	Ceiling	Con	Sel	%	Con	Sel	%	Con	Sel	%
920A	0	3	9	1	11.1%	6	2	33.3%	12	0	0.0%
920B	2	0	1	1	100.0%	4	1	25.0%	5	0	0.0%
921A	0	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
922A	0	3	7	0	0.0%	2	0	0.0%	1	0	0.0%

CW4			Above Zone			Promotion Zone			Below Zone		
MOS	Floor	Ceiling	Con	Sel	%	Con	Sel	%	Con	Sel	%
920A	0	14	3	0	0.0%	17	8	47.1%	16	0	0.0%
920B	9	0	1	0	0.0%	12	10	83.3%	9	0	0.0%
921A	0	0	0	0	0.0%	2	1	50.0%	0	0	0.0%
922A	3	0	1	0	0.0%	4	3	75.0%	0	0	0.0%

CW3			Above Zone			Promotion Zone			Below Zone		
MOS	Floor	Ceiling	Con	Sel	%	Con	Sel	%	Con	Sel	%
920A	7	29	8	1	12.5%	37	22	59.5%	59	6	10.2%
920B	8	18	6	1	16.7%	21	15	71.4%	71	1	1.4%
921A	4	0	1	0	0.0%	6	4	66.7%	13	2	15.4%
922A	8	0	1	0	0.0%	10	9	90.0%	43	1	2.3%

The board convened in early May 2000 and adjourned in late May 2000. The approved promotion selection results were released 22 Aug 2000. The four MOSs for Quartermaster warrant officers are 920A (Property Accounting Technician), 920B (Supply Systems Technician), 921A (Airdrop Systems Technician) and 922A (Food Service Technician).

Relationship Between Civilian Education and Promotion

These 2001 promotion selection results in relation to the civilian education levels of warrant officers are surprising to many Quartermasters. Although DA Pamphlet 611-11 (Warrant Officer Professional Development) suggests that warrant officers attain an associate's degree before consideration for CW3 and a bachelor's degree before consideration for CW4, meeting these recommended goals does not assure promotion. Both warrant officers with and without various college degrees were selected and were not selected for promotion. Promotion selection boards consider the "whole officer" concept that evaluates every facet of an officer's career: assignment history, duty positions, performance, awards and decorations, appearance and self-improvement actions. However, for CW5s, none were selected with no college credits; and CW5s showed a progressive increase in promotions as the level of the college degree increased.

Divisional Assignments Key to Promotion to CW3

Promotion consideration to CW3 continues to be extremely competitive. Warrant officers who have performed well in traditional units - the Army division - tend to fare better than others without similar assignments but with higher levels of performance. To remain competitive with their peers, junior warrant officers (W01 to CW2) must have some service in an Army division before consideration for promotion to CW3. As the following MOS chart indicates, more than 70 per cent of Quartermaster warrant officers selected for CW3 were currently in an Army division or had a previous division assignment.

However, the numbers on the chart do not reflect that most 920Bs selected for promotion had had division service. This is because many units with 920Bs are "disguised" divisional units. Board members may view units such as separate support battalions and supply support activities as "divisional" types of units. Also, the very small population of 921As has a very specialized airdrop function. Because of this narrow function and the limited number of positions for 921As within the 82d Airborne Division, typical division service does not apply to this Quartermaster MOS for warrant officers.

MOS	Division	Non-Division
920A	72.0%	28.0%
920B	41.0%	59.0%
921A	N/A	N/A
922A	70.0%	30.0%

Current Photographs Parallel Promotions Above the Zone

The following chart depicts the number of warrant officers by promotion zone and the dates of their official photographs. Notice that all warrant officers selected from above the zone (AZ) had a current year (2000) photograph. Also notice that all 10 of the warrant officers selected from below the zone (BZ) had a current year (2000) photograph. Obviously, Quartermasters missing photographs from their files were not selected for promotion. Any warrant officer with a photograph dated before "1999" also was not selected. ***A photograph for the current year is critical!***

	2000		1999		1998		1997		1996		1995		
Zone	Con	Sel	Con	Sel	Con	Sel	Con	Sel	Con	Sel	Con	Sel	No Photo
AZ	11	1	16	0	9	0	0	0	0	0	2	0	1
PZ	96	64	12	9	2	0	0	0	0	0	0	0	0
BZ	171	10	17	0	12	0	9	0	12	0	3	0	5

Inside Information on Promotion 2001

For Quartermaster warrant officers, the next promotion board will be May 2001. Now is the time to get files ready. This information about how to prepare the best personnel records is not new, but the rules for preparing files for a promotion board have not changed. Here, again this year, is some inside information on how to prepare records for promotion.

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 tips for all Quartermaster officers preparing their official personnel files for promotion boards.

Officer Record Brief

On the Officer Record Brief (ORB), most promotion boards members direct the most attention to these five sections: Section IX-Assignment Information, Section VII-Civilian Education, Section VIII-Awards and Decorations, Section VI-Military Education, and Section IV-Personal/Family Data. It is not my intent to suggest other sections on the ORB are not important, they are. However, make sure that information is 100 per cent correct on the five sections that promotion board members most closely examine.

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 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 OMPF parts in the promotion folder. If comments within an officer's OER raise suspicion, a 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 adopt the "I am too busy" attitude. The officer is ultimately responsible that his record is complete and up-to-date for a promotion selection board.

Checklist for the OMPF microfiche

- Check for each OER to ensure none are missing.
- For CW3s and above, remove the W01 OERs.
- Check for an award certificate/order for every award listed on the ORB, for every award above an Army Achievement Medal.
- Check all other documents to make sure they all have your name and not another officer's name.

To request a copy of your OMPF microfiche or 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

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 the zone, primary zone, 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 FY2001 is tentatively scheduled for May 2001, so take a photograph that can be dated with the year 2001, such as January 2001 or February 2001.

As I have mentioned before, there is no single, most important document in your file. All are important, 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 the best possible first impression in his photograph.

Checklist 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. The official photograph is not a "fashion shoot."
- 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.
- Not requesting a microfiche
- Not comparing the awards on the microfiche to the ORB.
- Poor quality photograph.
  - Wrinkled uniform.
  - Poor posture.
  - Facial hair.

- Bright lipstick.
- Long fingernails.
- Unprofessional hairstyles.
- Awards not matching the ORB.

- *PROCRASTINATION.*

Preparing your personnel record for a promotion board is not difficult. It is not someone else's responsibility. Unfortunately, many officers put off checking their file until the last minute. I strongly urge all officers to begin now to prepare their records for next year's promotion board.

CY00 Sergeant First Class Board Statistics for Quartermaster Soldiers

CPT David V. Gillum, Deputy Branch Chief, Enlisted Personnel Management
Gillumd@hoffman.army.mil

Quartermaster selection percentages from the CY00 SFC Promotion Board compared favorably with Army averages. As usual, the Army's needs drove the selection numbers. Therefore, some Quartermaster military occupational specialties (MOSs) did better than others. These three MOSs significantly exceeded the Army average: 77W (Water Treatment Specialist), 92A (Logistical Automation Specialist) and 92G (Food Service Specialist).

This article shows the statistical breakdown of Quartermaster selections by Career Management Field (CMF) and by MOS. After action review (AAR) comments follow the summary of board actions. I urge Quartermasters to take particular notice of comments about the files without photographs and the files of overweight soldiers. Far too many of our soldiers in the zone for promotion are not doing the right things to improve their chances of selection. A file without a Department of the Army (DA) photograph tells the board that getting promoted was not worth spending an hour or two preparing for a DA photograph. That is the wrong message for Quartermaster noncommissioned officers (NCOs) to send a selection board. Being in the overweight program while in the zone of consideration sends the same negative message. An NCO in the weight control program is less likely to be selected for promotion than peers who meet the Army standard.

The message is clear. Quartermasters in the zone of consideration for promotion must do everything possible to present their best files to the board. Do you need a DA photograph? Have one taken! Are you in the weight control program? Get serious about getting into shape! Please read the AAR comments and look how they apply to you.

SERGEANT FIRST CLASS SUMMARY OF BOARD ACTIONS BY CMF															
	PREV PZ CONS			FIRST PZ CONS			PZ TOTAL			SZ TOTAL			TOTALS		
CMF	NR IN ZONE	NR SEL	%	NR IN ZONE	NR SEL	%	NR IN ZONE	NR SEL	%	NR IN ZONE	NR SEL	%	CONS	SELECT	%
77	150	23	15.3	155	35	22.6	305	58	19.0	115	7	6.1	420	65	15.5
92	914	172	18.8	790	292	37.0	1,704	464	27.2	927	82	8.8	2,631	546	20.8

SERGEANT FIRST CLASS SUMMARY OF BOARD ACTIONS BY MOS															
	PREV PZ CONS			FIRST PZ CONS			PZ TOTAL			SZ TOTAL			TOTALS		
MOS	NR IN ZONE	NR SEL	%	NR IN ZONE	NR SEL	%	NR IN ZONE	NR SEL	%	NR IN ZONE	NR SEL	%	CONS	SELECT	%
CMF 77															
77F	132	11	8.3	132	19	14.4	264	30	11.4	100	4	4.0	364	34	9.3
77L	5	1	20.0	7	2	28.6	12	3	25.0	7	0	0.0	19	3	15.8
77W	13	11	84.6	16	14	87.5	29	25	86.2	8	3	37.5	37	28	75.7
TOTAL	150	23	15.3	155	35	22.6	305	58	19.0	115	7	6.1	420	65	15.5
CMF 92															
43M	6	0	0.0	0	0	0.0	6	0	0.0	3	0	0.0	9	0	0.0
57E	26	1	3.8	20	2	10.0	46	3	6.5	9	0	0.0	55	3	5.5
92A	11	0	0.0	167	77	46.1	178	77	43.3	341	35	10.3	519	112	21.6
92G	197	45	22.8	250	96	38.4	447	141	31.5	281	27	9.6	728	168	23.1
92M	30	2	6.7	6	0	0.0	36	2	5.6	8	0	0.0	44	2	4.5
92R	38	3	7.9	30	6	20.0	68	9	13.2	11	0	0.0	79	9	11.4
92Y	606	121	20.0	317	111	35.0	923	232	25.1	274	20	7.3	1,197	252	21.1
TOTAL	914	172	18.8	790	292	37.0	1,704	464	27.2	927	82	8.8	2,631	546	20.8

AAR for CY00 Sergeant First Class Selection Board

Issue: Missing/outdated photographs. Panel members review photographs for military bearing, awards and general appearance. Many records had missing or outdated photographs. This causes board members to wonder why. **Recommendation:** Involve the chain of command to ensure that photographs are current.

Issue: Height/weight information lacks credibility. Significant increases or decreases in height and weight need an explanation in the rater's portion of the NCO Evaluation Report (NCOER). The rated NCO should also take responsibility to ensure consistency throughout the NCOERs. **Recommendation:** Height/weight information must be accurate and consistent.

Issue: Overweight soldiers. Far too many soldiers are on the overweight program. More important, too many soldiers are in the overweight program when their files are before a promotion board. **Recommendation:** The chain of command must reinforce the consequences of failed height/weight standards and failure in the Army Physical Fitness Test (APFT), especially when the failure is on the top NCOER appearing before the promotion board.

Issue: Civilian education. Large numbers of Quartermaster NCOs have no college credits. **Recommendation:** Some NCOs need evaluations of their records by the education center. NCOs should pursue civilian education for self-improvement. Commanders and command sergeants major should reinforce education initiatives in their commands.

Issue: Abbreviation and acronym use. Use of abbreviations and acronyms caused confusion and misunderstandings among promotion board members. Also, unfamiliar acronyms slowed the board's progress. **Recommendation:** Spell out abbreviations and acronyms out when used the first time.

Issue: Supervision bullets in duty description. NCOs are receiving credit for supervising, but this credit is often buried or unclear to the promotion board. There is also a problem with consistency. For example, an NCO holds the same job for 3 NCOERs, but supervises 3 to 10 soldiers during this time. This apparent inconsistency causes a dilemma in determining the increase in responsibility. Also, the level of supervision is not clearly shown in the overall scope of organization. **Recommendation:** Raters should place NCO supervisory information first and use numbers, not text, to distinguish it.

Issue: NCOs working outside of their primary MOS (PMOS). Some NCOs are working exclusively outside of their PMOSs. This is not a significant problem, if the NCO does not remain there indefinitely. A typical example is the Battalion Retention NCO. This NCO does very well, but works outside of his PMOS and not considered very competitive with other NCOs if allowed to remain in the job more than 18 months. **Recommendation:** Alert the field that allowing NCOs to work outside their PMOS is a good method to expand the NCO knowledge base, but may hurt the individual NCO if allowed for a prolonged period.

Issue: Consecutive NCOERs with identical bullet comments. Some raters and senior raters are using identical comments on consecutive NCOERs. Panel members noted this practice and questioned the value of the NCOERs, as well as the caring and effort of the rating officials. **Recommendation:** Rating officials should not use identical bullet comments on consecutive NCOERs. Raters must ensure that an accurate and fair rating on each NCOER.

Issue: Some raters are not giving soldiers "Excellence" ratings when their bullet comments justify that rating. Some raters are writing bullets that qualify for "Excellence" ratings when describing the NCO's contributions. However, raters are checking the "Success" block instead. This practice could affect a soldier's competitiveness for promotion. **Recommendation:** Raters should mark "Excellence" blocks for bullets with qualifying information that justifies the rating.

Issue: Absence of senior rater comment on performance/potential. Several files were identified without senior rater comment on potential, such as "promote," "promote with peers," "promote ahead of peers," "promote now," and "do not promote." Although not mandatory, such specific comments assist a promotion board in determining the NCO's future with the Army. **Recommendation:** Inform the field of findings with NCOER trends.

Issue: Letters to the board president. Many letters are "look what I've done" notes. If updated regularly, the NCO's file will provide the board this information. **Recommendation:** NCOs should only address issues not covered in their files, briefly and concisely.

SFC Promotion Board Results for MOS 92G (Food Service Specialist)

The Senior Enlisted Promotion Selection Board considered 728 Quartermasters with the 92G MOS in the year 2000 and recommended 168 or 23 per cent for promotion to sergeant first class (SFC). Of the 168 92Gs selected for promotion, 141 92Gs were in the primary zone and 27 below the zone. The average age of 92Gs selected in the primary zone was 34.6 years, and the average age was 33 years in the secondary zone. The average time in grade for Quartermasters selected in the primary zone was 3.5 years and 1.9 years for 92Gs selected in the secondary zone. The average number of years in the Army for 92Gs selected in the primary zone was 13 years of time in service, and 11.3 years of time in service in the secondary zone.

The SFC board members reviewing promotion files for the 92G Career Management Field noted that a significant number of 92Gs have furthered their civilian education. However, board members were concerned about height and weight standards of the NCOs being considered for promotion. Members questioned files of soldiers whose height increased with age, as well as soldiers who appeared overweight in their photographs.– *Noncommissioned Officer Proponency Office, Office of the Quartermaster General, Fort Lee, VA*

The Making of a Qualified Quartermaster Soldier

CPT Mark Eric Young

The duties of Quartermaster soldiers are important to logistical leaders. Today's Quartermasters train at the US Army Quartermaster Center and School, Fort Lee, VA, in 10 military operational specialties (MOSs) within the 77, 57, 43 and 92 career series. Each series has specific letters of the alphabet that further identify specific jobs within the series. The following paragraphs briefly describe each Quartermaster MOS.

77W (Water Treatment Specialist)

A Quartermaster with the 77W MOS attends advanced individual training (AIT) at Fort Lee for 10 weeks and 4 days. Entry-level 77W training includes water reconnaissance; site preparation; setting up a water treatment activity; operating and maintaining water treatment equipment; receiving, issuing and storing potable water; and performing water quality analysis testing.

77L (Petroleum Laboratory Specialist)

A 77L soldier has AIT for 10 weeks and 2 days. Entry-level training includes receiving samples and conducting tests on petroleum products; evaluating test results; making recommendations about product disposition; and applying fire prevention and safety control procedures when handling volatile petroleum products.

77F (Petroleum Supply Specialist)

A 77F Quartermaster has AIT for 9 weeks and 1 day. Entry-level training includes receiving and storing bulk and packaged petroleum, oils and lubricants; issuing and dispensing bulk fuels and water from storage and distribution facilities to using units; performing petroleum and water accounting duties; operating petroleum and water distribution system and multiproduct pipeline systems equipment; fueling and defueling vehicles, aircraft and stationary equipment; and initiating emergency precautions in case of petroleum spillage and fire.

57E (Laundry and Shower Specialist)

A 57E soldier has AIT for 4 weeks. Entry-level training includes receiving bulk, individual or organizational laundry; operating mobile washers, extractors, dryers, reimpregnation, decontamination and delousing equipment; sorting and issuing cleaned laundry and equipment; conducting clothing exchange; and installing, inspecting, operating and maintaining laundry, shower, decontamination and delousing equipment and generators.

43M (Fabric Repair Specialist)

A 43M Quartermaster has AIT for 6 weeks and 2 days. Entry-level training includes inspecting, tallying, marking, tagging and segregating textile, canvas and webbed items; sewing worn or damaged fabrics; altering sizes and repairing uniforms; attaching unit patches, name tapes and chevrons and replacing fasteners and zippers; fabricating and repairing items such as canvas covers and tarpaulins; and operating and maintaining sewing, darning and button machines.

92R (Parachute Rigger)

A 92R Quartermaster has AIT for 11 weeks. Entry-level training includes inventorying, cleaning, inspecting, packing and storing personnel and cargo parachutes and associated equipment; rigging supplies, equipment and vehicles for airdrop; fabricating and assembling airdrop platforms, cushioning materials and rigging components; loading and securing supplies and equipment within aircraft; testing and installing extraction and release systems; inspecting cargo and personnel parachutes and other airdrop equipment to determine serviceability; repairing and replacing airdrop equipment; and using and maintaining machines and tools to fabricate, modify and repair parachutes and other airdrop equipment.

92G (Food Service Specialist)

A 92G Quartermaster has AIT for 8 weeks and 2 days. Entry-level training includes preparing and cooking menu items by Army recipes; setting up serving lines, garnishing food items and applying food protection and sanitation measures in the field and garrison; receiving and storing subsistence items; operating, maintaining and cleaning field kitchen equipment; erecting all types of field kitchens; and preventive maintenance on garrison and field kitchen equipment.

92M (Mortuary Affairs Specialist)

A 92M soldier has AIT for 6 weeks and 2 days. Entry-level training includes searching areas for unburied dead, isolated or unmarked graves, personal effects and identification media; disinterring remains; recording personal effects; evacuating remains and personal effects to designated points; determining and recording recovery locations on maps, sketches and overlays; establishing and recording tentative identification; assisting in preparing, preserving and shipping remains; inventorying, safeguarding and evacuating personal effects; and assisting in mass casualty burials.

92A (Automated Logistical Specialist)

A 92A soldier has AIT for 12 weeks. Entry-level training includes establishing and maintaining stock records and also automated and manual accounting records; verifying quantities received; unloading, unpacking, visually inspecting, counting, palletizing and storing incoming supplies; maintaining stock locator systems; packing, weighing and banding equipment and supplies; constructing bins other storage aids; processing requests and turn-in documents at direct support warehouses; performing prescribed load list and shop stock list duties in manual and automated supply applications; breaking down and distributing field rations; operating materiel-handling equipment; and performing accounting and sales functions in self-service supply.

92Y (Unit Supply Specialist)

A 92Y soldier has AIT for 7 weeks and 3 days. Entry-level training includes receiving, inspecting, inventorying, loading, unloading, segregating, storing, issuing, delivering and turning in organization and installation supplies and equipment; operating unit-level computers; preparing all unit/organizational supply documents; maintaining automated supply system for accounting of organizational and installation supplies and equipment; issuing and receiving small arms; securing and controlling weapons and ammunition in security areas; and scheduling and performing preventive and organizational maintenance on weapons.

With 10 MOSs, the Quartermaster Corps fully supports the Army and can be counted on to get the mission done. Logistical leaders will better manage Quartermaster soldiers during peacetime and in war with a sound understanding of a Quartermaster soldier's responsibilities.

CPT Mark Eric Young is a recent graduate of the Combined Logistics Captains Career Course (CLC3) at Fort Lee, Virginia. His previous assignments include Special Operations Support Command (SOSCOM) Brigade Assistant S3/2, Battalion Assistant S3/2, Special Operations Forward Liaison Officer in Kosovo, Y2K Millennium Lightning II J4 Logistician, 528th Special Operations Supply and Services Platoon Leader, 226th Area Support Group Mortuary Affairs Officer, 1000th Transportation Corps Detachment Supply Management Officer, and prior enlisted service.

QUARTERMASTER UPDATE

Warrant Officer Conference This March at Fort Lee, VA

More than 300 are expected to attend the fourth annual Quartermaster Warrant Officer Conference, 12-15 Mar 01, at the US Army Quartermaster Center and School, Fort Lee, VA. Participants will receive briefings and information from across the Total Force. For two days during the week, attendees will be expected to provide "solution sets" to the topics discussed in workshops. Point of contact is CW5 Robert Gowin at DSN 687-3702 or E-mail to gowinr@lee.army.mil.

Airdrop Review and Malfunction/Safety Board

More than 170 attendees representing the Army, Marine Corps, Navy and Air Force met for the 104th Airdrop Review and Malfunction/Safety Board, 18-19 Oct 00, at Fort Lee, VA. Hosted by the Aerial Delivery and Field Services Department (ADFSD), US Army Quartermaster Center and School, the board analyzed airdrop malfunctions to prevent recurrences. The board also reviewed current doctrine, procedural and maintenance issues. Find results from the board at www.quartermaster.army.mil/adfsd. The next malfunction board dates are 21-22 Feb 01, 20-21 Jun 01 and 17-18 Oct 01. All boards will be held at Fort Lee. Point of contact is MAJ Roe Grigley, ADFSD Deputy Director, at DSN 687-3074.

Quartermaster Online Survival Guide

Funded by the University After Next (UAN) for The Quartermaster General, a Quartermaster Online Survival Guide (QMOSG) is being developed as an electronic "knowledge on demand" system. The Premier Tech Group at Fort Lee, VA, sponsored by the US Army Combined Arms Support Command, is working on QMOSG for need-to-know information online to Quartermaster company grade officers, warrant officers and noncommissioned officers. The completion date has yet to be determined. Point of contact is MAJ Greg Solem at DSN 687-4076.

IPDS Video Ready for Training

A video of the setup and operation of the Inland Petroleum Distribution System (IPDS) during *Operation Turbo Patriot* will be used to develop Interactive Multimedia Instruction (IMI) courseware for IPDS training. This video was made at Camp Pendleton, CA, 5-14 Sep 00, with the 19th Quartermaster Company, Fort Story, VA.

Petroleum and Water Equipment Budgeting Requirement for FY02

Beginning in FY02, units must budget for replacement of petroleum and water system (PAWS) fabric tanks, pumps and test kits. A Department of the Army (DA) message (DTG 191100Z OCT 00 HQDA WASHINGTON DC// DAMO-FDL//) serves as the official guidance on these secondary items until SB-700-20 is updated. For a detailed matrix of the systems that include these PAWS items, E-mail a request to pawshelp@tacom.army.mil with "Item Transition Inquiry" in the E-mail's subject line.

The complete DA Message and other operational, safety-in-use, technical and maintenance advisory correspondence are on the Petroleum and Water Department web site's "Downloads" at www.quartermaster.army.mil/pwd. The detailed DA Message also includes the estimated annual "washout percentage" for each item, based solely on the equipments' expected life. Point of contact is James Turgeon at DSN 687-1332 or E-mail to turgeonj@lee.army.mil.

Also, the US Army Tank Automotive and Armaments Command (TACOM) is providing transition information, as available, in an E-mail newsletter in Adobe Reader format. To receive the newsletter, send an E-mail to pawshelp@tacom.army.mil with "Request Transitions Newsletter" in the subject line. Adobe Reader 4.0 is available at no cost at the Adobe web site, http://www.adobe.com.

Directory - Points of Contact

US Army Quartermaster Center and School

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

The Quartermaster General (ATSM-CG)
MG Hawthorne L. Proctor 734-3458
proctorh@lee.army.mil

Deputy Commanding General (ATSM-ACR)
BG Calvin D. Jaeger 734-3574
cdjaege@sandia.gov

Assistant Commandant (ATSM-AC)
COL Wayne D. Taylor 734-3759
taylorw@lee.army.mil

Command Sergeant Major (ATSM-CSM)
CSM Larry W. Gammon 734-3248
gammonl@lee.army.mil

23d Quartermaster Brigade (ATSM-TPC)
COL George M. Parker 734-4644
parkerg@lee.army.mil

49th Quartermaster Group (Petroleum and Water) (AFFL-GC)
COL Edwin L. Myers 734-6026
myerse@lee.army.mil

Chief, Office of the Quartermaster General (ATSM-QMG)
LTC(P) Joseph A. Brown 734-4237
brownj5@lee.army.mil

Command Planning Group (ATSM-CPG)
MAJ Darrel Larson 734-4186
larsond@lee.army.mil

Quartermaster Total Force Integration Office (ATSM-ACR)
LTC H. Bryan I. Holtman 734-3574
holtmanh@lee.army.mil

Operations and Training Mgt Directorate (ATSM-AC-O)
Nancy Briggs 734-4402
briggsn@lee.army.mil

Army Center of Excellence, Subsistence (ATSM-CES)
LTC Timothy P. Fitzgerald 734-3007
fitzgeraldt@lee.army.mil

Mortuary Affairs Center (ATSM-MA)
Tom D. Bourlier 734-3831
bourliert@lee.army.mil

Aerial Delivery and Field Services Department (ATSM-ADFSD)
Theodore J. Dlugos 734-5370
dlugost@lee.army.mil

Logistics Training Department (ATSM-LTD)
LTC James C. Bates 734-3195
batesj@lee.army.mil

Petroleum and Water Department (ATSM-PWD)
James F. Barros 734-2820
barrosj@lee.army.mil

Noncommissioned Officers Academy (ATSM-SGA)
CSM James M. Fisher 765-2066
fisherj1@lee.army.mil

Directorate of Combat Developments - QM (ATCL-Q)
COL Louis E. Taylor 734-0020
taylor13@lee.army.mil

Training Directorate - Quartermaster (ATCL-AQ)
Rod Mustanski 765-1425
mustansr@lee.army.mil

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

TELEPHONE:
DSN 687-4382
Commercial (804) 734-4382
FAX (804) 734-3096

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

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

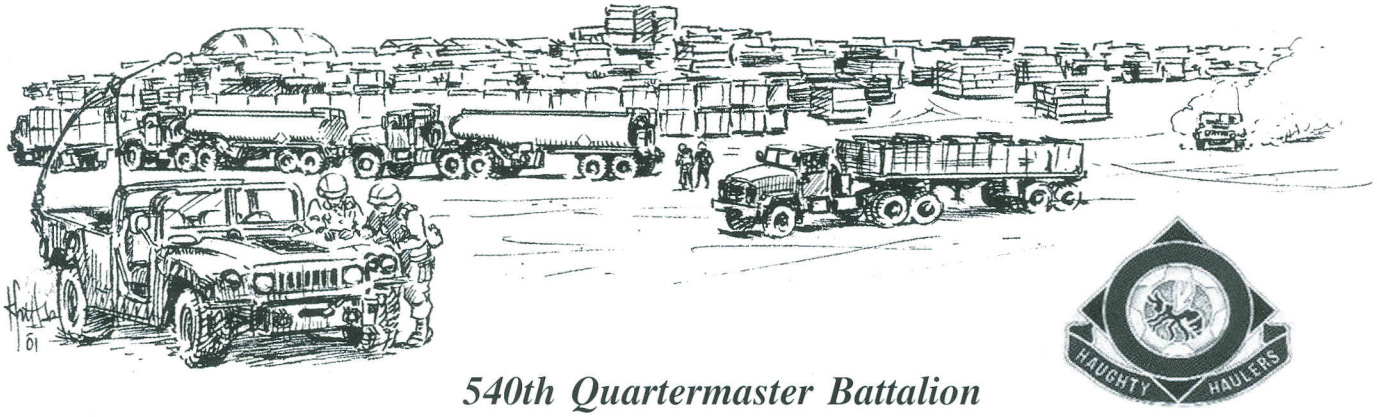
QUARTERMASTER HOTLINE:
The Quartermaster HOTLINE collects immediate feedback from the field on issues such as doctrine, training, personnel proponency, and Quartermaster equipment development with a 24-hour telephone answering service. The Office of the Quartermaster General records incoming calls after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

SUBSCRIPTIONS:
Individual subscriptions are available from the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954 at the rate of $14.00 per year ($17.50 foreign). Telephone credit card orders can be made 8 a.m. to 4 p.m., Eastern time, to (202) 512-1800. Orders can be sent by FAX 24 hours a day to (202) 512-2250.

For private subscribers to change an address, FAX a request to (202) 512-2250 or mail to Superintendent of Documents, US Government Prining Office, Mail List Branch, 732 N. Capitol Street, Washington, DC 20402-0001.

Quartermasters Online **www.quartermaster.army.mil**

A 540th QM Battalion convoy prepares to depart from Logistics Base Bravo, near King Kahlid Military City, Saudi Arabia, January 1991.



540th Quartermaster Battalion

Organized and Federally recognized 28 April 1923 in the North Carolina National Guard as Headquarters Detachment and Combat Training, 3d Battalion, 117th Field Artillery, an element of the 39th Division, at Lenoir, North Carolina.

117th Field Artillery relieved 1 July 1923 from assignment to the 39th Division and assigned to the 31st Division.

Redesignated 24 July 1925 as Headquarters Battery and Combat Train, 3d Battalion, 117th Field Artillery.

Redesignated 12 January 1927 as Headquarters Battery and Combat Train, 3d Battalion, 113th Field Artillery, an element of the 30th Division (subsequently the 30th Infantry Division).

Redesignated 1 July 1940 as Headquarters Battery, 3d Battalion, 113th Field Artillery.

Inducted into Federal service 16 September 1940 at Lenoir, North Carolina.

Inactivated 1 October 1940 at Fort Jackson, South Carolina.

Reorganized and redesignated 1 April 1959 as Headquarters and Headquarters Battery, 5th Howitzer Battalion, 113th Field Artillery, and element of the 30th Infantry Division.

Redesignated 10 March 1963 as Headquarters and Service Battery, 1st Battalion, 113th Field Artillery, an element of the 30th Infantry Division.

Converted and redesignated 1 January 1968 as Headquarters and Headquarters Detachment, 540th Transportation Battalion and relieved from assignment to the 30th Infantry Division.

Converted and redesignated 1 September 1980 as Headquarters and Headquarters Detachment, 540th Quartermaster Battalion.

Inducted into Federal Service 27 September 1990 at Lenior, North Carolina.

Released from Federal Service 5 May 1991 at Lenoir, North Carolina.

CAMPAIGN PARTICIPATION CREDIT

SOUTHWEST ASIA for Defense of Saudi Arabia, Liberation and Defense of Kuwait, Cease-Fire

DECORATIONS

Unit Meritorious (Army) Streamer embroidered SOUTHWEST ASIA

QUARTERMASTER PROFESSIONAL BULLETIN
US ARMY QUARTERMASTER CENTER AND SCHOOL
1201 22D STREET
FORT LEE VA 23801-1601

OFFICIAL BUSINESS

PERIODICALS
POSTAGE AND FEES PAID
AT PETERSBURG, VA
AND ADDITIONAL CITIES

Photograph by SGM Michael C. Natale

Quartermasters Train World Champions

Headquarters, Department of the Army

This publication is approved for public release. Distribution is unlimited.