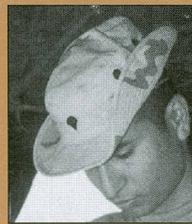


# Quartermaster

PROFESSIONAL BULLETIN  
WINTER 2001  
WARFIGHTERS' LOGISTICIAN

PB 10-01-4

*Through the eyes*



*of a Quartermaster... Page 5*

Quartermaster Transformation:  
Supply, Petroleum and Water  
Page 8



## *From The Quartermaster General*

The world has changed significantly since the last update in the *Quartermaster Professional Bulletin*. September 11, 2001 will be a day few of us will ever forget. There will be many challenges for our Army in the future.

It is with great respect and sorrow that I report that two Quartermaster soldiers, Major Stephen V. Long and Sergeant First Class Jose O. Calderon-Olmedo, tragically lost their lives in the September 11th terrorist attack on the Pentagon. In November, the Washington Area Quartermaster Women's Club rededicated the Quartermaster memorial in Arlington National Cemetery in their honor. May God bless each of these Quartermaster soldiers and their families.

Other Quartermaster heroes have been identified at the Pentagon. One of them, Staff Sergeant Christopher D. Braman, was awarded the Soldier's Medal and the Purple Heart (page 31) for his actions on September 11th.

*Operation Noble Eagle* reminds us that additional mortuary affairs structure is required for quicker disaster response. Response to the Pentagon attack was swift. The Mortuary Affairs Center and the Mortuary Affairs units are to be commended for their superb effort responding to the crisis at the Pentagon, but response to a coincidental attack in a different site would have required additional units.

The US Army Quartermaster Center and School's training departments have assisted with *Operation Noble Eagle* and *Operation Enduring Freedom* by



*Major General Terry E. Juskowiak*

providing technical assistance with topics from fuel additive training to high-altitude airdrop. Every Quartermaster in the field should know that we are here to assist on technical issues. Please do not hesitate to call any of the experts listed on the Directory page of this publication.

We have developed a theme for upcoming editions of the *Quartermaster Professional Bulletin*. In the quarterly editions over the next year, we will provide a complete assessment of each Quartermaster training department. Articles within each quarter's bulletin will concentrate on a department's training, military occupational specialty (MOS) lifecycle, history and future. We will also discuss what tasks are trained or not trained at Fort Lee, VA, for each department. The Spring edition will highlight the Petroleum and Water Department and also include an overview of Quartermaster training by the Operations and Training Management Directorate. The intent is to give readers a complete rundown of the area or areas of concentration for each department. The petroleum and water theme will also coincide with the opening of the Petroleum and Water Gallery in the US Army Quartermaster Museum during Regimental Week, 15-18 May 02, at Fort Lee.

The Summer edition will center on the Army Center of Excellence, Subsistence (ACES). The Autumn edition will focus on the Aerial Delivery and Field Services Department and coincide with the opening of the "Rigger Gallery" at the Quartermaster Museum. Finally, the Logistics Training Department and the US Army Mortuary Affairs Center will share the Winter edition.

*(Continued on Page 33)*

# Quartermaster

PROFESSIONAL BULLETIN



## The Quartermaster General

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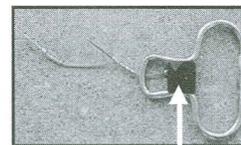
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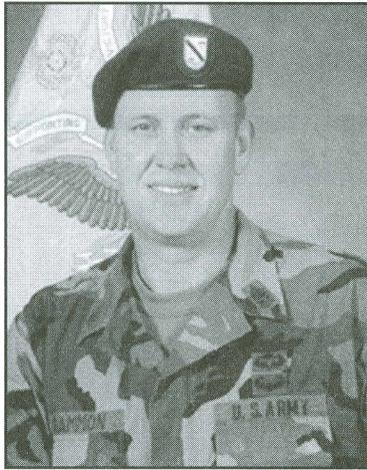
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# Reflecting on 30 Years



*Command Sergeant Major Larry W. Gammon*

This is my last article as the Quartermaster Corps Regimental Sergeant Major. I'll be moving on to different (maybe greener) pastures as my military career comes to an end. I can't believe it's been almost 30 years since that cold March day in 1972 when I raised my hand and was sworn in as a member of the United States Army. I've come to appreciate and better understand all that our country stands for while serving these past 30 years.

A little more than 226 years ago, our Founding Fathers struggled to lay the foundation for our newly formed republic. This fledgling society was a mixture of different classes of people with different nationalities who were dependent on a chosen few for representation, common welfare and security. An army was formed to protect and defend these same citizens from enemies, foreign and domestic. As the army evolved over time, a definitive rank structure became apparent. This army was made up of officers, noncommissioned officers (NCOs) and soldiers. The backbone of this organization was the noncommissioned officer. The NCO was counted on as a leader of soldiers, a disciplinarian, a motivator and a person whose presence brought stability to the ranks. Today is no different.

The catch phrase for today's changing military is *Army Transformation*. As we all know, change is ordinary, change is guaranteed and change can be productive. Let me highlight a few changes that impacted the NCO Corps since I entered service nearly 30 years ago.

In the 1970s our United States Army began transforming from an Army of draftees into an Army of volunteers (VOLAR). The end of the draft brought many a smile to young folks across the country. The Noncommissioned Officer Education System (NCOES) was implemented to offer a three-level education process aimed at giving NCOs more attractive career opportunities and providing the Army with better-trained leadership. Even though NCOES improved the competencies of NCOs, the system did not provide a clear line of requirements for career progression. Those issues were resolved with introduction of the Enlisted Personnel Management System (EPMS) in 1975. EPMS expanded professional opportunities while improving skill levels at the same time. The Skill Qualification Tests were introduced to verify a soldier's ability to perform at the Army's required level.



**MG Terry E. Juskowiak and CSM Gammon presenting an award to SFC Nigel Williams at the 2001 Instructor of the Year Ceremony**

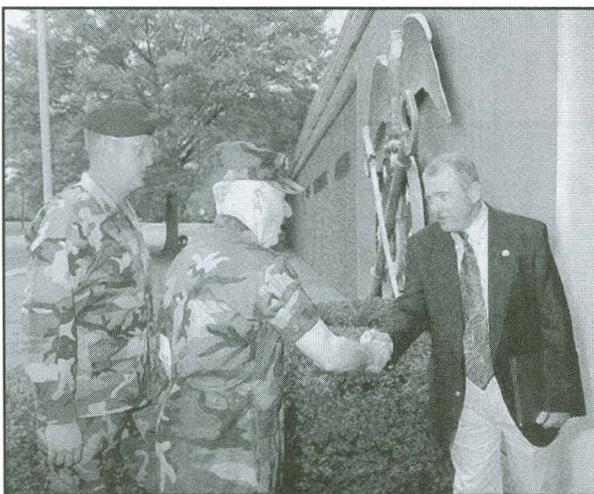
Another professional system related to career management for NCOs evolved in the 1980s: the NCO Development Plan (NCODP). This NCO Development plan can be classified as formal NCO leadership training. NCO development is a force multiplier whereby NCOs can apply the skills learned in NCOES and EPMS to their own units of assignment.

The Primary Leadership Development Course (PLDC) became a mandatory prerequisite for promotion to staff sergeant. This was the first time a NCOES course actually became mandatory for promotion. The Quartermaster Corps NCO Academy was officially opened in 1987 to better serve junior leaders with professional development.

The 1990s were busy years for Quartermaster soldiers and NCOs. Quartermasters performed in every contingency from *Operation Desert Storm* in West Asia to Bosnia in Europe, from warfighting to peacekeeping. During the last decade, Quartermasters became hardened professionals while proudly serving their nation at home and abroad.

I believe there is clear evidence that the preceding 30 years of changes have made us better soldiers and leaders today and into the future.

I'd like to welcome to Fort Lee, VA, the incoming Regimental Command Sergeant Major, CSM Bradley



**Former Sergeant Major of the Army Robert E. Hall (retired) and CSM Gammon arriving at the US Army Quartermaster Museum to meet Tim O'Gorman, Director**

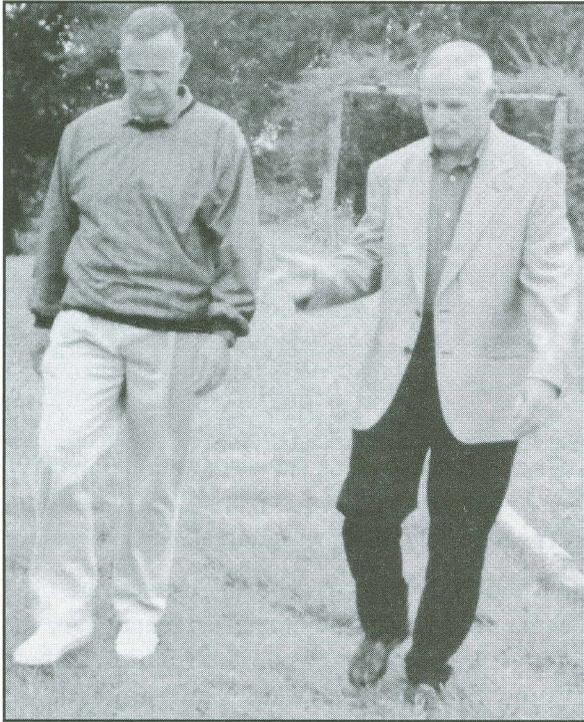


**MG Henry T. Glisson, as the 44th Quartermaster General, accepting a plaque from CSM Gammon from the Sergeants Major Association**

Peat. CSM Peat comes to us from Fort Stewart, GA, where he served as the command sergeant major for the 24th Corps Support Group. I wish him the best and know he will receive the same professional support I received from our leaders in the Quartermaster Corps.

Lastly, I want to thank everyone who provided support and guidance to me while I was assigned as the Quartermaster Corps Regimental Command Sergeant Major. I want to give a special thanks to my peers who were instrumental in the growth of the Quartermaster Corps and Fort Lee, especially retired Command Sergeants Major Milton B. Hazzard, Ricky A. Vernon, and Howard Rathmann. We've been very fortunate to have some great leaders at the helm of the US Army Quartermaster Center and School who have contributed to making the Quartermaster Corps the premier service and support organization in the world. Leaders such as Major General Carl H. Freeman, Major General Barry D. Bates, Colonel Gary L. Juskowiak (retired) and Colonel Wayne Taylor; Lieutenant General John J. Cusick (retired), Lieutenant General Henry T. Glisson (retired), Major General James M. Wright (deceased), and Major General Hawthorne L. Proctor. Under their care and leadership the Quartermaster Corps blossomed into a vibrant multifaceted organization.

But that was the past, and we cannot live in the past. We must work in the present and prepare for the future. I believe our 47th Quartermaster General, Major General Terry E. Juskowiak is the right man



**MG Wright talking with CSM Gammon during a staff ride at City Point, Virginia**

to lead our Corps in the future. I believe his tour as The Quartermaster General will intensify that feeling of pride and esprit that our Corps warrants. Under his tutelage and keen leadership, we will continue to be a qualitative force multiplier for our Army and our national defense.

I especially want to thank my hero, the late Major General James M. Wright for his mentoring and

friendship. I can't think of a better way to end this farewell than to use a quote attributed to General Creighton Abrams that Major General Wright used frequently to stir the emotions of soldiers. What General Abrams said was that "*what this country needs, it cannot buy. It needs dedicated soldiers who see service to their country as an affair of the heart.*"

Quartermaster service has been that way for me, and I hope it's that way for you. Supporting Victory!

*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.*

## *Through the Eyes of a* **QUARTERMASTER. . .**



*Through the Eyes of a Quartermaster* is a new section for soldiers to share what they've learned on the job at any level of service to the Corps. (See Page 5.) This new feature allows authors a more personal tone when speaking to other Quartermaster soldiers in print. Quartermasters should write in a straightforward, narrative style and emphasize their mission.

In format, the text for each article will average 1-3 pages, with about 560 words per page. Photographs will be returned to the author. For further information, E-mail the *Quartermaster Professional Bulletin's* editor at [kinesl@lee.army.mil](mailto:kinesl@lee.army.mil)

*Through the Eyes of a*

## QUARTERMASTER



### *Experiences of a Company Grade Officer*

*MAJ Conrado B. Morgan*

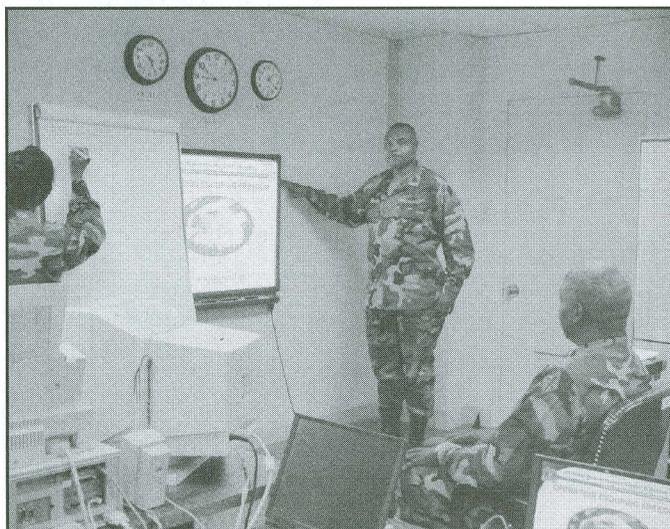
As a young company grade Quartermaster Officer in the early 1990s, I had an opportunity to participate in high- to mid-level intensity operations in two combat zones and to assist with Florida relief and cleanup efforts in the wake of Hurricane Andrew. Each of these events afforded me unforgettable learning experiences – and renewed insight into what it means to be a Quartermaster soldier.

#### ***Quartermaster Support in a Combat or Near Combat Setting***

***Operation Desert Shield/Storm and Operation Continue Hope.*** I was a Technical Supply Officer, India Company, 159th Aviation, 46th Corps Support Group (Airborne), 1st Corps Support Command (COSCOM), XVIII Airborne Corps, stationed at Fort Bragg, NC, when the order to mobilize came in August 1990. Thanks to countless exercises and previous deployments, we were ready to move out virtually within hours of the initial call-up. Right there was a lesson I'll never forget.

Once in country, we took up residence in Dhahran Airbase, Saudi Arabia, and established our headquarters in August 1990. We began our mission of direct support to the XVIII Airborne Corps aviation assets. In the weeks that followed, soldiers in my unit endured all the hardships that accompany a combat tour. We had to adjust to the weather, maintain security, worry about enemy intentions – meanwhile get the job done, supporting soldiers as they prepared for the coming offensive. During that time I observed my fellow Quartermasters working around the clock, collecting and distributing vital supplies, bringing a wealth of experience and expertise to bear. It made me proud.

Even before the ground war began, we got a taste of the dangers involved in modern logistics preparations. The trip down Tapline Road, from Dhahran to Log Base Charlie, was more treacherous than I would ever have imagined, and resulted in many accidents, some of them lethal. I have the greatest respect for the two soldiers from the 1454th Transportation Company, North Carolina National Guard, who lost their lives on Tapline Road. I've thought many times since then that their loss was a



*Photograph by SGM Michael C. Natale*

**Current Assignment, Briefing in September 2001 After Terrorist Attacks in the United States**

very telling example of *duty* and *selfless service*. It was a reminder, for those of us charged with the responsibility of safeguarding the lives of others, that in a wartime setting danger lurks in many forms. Be prepared.

Two years after *Operation Desert Storm* I was still at Fort Bragg, serving as Company Commander, Headquarters and Headquarters Company, 507th Corps Support Group. Our unit was ordered to Somalia for *Operation Continue Hope*. We were there for six months, from July to December 1993. It was a quite different experience from Saudi Arabia. Even though it was officially characterized as a humanitarian and a peacekeeping operation, nevertheless, my troops were constantly exposed to danger. One of our group's missions was to provide force protection at the port of Mogadishu, also to secure the warehouses at Sword Base and the nearby University Compound. In such a contained urban environment, we quickly discovered that the threat could come from any direction. The same applied to convoy operations. On several occasions, while running "Log Packs," our truck drivers had shots fired at them and rocks and other sharp objects hurled into their cabs, which made for life-threatening situations. As with Saudi Arabia before, hard work, discipline, training and creativity paid off, not to mention *courage*. We quickly learned to "adjust fire," cope with the many daily challenges and get the job done – safely and efficiently. So again, I was extremely proud of what the members of my unit accomplished in that very difficult setting.

### ***Quartermaster Soldiers Supporting in Peacetime***

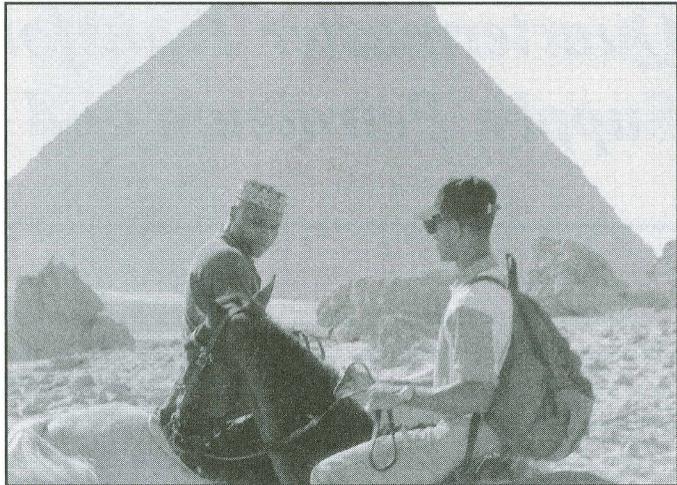
**Joint Task Force Andrew.** As a younger officer, I also learned that Quartermaster support often extends to operations other than war – to peacekeeping support and purely humanitarian efforts as well. I was still with the 507th when we were called from Fort Bragg in August 1992 to assist with disaster relief in South Florida caused by the passage of Hurricane Andrew. Quartermasters quickly realized how beneficial our presence would be. We took up positions to help secure the area, help guide the initial flow of traffic into the disaster site and, early on, brought a much-needed measure of control to an otherwise chaotic situation. Quartermasters in this case provided supply and service support. Our presence made it possible for other civilian relief agencies to do what they do best. Joint Task Force Andrew was for me an unforgettable example of *teamwork*.



*AP/Wide World Photograph*

**First Soldiers To Arrive at Scene, the 507th Corps Support Group Disembarking at Homestead Air Force Base in August 1992 for Disaster Relief in South Florida After Hurricane Andrew (author carrying group colors)**

**Quartermasters in the Sinai.** Not long after redeployment from South Florida, I found myself taking part in a very different mission, with the First US Army Support Battalion (1SB), Multinational Force and Observers (MFO), in Sinai, Egypt. This is an ongoing peacekeeping mission for the United States and our multinational allies – a very important “real world” mission. For us Quartermaster soldiers, this mission also presented an excellent training opportunity. As the Battalion S4, I observed the soldiers of 1SB providing logistical support daily to combat ready units there in the desert. Knowing the unique volatility that accompanied a tour in this part of the world, the fact that a combat situation might occur at any moment should the guard be lowered, we took every precaution necessary. Vigilance was our *modus operandi*.



*Author's personal photograph*

**Experiencing Wonders of the World in Egypt, Author (left) and Fellow Officer Riding Horseback in Cairo**

As expected, the soldiers in our unit demonstrated great skill and fortitude, again obviously the result of much training and good leadership. The MFO mission clearly required the presence of Quartermaster support, in numerous ways, for its record of success to continue. From what I saw, our “logistics warriors” were more than up to the task. Again, the mission was a reminder for me of the *versatility* that we are capable of in the combat service support arena.

### ***Summary of Quartermaster Insights and Lessons Learned***

**Better Understanding and a Sense of Pride.** Now that I can look back on my experiences as a company grade Quartermaster officer, I can begin to see a pattern. Quartermasters have to be in every instance, as the old adage says, “trained and ready.” We never know when the call to move out will come. Moreover, the skills we bring to bear – storage and distribution of supplies, maintenance support, petroleum, water, field services, mortuary affairs and more – are needed across the full spectrum of our national defense mission.

I have also seen firsthand time and again that as Quartermasters ours is a dual mission, that to be effective we must remain tactically as well as technically proficient. You cannot deliver supplies effectively without practicing good force protection or support the warfighter without being a warfighter yourself.

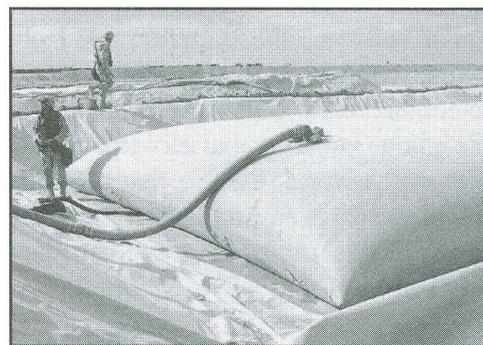
Lastly, I have seen countless examples of fellow Quartermaster soldiers who live the seven Army values while performing their duties here at home and abroad. They give true meaning to that phrase in *The Quartermaster Creed* that says: “I am Quartermaster/I can shape the course of combat/Change the outcome of battle.” As stated in the Creed also, my experiences make me want to echo: **“I AM QUARTEMASTER. I AM PROUD.”**

*MAJ Conrado B. Morgan, Operations Officer, Office of the Quartermaster General (USAQMC&S), US Army Quartermaster Center and School, has held company command in combat and different staff positions. His most recent assignments include Support Operations Officer, 2d Forward Support Battalion, 2d Infantry Division, South Korea; Support Operations Officer, 2d Corps Material Management Center, 1st Corps Support Command, XVIII Airborne Corps and Fort Bragg, North Carolina; S4, 1st US Army Support Battalion, Sinai, Egypt; and Company Commander, 507th Corps Support Group, Fort Bragg and Somalia. Other key assignments include Supply Officer, Company I, 159th Aviation Intermediate Maintenance Company, Fort Bragg and Saudi Arabia. He is currently working in the Operations Center for USAQMC&S for Operation Enduring Freedom.*

# *Quartermaster Transformation and the Supply, Petroleum and Water Missions*

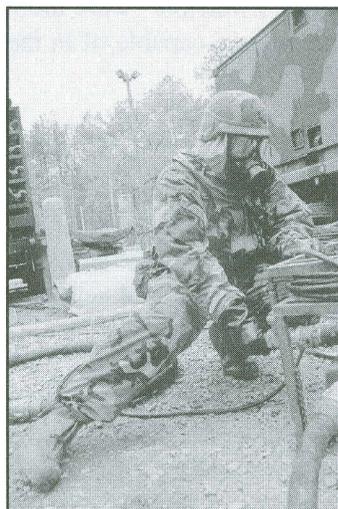
*Tommy G. Smithers*

Sustaining warfighters is not a new idea for Quartermasters. Through war and peace, Quartermaster obligations to the soldier have remained essentially the same for 226 years. What has changed over the years is how Quartermasters provide support. It is time to change again. A new vision plus new technology equal Army Transformation. Everyone has seen it, heard it or has been overcome by it.



## *Army Transformation*

For the Quartermaster Corps, transformation means revolutionizing the way the Army sustains the force. The largest and most complicated issue facing Quartermasters today is the requirement to support the Legacy Force, Force XXI, the Interim Force and Objective Force simultaneously. Battlefield distribution will replace the large stockpiles in the battlespace. Quartermasters will emphasize the throughput of supplies and the use of multifunctional, modular unit designs with the latest in technological capabilities and business practices. Electronic data will replace the piles of paper and pencils. Asset visibility will replace soldiers searching buildings and storage yards full of supplies and en route – in the theater or out of it – wherever supplies may be, to ensure arrival at the right place, at the right time and in the right quantity. Total Asset Visibility (TAV), In-transit Visibility (ITV), and the Global Combat Support System-Army (GCSS-Army) are the keys that can make this possible.

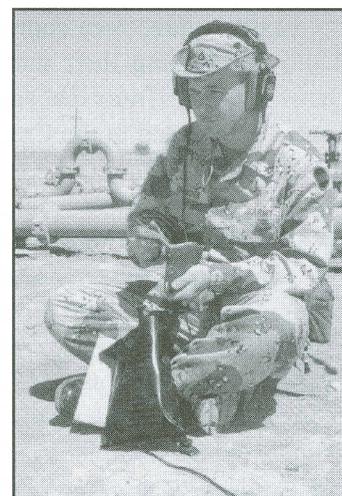


To reach the Army Transformation goals, conversion from a supply-based system to a distribution-based system is necessary. Quartermaster units will become modular and more easily tailored, with a smaller battlefield footprint. Incorporating these criteria into Tables of

Organization and Equipment (TOEs) minimizes the force structure and gives Quartermasters more flexibility in meeting deployment requirements.

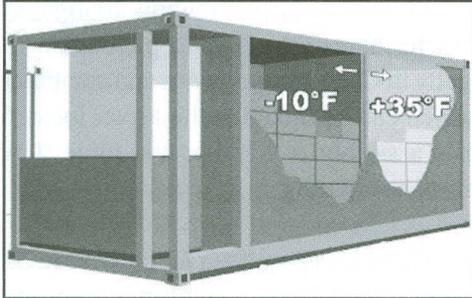
## *Quartermaster Transformation Focus*

The Quartermaster Corps' echelons above division (EAD) initiative for Army Transformation consolidates supply, petroleum, and water missions currently spread across eight different TOEs. The Quartermaster EAD initiative creates three TOE companies: the Quartermaster Support Company, the Quartermaster Petroleum Support Company, and the Quartermaster Water Purification and Distribution Company. These three modernized companies, providing both direct support (DS) and general support (GS), mean substantial savings to the Army of the future in terms of manpower and equipment while providing a higher, more effective level of support.



## ***Battlefield Distribution***

Successful battlefield distribution must be both effective and efficient. Anticipation, integration, continuity, responsiveness and improvisation make operations more effective and efficient. Commanders and logisticians who integrate combat service support (CSS) concepts and operations with strategic, operational and tactical plans must anticipate requirements, maintain visibility of the CSS pipeline, and keep their ability to affect rapid and positive control within the distribution system. The theater distribution system allows units to request, receive, sort, maintain, distribute, retrograde and control the flow of resources between the point of receipt and the point of issue. These resources include all elements of the arm, fix, fuel, move, man and sustain CSS functions.



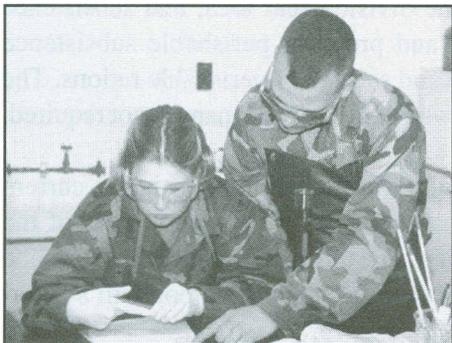
The theater logistics base and the corps logistics base provide the foundation for the CSS pipeline in theater. Logistics bases receive and stage all supplies, personnel and units moving into the theater and prepare them for onward movement. (See FM 100-16 (Army Operational Support) for a more detailed discussion on a logistics base.)

Distribution management centers (DMCs), found within theater/corps logistics bases and the division support area, monitor the theater distribution system in the CSS pipeline in theater. The DMCs access asset and ITV systems, track shipments as necessary, and establish priorities to balance the theater infrastructure with the flow of resources. The DMC staff supervises distribution terminals and supply “hubs,” as required, along the primary main supply routes (MSRs) within the theater/corps logistics bases and the division support areas. These supply hubs represent both the distribution management and potential distribution terminal activities triggered by the CSS pipeline flow as resources pass through these nodes in the theater distribution systems.



The Theater Support Command (TSC) materiel management center (MMC) directs the receipt, storage and issue of theater stocks. When the required stocks are not available or stocks need replenishment, the TSC MMC passes requirements to the appropriate national inventory control point (NICP) in the continental United States (CONUS). When practical, arriving shipments will be packaged into unit-configured loads for throughput from the port directly to the requisitioning Quartermaster Support Company or element.

One of the key enabling initiatives of Army Transformation is this configuration of loads of supplies tailored to meet expected or actual unit or mission needs. The percentage of flow between hubs in the distribution system will represent throughput. With the exception of Class V (ammunition), throughput routinely makes up 70 percent or better of supply flow within the theater distribution system. Otherwise, shipments will go to one of the operational levels with the appropriate storage capacity. At the operational level, the TSC MMC manages Classes I (rations), II (general supplies), packaged and bulk III (petroleum, oils and lubricants), IV (construction and barrier materiel), V, VI (personal demand items), VII (major end items), and IX (repair parts) supplies, unclassified maps and water.



## ***DS Class IX Migration to the Quartermaster Corps***

Under the Army Transformation guidelines for echelons above corps/echelons above division (EAC/EAD), combat support and CSS

must get smaller. Battlefield Distribution provides for scheduled distribution, configured loads, moving stockage (the pipeline for supply distribution) and limited stationary stockage. For these reasons, a major shift in doctrine will transfer the repairs parts mission for direct support from nondivisional maintenance companies to the new Quartermaster Support Companies.

Fewer supply support activities (SSAs) will handle repair parts because of Battlefield Distribution, configured loads and the Single Stock Fund. Each Quartermaster Support Company has three area support platoons with six soldiers with the 92A military occupational specialty assigned specifically to Class IX operations and computer workstations for the Standard Army Retail Supply System (SARSS), which can be linked to the server located in a Quartermaster support operations section. The new company has a supply technician and three 92A (Automated Logistical Specialist) enlisted personnel for stock control and accounting.

The Quartermaster Support Company has a total of 22 personnel for Class IX operations and access to 31 more soldiers during peak operating periods and emergencies. Currently, the nondivisional maintenance company also has 22 personnel for repair parts operations but no flexibility for additional personnel.

The current criteria for transfer of the Class IX mission was based on very limited Authorized Stockage Lists (ASLs) for repair parts, with most of the workload dedicated to reconfiguring unit loads, transloading from cargo vehicles to unit vehicles, cross-leveling, emergency resupplying, and retrograde operations. Also, the new Quartermaster Support Company's design will allow augmentation, with minimal effort, for peak and unforeseen circumstances by having the additional 92As available.

The transfer of Class IX to Quartermasters calls for minimum ASL stockage (including repair parts), but adds more packing and crating capability. Designers envision a higher, more efficient and effective level of support because of configured loads, smaller ASLs and maximum use of materials handling equipment (MHE). Combat developers predict that packing and crating requirements will continue to grow as more units convert to Force XXI designs and beyond. Combat developers do not believe that the Army's conversion to the Single Stock Fund will cause any major changes in transferring the Class IX mission, but rather fine-tuning to adapt to the changing environment.

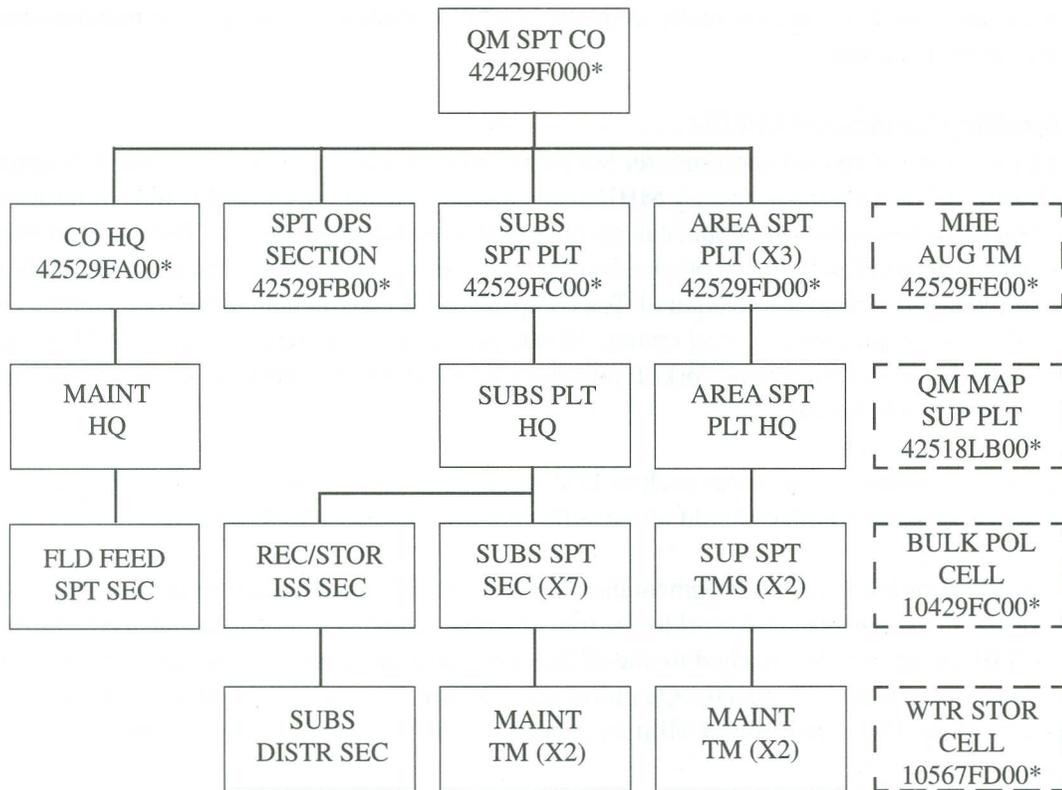
### ***Heart and Soul of Quartermaster Transformation***

The Quartermaster Support Company is the heart and soul of Quartermaster EAD/EAC Transformation. The Quartermaster Support Company's design combines the supply missions of the Quartermaster Supply Company (GS), Quartermaster Supply Company (DS), Repair Parts Supply Company (GS) and Perishable Subsistence Platoon (GS/DS). The new company can support up to 24,000 troops with supply Classes I, II, packaged III, IV, VII, and IX (less airdrop, missile and aviation supplies). As already discussed, Quartermasters also will assume the DS Class IX mission from the nondivisional maintenance companies.

Quartermaster Support Companies will provide the receipt, issue and onward distribution of supplies; area support to units in the corps support area and nondivision troops in the division rear area; and subsistence distribution to all units. The subsistence platoon handles all Class I and provides perishable subsistence augmentation teams to the divisional Class I distribution points for care and storage of perishable rations. The unit's modular design will allow the deployment of area support platoons when an entire company is not required.

The platoons within the company are separate TOE numbers, allowing for the modular design in current Force XXI guidance. Modular design will allow for the incremental deployment of just those parts of the Quartermaster Support Company necessary to support the assigned mission. The unit's operation will determine whether a company or platoon is required for support, and how many. Each area support platoon will support 8,000 personnel. Subsistence platoons will be able to support 24,000 soldiers each.

## Quartermaster Support Company



\*These components within the company have separate table of organization and equipments (TOE) numbers.

### LEGEND

AUG	Augmentation	MAINT	Maintenance	SEC	Section
CO	Company	MHE	Materials Handling Equipment	SPT	Support
DISTR	Distribution	OPS	Operations	STOR	Storage
FEED	Feeding	PLT	Platoon	SUBS	Subsistence
FLD	Field	POL	Petroleum, oils and lubricants	SUP	Supply
HQ	Headquarters	QM	Quartermaster	TM	Team
ISS	Issue	REC	Receipt	WTR	Water

Augmentation for the Quartermaster Support Company will be based on the mission, enemy, terrain, troops and time available (METT-T) of current operations. Augmentation could include such capabilities as an MHE augmentation team, map supply team, a bulk petroleum platoon/section from a petroleum support company, and a water team (purification, storage and/or distribution) from a water purification and distribution company.

A Corps Support Command (COSCOM), TSC, Area Support Group or an Army Service Component Command Senior Logistics Element normally will employ the Quartermaster Support Company. The new company normally will be attached to a Headquarters and Headquarters Company, Supply and Services Battalion (TOE 42446L000) or a Headquarters and Headquarters Company, Corps Support Battalion (TOE 63426L000). The Quartermaster Support Company can deploy as a company or attach and deploy modular, independent platoons/sections to other operational or tactical maneuver commands. For example, for deployment of a brigade-sized force, one-half an Area Support Platoon can support up to 4,000 personnel.

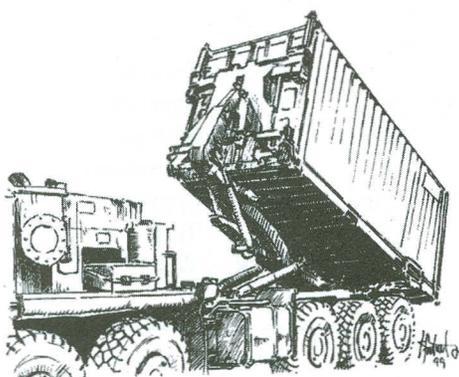
The Quartermaster Support Company usually will work in the EAD and EAC areas of operations, with platoons and/or sections operating as far forward as the brigade support areas. When platoons are operating in the division area, these platoons are normally dedicated to DS operations in support of nondivisional units operating in the divisional areas.

### ***Materials Handling Equipment (MHE)***

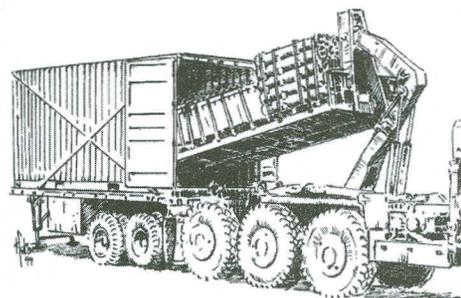
Of particular interest within the Quartermaster Support Company's modular design, an MHE Augmentation Team (42529FE00) will provide the necessary MHE to add materials handling capability to Quartermasters and other units, based on the missions and circumstances of units in the area of operations. The MHE augmentation includes a mix of equipment for handling outsized cargo containers, for example. The team is mobile and can rotate between the company's platoons as required. The company's MHE augmentation has rough terrain container handlers (for 20/40-foot containers), 25-ton cranes, 10,000-pound rough terrain forklifts, 4,000-pound rough terrain forklifts, and the SEA Variant with forklift and crane attachments. Elements of the MHE Augmentation Team can deploy to multiple locations.

With projected technological advances such as ITV, units can forecast where and when supplies will need special handling. This advance notice should allow sufficient time to move MHE assets.

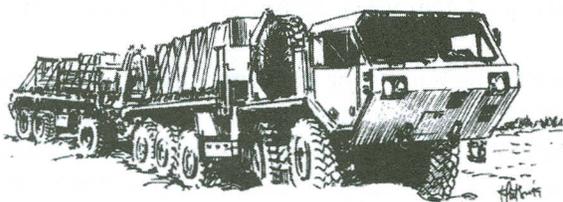
The basis of allocation for this MHE Augmentation Team is one per three Quartermaster Support Companies, as needed for special requirements, peak workloads, transloading, redirecting, retrograding and reconfiguration operations. The MHE team will be attached to one of the companies and task out equipment based on mission requirements. The team will depend upon the Quartermaster Support Company for food service, administration, unit maintenance and the Uniform Code of Military Justice (UCMJ). The MHE Augmentation Team does not deploy alone.



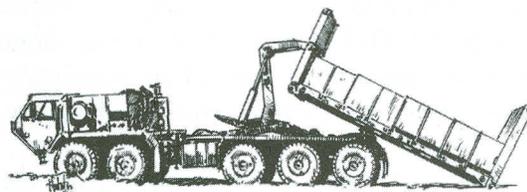
**Container Handling Unit (CHU)**



**Container Roll In/Out Platform (CROP)**



**Palletized Loading System (PLS)**



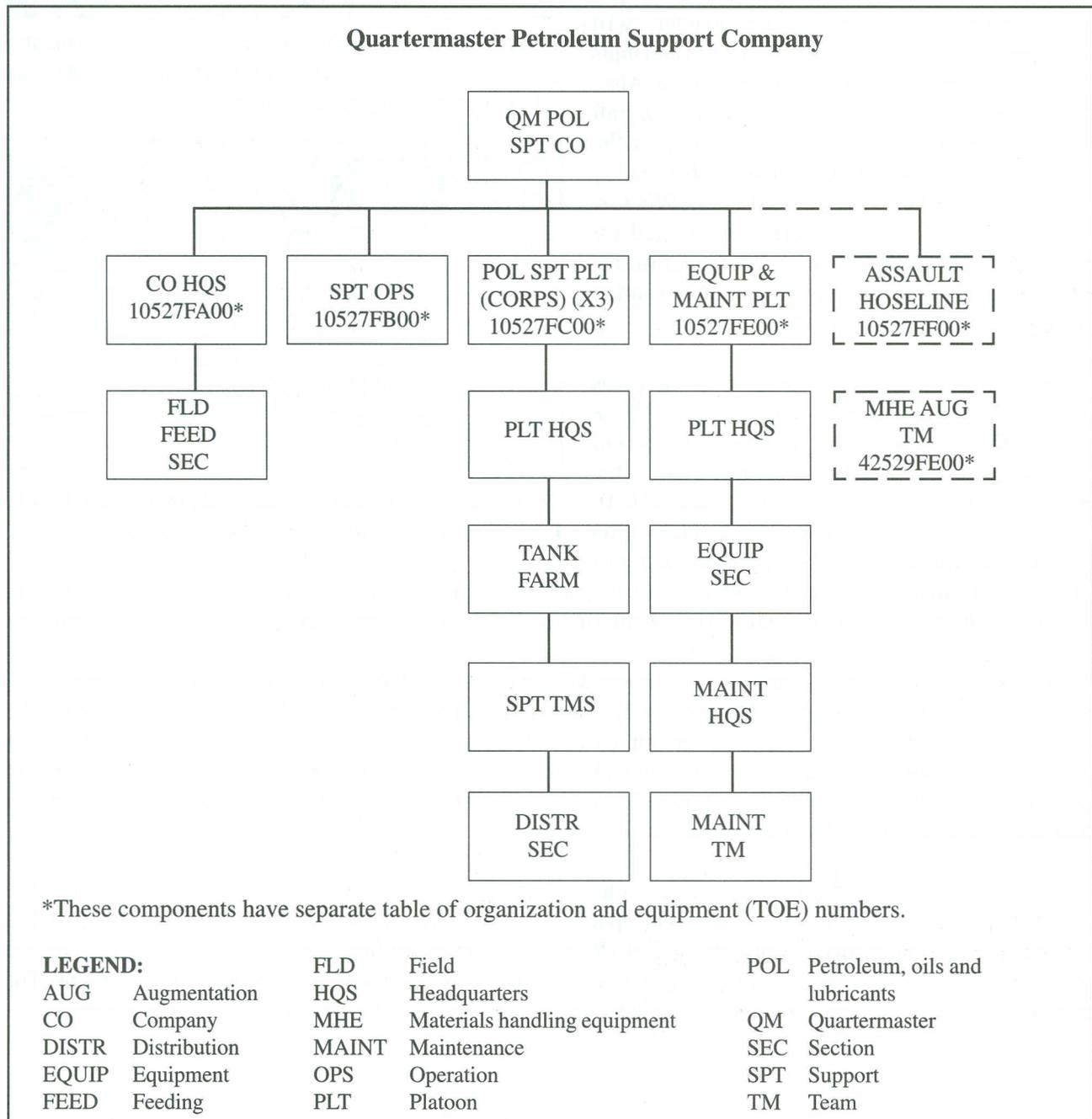
**Load Handling System (LHS)**

*Illustrations by Keith K. Fukumitsu, Quartermaster*

### **The Army's Heavy Expanded Mobility Tactical Truck (HEMTT) Load-Handling System**

## Quartermaster Petroleum Support Company

The Petroleum Support Company design combines the fuel missions of the Quartermaster Supply Company (DS) and the Petroleum Supply Company in the corps support area, as well as the theater support area. The Petroleum Support Company will provide receipt, issue and onward distribution of bulk fuel utilizing petroleum transportation companies with various fuel tanker capabilities. In addition, the Petroleum Support Company will provide fuel points for supply point distribution to units in the immediate support area, and limited unit distribution to selected, high-volume units in the immediate support area based on capability and fuel requirements. The unit's modular design will allow for the deployment of petroleum support platoons to support an area when an entire Petroleum Support Company is not required. This modular design also allows augmenting the Petroleum Support Company with assault hoseline teams when required for high-volume users such as tactical airfields.



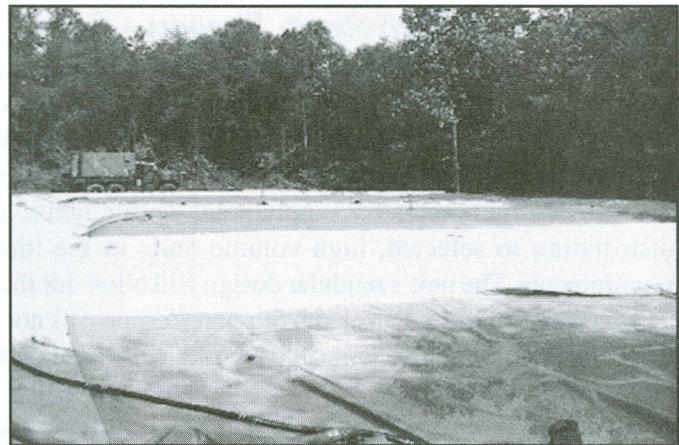
This new design for the Quartermaster Petroleum Support Company does not incorporate pipeline operations at this time. That capability will remain with the Pipeline and Terminal Operating Companies. Only operations previously conducted by the Petroleum Supply Company and Quartermaster Supply Company (DS) are consolidated within the Petroleum Support Company.

Each petroleum support platoon will be capable of both GS and DS fuel operations, using a combination of supply point and limited unit distribution capabilities. Quartermasters will distribute fuel to high-volume consumers and units with limited or no capabilities of their own. Also, the unit will operate fuel stations for both aircraft and ground vehicles. The platoons within the company have separate TOE numbers that readily identify capabilities within the company. Whether a company or platoon or section is required for support depends upon the type of operations. Planners can increase capabilities as required during deployments, buildups and redeployments.

Each petroleum support platoon in the corps area will have a fuel tank farm for receipt and issue of 400,000 gallons of bulk fuel per day for GS operations. This is possible after reconfiguring the Fuel System Supply Points (FSSPs) to use 50,000-gallon collapsible tanks instead of 20,000-gallon collapsible tanks. Also, the petroleum support platoon will provide area support teams that can issue and distribute a combined total of 146,250 gallons of bulk fuel daily to nondivisional units in the Quartermaster Petroleum Support Company's area of responsibility.

Each theater area's petroleum support platoon will have a fuel tank farm that can receive and issue 645,000 gallons of bulk fuel per day for GS support operations. To achieve this, the FSSP will be configured with 210,000-gallon tanks and 600-gallon per minute (GPM) pumps instead of 20,000-gallon or 50,000-gallon collapsible fuel tanks. The area support team and the distribution team in the corps-level petroleum support platoon (capability of 146,250 gallons of bulk fuel daily to theater support area units using both supply point and unit distribution assets) will remain the same.

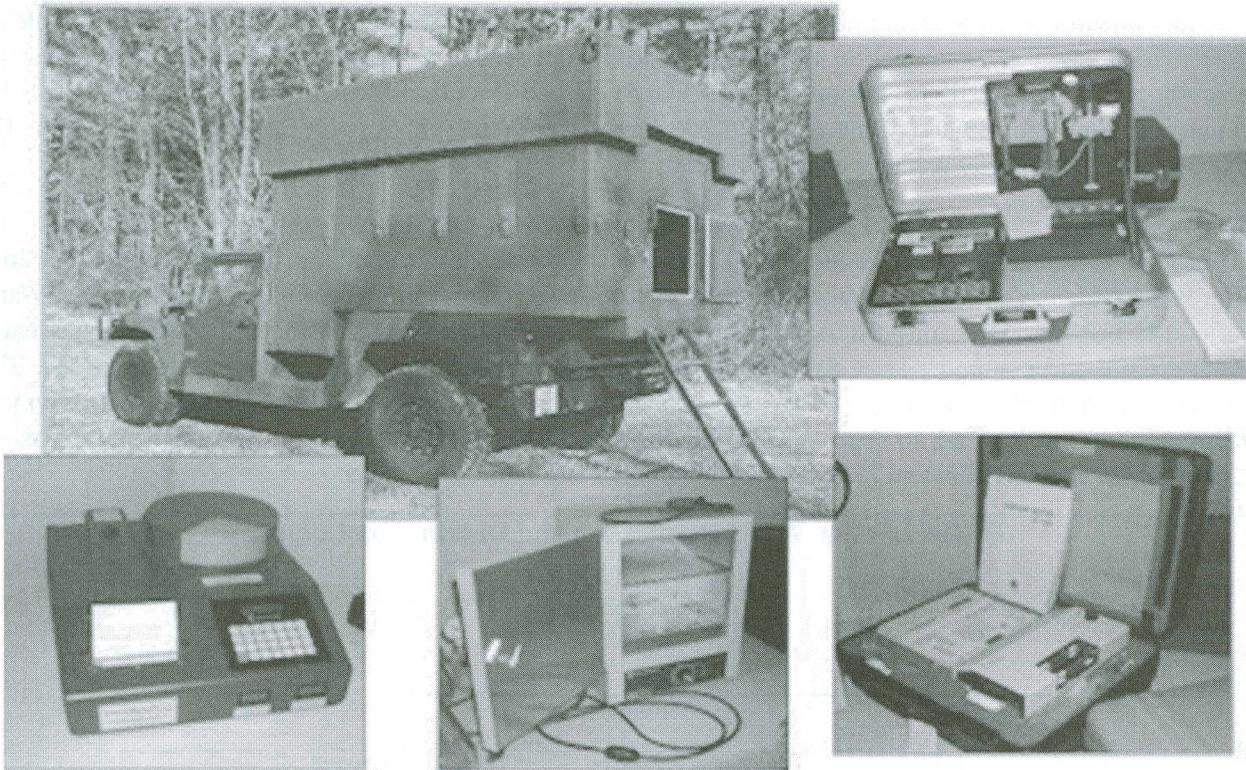
For assault hoseline requirements, the Petroleum Support Company will have an augmentation team. The assault hoseline team will be able to distribute up to 420,000 gallons of bulk petroleum per day using 350 GPM pumps. This design primarily supports tactical airfields and, when applicable, connects tank farms to reduce transportation requirements. The area of operations must be reasonably secure for continuous operations. The augmentation team reduces the number of idle assets and maximizes the efficient use of system resources.



**The FSSP configurations for the new Quartermaster Support Company will include 20,000-, 50,000- and 210,000-gallon collapsible tanks.**



**Each Assault Hoseline Augmentation Team will have four, 2.5-mile hoselines for a total of 10 miles.**

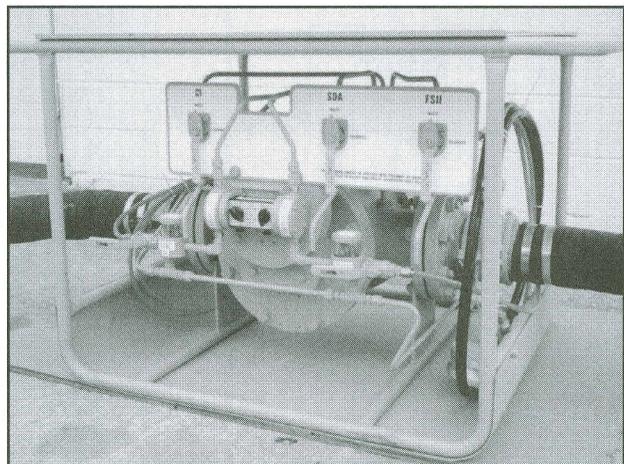


**The highly mobile Petroleum Quality Analysis System requires few personnel and smaller samples than today's air-mobile laboratory. Fielding will begin in FY02.**

### ***Modernization in Bulk Fuel Operations***

In the foreseeable future, computerization is coming to bulk fuel operations. A Tactical Fuel Automation System (TFAS) is currently in the developmental stage and eventually will become a module for GCSS-Army. Based on laptop computers, the TFAS can store and transmit information on fuel receipt, issue and storage. The system collects data with Automated Identification Technology (AIT) devices and transmits data via existing communication systems. TFAS will interface with other logistics automated systems and will function as the GCSS-Army fuel module.

The petroleum supply battalion and the petroleum group will continue to provide quality surveillance and quality analysis. With the introduction of the Petroleum Quality Analysis System (PQAS), a variety of fuel tests will be quicker and easier. The PQAS is a fully integrated instrumentation system with equipment and supplies to perform 21 fuel tests. A shelter mounted on a High-mobility Multipurpose Wheeled Vehicle (HMMWV) will house the PQAS work area and equipment. This will replace the air-mobile laboratory on a one-for-one basis. The PQAS requires smaller sample sizes and includes automated test equipment and a test results management system. Two soldiers with the MOS 77L (Petroleum Laboratory Specialist) instead of three can operate the PQAS.

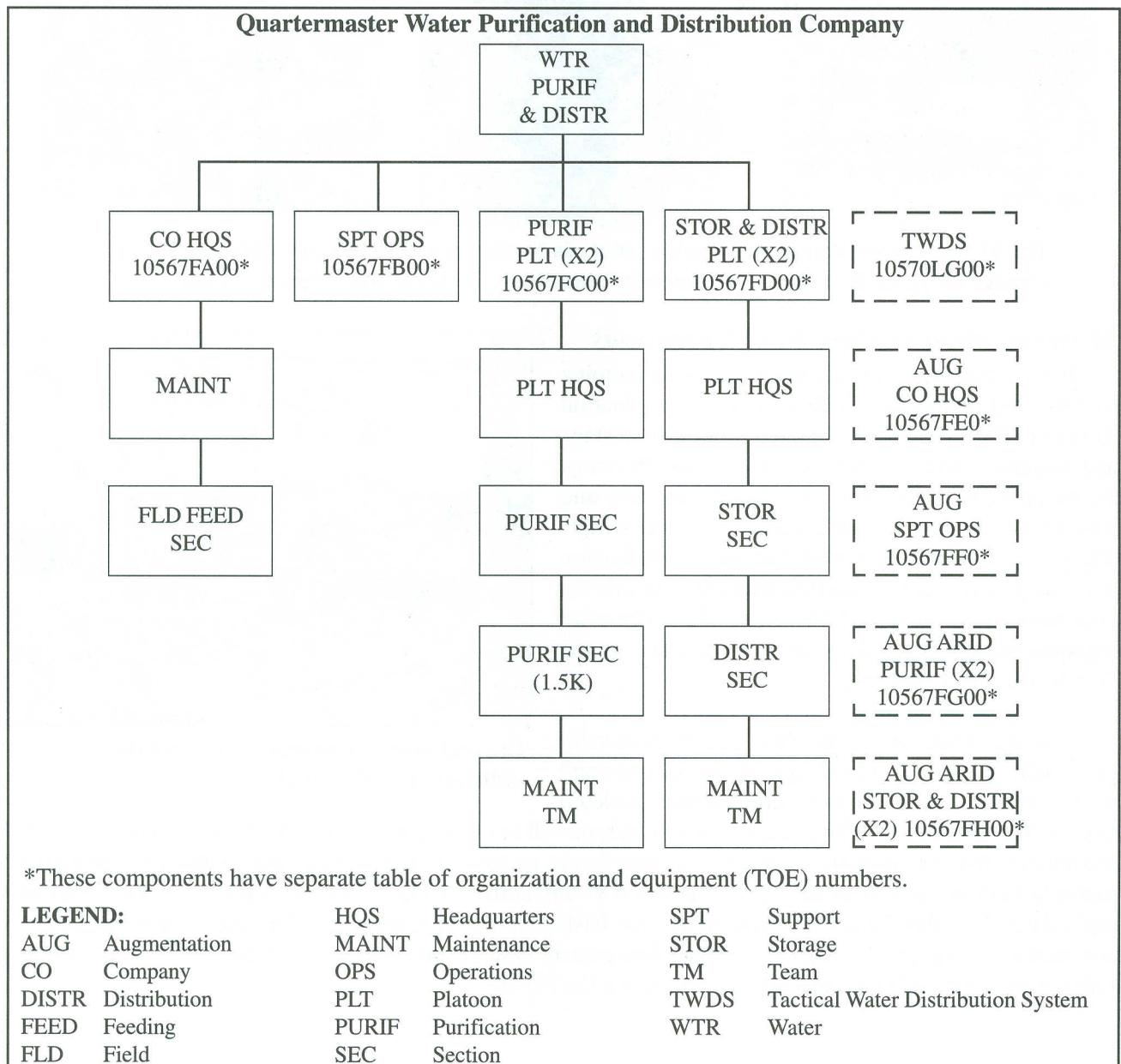


**The fuel injection system can inject three additives simultaneously.**

A fuel injection system is an important new capability for modernization of the Quartermaster Petroleum Support Company. The fuel injection system converts Jet-A or Jet-A1 fuel to JP-8. The system will be part of the newly configured FSSP. It also can be used with the Load Handling System (LHS) Modular Fuel Farm (primarily for division/brigade). This allows the Quartermaster Petroleum Support Company to convert fuel to JP-8 everywhere the Army is likely to deploy.

### ***Quartermaster Water Purification and Distribution Company***

The Quartermaster Water Purification and Distribution Company design combines the water support missions of the Water Supply Company, Water Purification Detachment, Quartermaster Supply Company (DS), Water Purification Team and Division Arid Augmentation Support Teams. The new company will provide water teams to support the corps support area, as well as teams to go forward and support division operations. The Quartermaster Water Purification and Distribution Company's modular design allows the incremental deployment of the company, as required, to support the deployed force. This design also allows for augmentation when operating in an arid environment for both divisional units and EAD/EAC units.



The mission of the Water Purification and Distribution Company is twofold:

- In a temperate environment, provide DS water purification, storage and distribution for up to 48,000 nondivisional and digitized divisional troops on an area basis.
- In an arid environment, provide DS and GS water purification, storage and distribution for up to 42,700 divisional and nondivisional troops on an area basis.

This Quartermaster Water Purification and Distribution Company normally is assigned to a Quartermaster Water Supply Battalion (TOE 10466L000), or a Quartermaster Supply and Services Battalion (TOE 42446L000) or a Corps Support Battalion (TOE 63426L000) in a corps or Theater Army Area Command (TAACOM), but can operate independently. The company consists of a company headquarters, support operations section, two purification platoons and two storage and distribution platoons. It is augmented by the same structure for purification, storage and distribution in an arid environment to support divisions, separate brigades and Armored Cavalry regiments (ACRs). The smallest element can support about 4,000 troops, and one platoon can support about 24,000.

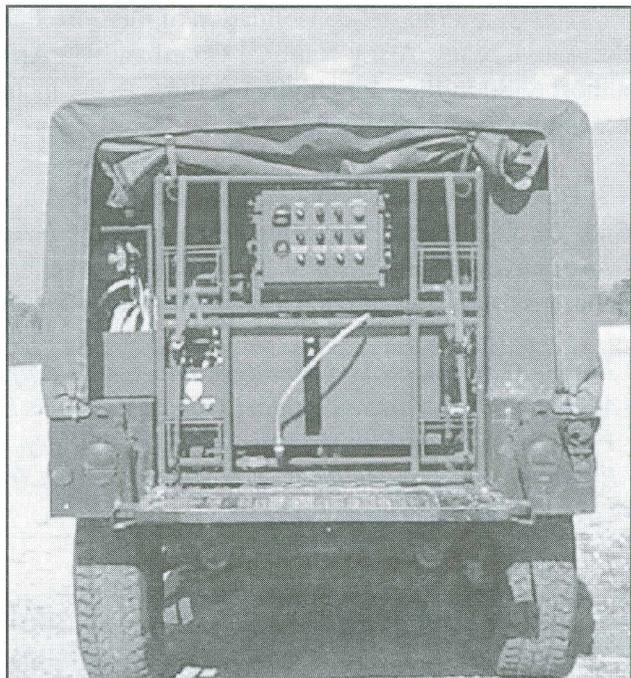
The company normally works in the EAD and EAC areas of operations, but platoons may be deployed forward. Water sources are the single most critical criteria when determining support requirements for a theater of operations. The Quartermaster Water Purification and Distribution Company routinely provides support on an area basis.

### **Augmentation**

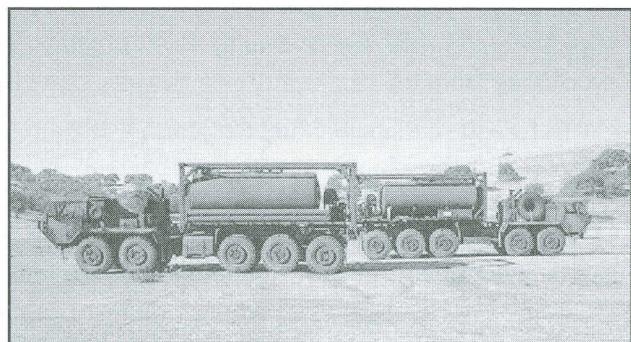
The METT-T of current operations will be the basis for augmentation of the Water Purification and Distribution Company. Augmentation elements mesh with the base company and provide only the increased equipment and personnel required for the increased operational requirements in an arid environment. Augmentation sections include an Augmentation Company Headquarters, Augmentation Support Operations Section, Augmentation Water Purification Platoon and Augmentation Water Storage/Distribution Platoon.



**The 1,500-GPH Tactical Water Purification System (TWPS) will replace the 600-GPH Reverse Osmosis Water Purification Unit (ROWPU).**



**Lightweight Water Purifier (LWP) ready for transport by truck**



**HIPPOs (hardwall tanks) on the Army's Load Handling System (LHS)**

Each purification platoon has two sections with four operating sections. Two of the sections are equipped with 3,000-gallon Reverse Osmosis Water Purification Units (ROWPUs) and two sections with the new 1,500-GPH Tactical Water Purification System (TWPS). Also, the TWPS teams are equipped with 125-GPH Lightweight Water Purifiers (LWPs) that provide a minimal capability for short-term, unit-sized operations. Operated by the same soldiers who operate the TWPS, the LWPs require only one vehicle and two operators to deploy.

### ***Modernization in Water Operations***

Of particular note is the water distribution section. The water distribution section will be greatly enhanced by the addition of the HIPPO (hardwall tank) and the Heavy Expanded Mobility Tactical Truck (HEMTT) used with the LHS for distribution. Distribution capability will increase to 53,000 gallons of water per day. The HIPPO is not currently in the Army system. Water distribution will not support everyone, but primarily will support maneuver units, units without their own transportation assets for resupply, and soldiers in emergency situations.

### ***Quartermaster Transformation Savings in Personnel and Equipment Costs***

The Quartermaster consolidation of missions into three new TOE will save more than 7,000 spaces across the Active Army, Army National Guard and US Army Reserve. The EAD transformation initiative will save almost \$380 million for equipment through the incorporation of new technology, battlefield distribution, and maximum use of equipment.

Unit TOE are now being built for the designs approved by the Director of Force Programs, Deputy Chief of Staff for Operations, Department of the Army, 3 Aug 01. Quartermasters can expect their replaced units to begin conversion in FY 08/09. The designs for the three new companies during Army Transformation will mean Quartermasters will provide a higher level of support than ever.

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### ***240th Quartermaster Battalion Fuels Exercise Bright Star in Egypt***

The 240th Quartermaster Battalion, based at Fort Lee, VA, deployed to provide bulk and retail fuel for all United States participants in Egypt last October for Exercise Bright Star.

Fuel requirements and customers varied in this annual logistics exercise for thousands of multinational participants. The battalion's 58th Quartermaster Company operated a 300,000-gallon capacity Fuel System Supply Point (FSSP) for JP-8 and a 30,000-gallon site for MOGAS. Fuel from these sites provided power for everything from the smallest of generators to the largest of weapons such as the M1A1 Abrams tank.

Before the collapsible fuel tank farm was fully operational, the 58th demonstrated its versatility by using a fleet of 5,000-gallon tankers to distribute, or "push," fuel to user units. The 58th also ran a small petroleum tank farm that fueled the Mubarak Military Complex prime power grid, as well as providing fuel for the 14th Field Hospital's MEDEVAC aircraft. Before transferring any fuel from Egyptian contractors, the 240th mobile laboratory tested for suitability of use by US equipment. The active Army has only two such fuel labs.

The 240th also served as the "mayoral" unit at Pyramid Log Base, a task normally suited for a combat support battalion. The 240th furnished life support for nearly 1,200 soldiers. The battalion's 267th Quartermaster Company provided force protection and managed a consolidated dining facility, showers, laundry, a tactical field exchange, and a morale, welfare and recreation site.

# *Major Changes to Army's Uniforms and Insignia Regulation*

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The revised AR 670-1 (Wear and Appearance of Army Uniforms and Insignia) has extensive changes incorporating messages since 1992, the 14 Jun 01 beret wear policy letter, and other information released informally through the uniform web page. Publication is expected late in 2001 or early in 2002, subject to the Secretary of the Army's final approval. The following are some major changes not issued in messages or policy letters:

**Hair.** Dreadlocks are prohibited for all soldiers. Prohibited colors of hair dye include purple, blue, pink, green, orange, bright fire-engine red, and neon colors. Applied colors must look natural on the individual soldier. Females are authorized to wear braids and cornrows. Baldness is authorized for males, either natural or shaved.

**Nails.** Males are not authorized to wear nail polish, and they must keep nails trimmed to the tip of the finger. Females must keep nails trimmed no longer than 1/4 inch, as measured from the fingertip. Two-tone or multitone manicures and nail designs are prohibited. Prohibited nail polish colors include bright fire-engine red, khaki or camouflage, purple, gold, blue, black, white and neon colors.

**Contact Lenses.** Tinted or colored contact lenses, and contacts that change the shape of the iris are prohibited because they are not medically required. The only authorized contact lenses are opaque lenses (when prescribed for eye injuries) and clear, corrective vision lenses.

**Cell Phones and Pagers.** One electronic device is authorized for wear on the uniform in the performance of official duties. The device may be either a cell phone or pager - not both. The device must be black in color and may not exceed 4x2x1 inches. Devices that do not comply with these criteria may not be worn on the uniform and must be carried in the hand, in a bag, or in some other carrying container.

**Bloused Boots.** Soldiers will not blouse boots any lower than the third eyelet from the top of the boot.

**Headgear.** Males are exempt from wearing headgear to evening social events (after retreat).

**Black Beret:** The Army flash is the only flash authorized, unless authorization for distinctive flashes was granted (such as opposing forces (OPFOR)) before 14 Jun 01.

**Hydration Systems.** Commanders may authorize the use of a camouflage hydration system (commonly called "camelbacks") for field duty or on work details. Soldiers will not use these devices in a garrison environment unless directed by the commander.

**Desert Battle Dress Uniform (BDU) Insignia.** Sew-on insignia is now authorized for desert BDUs. Colors are combinations in khaki and spice brown. Soldiers may wear the same insignia and awards as worn on the woodland camouflage BDUs.

**Physical Training (PT) Uniforms and Pregnancies.** Soldiers who are pregnant wear the PT uniform until the uniform becomes too small or too uncomfortable. At that time, pregnant soldiers may wear civilian workout attire equivalent to the Army's PT uniform. Leaders will not require soldiers to purchase larger PT uniforms to accommodate the pregnancy.

**Regimental Distinctive Insignia (RDI).** Wear of the RDI on the AG 415 Class B shirt is optional.

**EOD Badge.** The category of the EOD Badge is changed from group 5 to group 3.

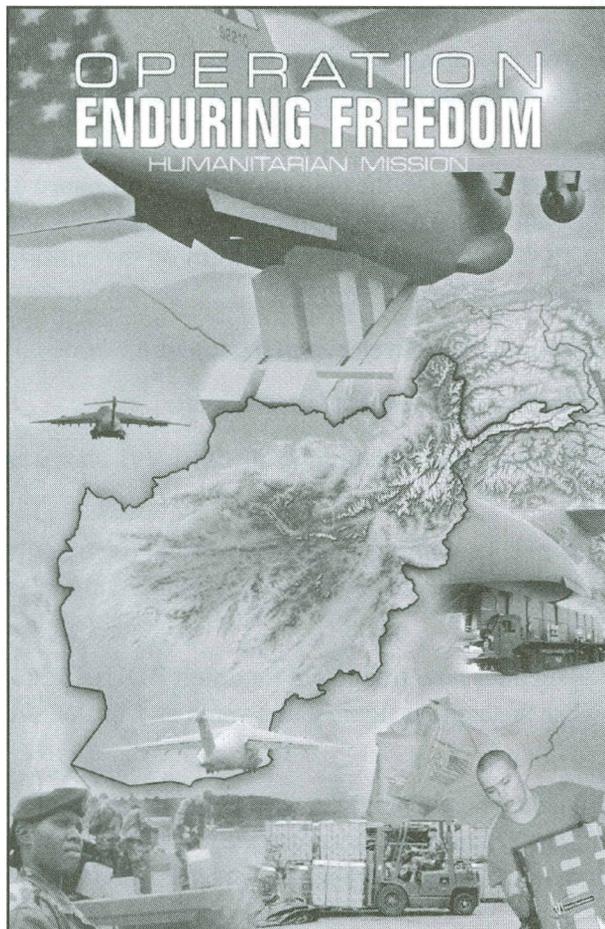
**Black Mess Uniform.** A wearout date of 30 Sep 03 is established for the black mess uniform.

# The Alphabet Soup of Combat Rations

MAJ Albin R. Majewski

Soldiers in the field are eating MREs, LRPs, UGRs and the Meals, Religious, while refugees are eating HDRs. What is in this alphabet soup that soldiers and civilians are eating? To answer this question, I asked personnel from the Department of Defense, Combat Feeding Program, in Natick, MA, and I also researched operational rations on the web page for the Defense Supply Center Philadelphia. The military and civilian workers at these facilities are the experts on the rations they designed for field feeding.

**What exactly is the MRE?** MRE is short for Meal, Ready-to-Eat, a self-contained operational ration packaged in a flexible pouch. Each MRE meal bag provides an average of 1,250 calories (13 per cent proteins, 36 per cent fats and 51 per cent carbohydrates). The MRE also provides one-third of the Military Recommended Daily Allowance of vitamins and minerals determined essential by the Office of the Surgeon General. The MRE is designed to sustain a soldier engaged in heavy activity such as military training or actual military operations when food service facilities are not available.



Riggers in the 5th Quartermaster Company appear in a poster of photographs depicting the initial airdrop of 37,000 Humanitarian Daily Rations over Afghanistan as part of *Operation Enduring Freedom* last October.

The MRE meal bag is lightweight and fits easily into the pockets of military field clothing. Each meal bag contains an entree/starch, a spread (cheese, peanut butter, jam or jelly), a dessert/snack, beverages, an accessory packet, a plastic spoon and a flameless ration heater. Entrees include traditional favorites such as beef stew and spaghetti with meat sauce, as well as a variety of ethnic items such as seafood jambalaya, beef teriyaki, beef enchilada and oriental chicken. The four vegetarian entrees include black bean and rice burrito and also cheese tortellini. Commercial snacks with brand names such as Fritos and M&Ms provide familiar foods, and a small bottle of Tabasco sauce allows soldiers to spice meals to individual taste. Except for the beverages, the entire MRE is ready to open and eat.

While the MRE entree may be eaten cold when operationally necessary, it also can be heated in a variety of ways, including submersion in hot water while still sealed in its individual entree package. Since mid-1992, a flameless ration heater has also been packed into each meal bag to heat the entrée. The Army currently has 24 different MREs packaged in two cases with menus 1-12 in Case A and menus 13-24 in Case B.

Lately, the HDR has been in the news. **What is the HDR and what is its purpose?** The HDR is the Humanitarian Daily Ration. The HDR is a response to specific feeding requirements for large groups of people. The requirement for the HDR originated with a need identified by the Defense Security Cooperation Agency-



**MRE Ration**



**MRE Entree**



**Meal, Religious**

Humanitarian Assistance/Demining Activities (DSCA-HA/D) for a way to feed displaced persons or refugees under emergency conditions. The HDR is similar in concept to the Meal, Ready-to-Eat with “thermostabilized” entrees and complementary components. Also, the HDR packaging materials are structurally similar to the MRE. However, the similarity ends there.

The HDR components are designed to provide a full day’s sustenance to a moderately malnourished person. For the widest possible acceptance from the variety of potential consumers with diverse religious and dietary restrictions around the world, the HDR contains no animal products or animal by-products, except that minimal amounts of dairy products are permitted. Alcohol and alcohol-based ingredients are also banned from the HDR.

Similar to the MRE meal bag, the HDR meal bag is currently bright yellow for easy visibility. However, because that yellow is similar to the color of cluster bombs, the HDR meal bag may be changed to a different color for future procurements. The HDR meal bag uses graphic art to show how to open the bag and how to eat the contents. The HDR shipping

container, again similar to the MRE, holds 10 HDR meal bags and shows markings and graphics specific to the HDR

Because the HDR is designed as a complete food supply for one day, a minimum of two entrees comes in each meal bag. Complementary components are also included to provide the balance of the daily nutritional requirements that call for not less than 2,200 calories (10-13 per cent proteins, 27-30 per cent fats, and not less than 60 per cent carbohydrates). A spoon and a non-alcohol-based, moist towelette are the only non-food components in the HDR meal bag.

The entire HDR meal is ready to eat. The entrees may be eaten cold. However, as is universally understood, the entrees generally are more desirable when heated. The sealed entree package may be immersed in hot water, or the contents may be placed in a pot for heating over a flame.

**Why not airdrop MREs to refugees?** Among the many reasons:

- The entrees do not meet the religious restrictions of many of the people that the United States is attempting to aid.
- The meals themselves are often richer than what the refugee is used to eating and digesting.
- The HDRs provide a moderately malnourished person with the nutrition to exist (2,200 calories), rather than what soldiers require when conducting strenuous operations (3,600 calories).



**HDR**

**What ever happened to the LRP of the 1960s?** Requirements for the LRP are now being met though the combined MCW/LRP Ration. The Meal, Cold Weather (MCW) and the Food Packet, Long Range Patrol (LRP) is designed to meet the joint service

requirements of the Marine Corps and the Army Special Operational Forces (SOF). The Marine Corps requires appropriate nutritional and operational characteristics for extremely cold environments. The SOF require a restricted-calorie ration with a long shelf life for initial assaults, special operations and long-range reconnaissance missions.

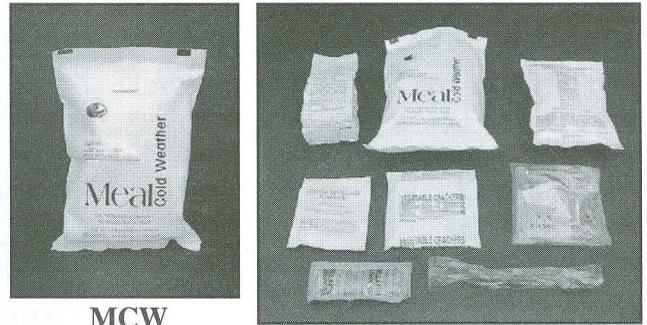
The same 12 menus (9 dinner/3 breakfast) provide dehydrated entrees, cereal bars, cookie and candy components, instant beverages, accessory packets and plastic spoons. Meals are packed 12 per shipping container. The LRP is considered a restricted-calorie, full-day ration for a maximum usage of 10 days. The LRP is nutritionally compatible with the MRE to allow menu mixes. Each menu provides an average of 1,540 calories (15 per cent proteins, 35 per cent fats, and 50 per cent carbohydrates).

The consumer prepares the food. The water requirement is 16 ounces for the entrée and 16 ounces for the beverages.

**With the ethnic and religious makeup of the military services changing, questions have been asked about Meals, Religious. What is being done in that area?** The Meal, Religious, Kosher or Halal is used to feed military service members who maintain a strict religious diet. Each meal consists of one entree certified as Kosher or Halal, along with religiously acceptable complementary items to provide the recommended daily nutritional requirements. Like the MRE, the Meal, Religious is totally self-contained. However, it is not combined in a flexible meal bag. Each case of Meals, Religious contains 2 intermediate boxes, 1 box with 12 entrees and 1 box with 12 component/accessory items.

Each Meal, Religious contains an entree plus a bag with a variety of snacks and beverages. In addition, the component bag includes an accessory packet with condiments/seasonings, utensils and napkin. Each menu provides about 1,200 calories (11-13 per cent proteins, 37-40 per cent fats, and 48 per cent carbohydrates).

Except for the beverages, the entire meal is ready to eat. While the entree may be eaten cold when



MCW

operationally necessary, it can also be heated in a variety of ways, including immersion in hot water while still sealed in its individual entree package. A flameless ration heater has also been packed into each meal bag to heat the entree.

### *Group Feeding*

**Many remember the old T-Ration. What is the difference between the T-Ration and the new Unitized Group Ration (UGR)?** The Army has advanced light years in quality, menu choices and soldier acceptance since the first “T-Rations” were introduced to soldiers in the field, but the idea is the same. The purpose of the Unitized Group Ration (UGR) is to sustain military personnel during worldwide operations that allow organized food service facilities. The UGR is designed to maximize the use of commercial items and to simplify the process of providing high-quality food service in a field environment. All components for a complete 50-person meal are included in the UGR, with the exception of mandatory supplements such as bread, milk and cold cereal. Each UGR meal module also contains all required disposable items (cups, compartment trays, utensils and trash bags).

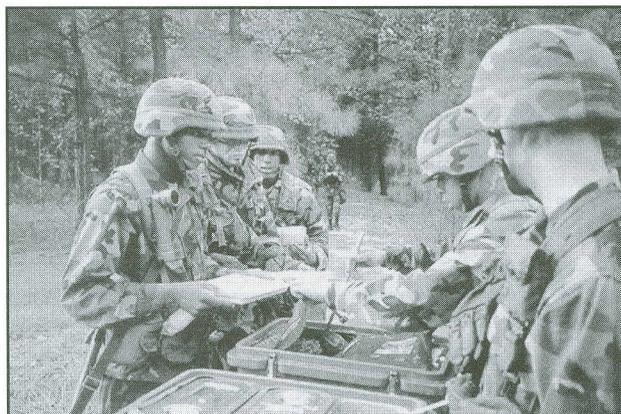
The Unitized Group Ration comes in two versions: UGR-Heat and Serve (UGR-H&S) and UGR-A. Both the UGR-H&S and the UGR-A have a core of quickly prepared or ready-to-use commercial products. The UGR-H&S is characterized by shelf-stable entrees, starches and desserts, while the UGR-A includes perishable and frozen entrees (A-Rations). There are currently 7 breakfast and 14 lunch/dinner menus available for both the UGR-H&S and the UGR-A. The UGR-H&S Option is unitized into three boxes, which places two 50-soldier menus on one tier of a pallet. One tier provides 100 meals and one pallet (four tiers) provides 400 meals. The UGR-H&S

is ordered with a single National Stock Number (NSN). The UGR-A is also a three-box module to feed 50 personnel. However, because of refrigeration/freezer requirements, the UGR-A comes on two separate pallets. The semiperishable pallet consists of 12 two-box modules. There are three modules to a tier and four tiers per pallet to support 600 personnel. The second pallet, the one that requires refrigeration, consists of the third box of the UGR-A. This box contains the perishable entrees. The UGR-A is ordered with two NSNs, one for the semiperishable components and the second for the perishable entree.

The UGR-H&S components are thermally processed, pre-prepared, shelf-stable foods packaged in hermetically sealed, half-sized steam table containers. A polymeric tray has recently been introduced to replace the traditional metal tray can. The container also serves as the heating pan and serving tray. Each menu, including mandatory supplements, provides an average of 1,450 calories (14 per cent proteins, 32 per cent fats, and 54 per cent carbohydrates) per serving.

The UGR-A, in addition to its core food items, includes perishable/frozen entrees to provide the luxury of an A-Ration meal in the field. However, the UGR-A is configured into individual meal modules for ease of ordering and distribution, preparation similar to any A-Ration Meal. Each menu, including mandatory supplements, provides an average of 1,450 calories (14 per cent proteins 32 per cent fats, and 54 per cent carbohydrates) per serving.

This brief summary has attempted to spell out (pardon the pun) the Alphabet Soup of Combat Rations. For



### Group Feeding at Logistics Warrior Exercise

more information, the following are some helpful web sites:

- The Army Center of Excellence Subsistence: [www.Quartermaster.Army.Mil/ACES/](http://www.Quartermaster.Army.Mil/ACES/)
- The Defense Supply Center Philadelphia (DSCP) Operational Rations Business Unit: [www.dscp.dla.mil/subs/oprat.htm](http://www.dscp.dla.mil/subs/oprat.htm)
- The Soldier Biological Chemical Command, Soldier Systems Center (Natick): [www.Natick.Army.Mil](http://www.Natick.Army.Mil)

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UGR



# *Legal Challenges With Reports of Survey - What Commanders, S4s and Survey Officers Need To Know*

*CW4 Pablo A. Brown*

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**Author's Note:** All references in this article are to AR 735-5 (Policies and Procedures for Property Accountability) dated 21 Jan 98. Make sure that YOU use the revision to AR 735-5 in effect at the time of the loss.

Commanders, S4s (logistics officers) and survey officers are responsible for supervising the Report of Survey system to ensure fairness and freedom from bias or prejudice if charges of financial liability are necessary. Survey officers, in particular, must follow the specific guidelines in AR 735-5 (Policies and Procedures for Property Accountability) to determine negligence or misconduct in cases of loss or damage to government property. Before recommending financial liability, a survey officer must follow the facts developed during a thorough, impartial investigation. In other words, the evidence must support the recommendation.

## ***Legal Processes***

Often, a survey officer quickly rushes to reach a decision without methodically analyzing all factors surrounding the circumstances of property loss or damage. A survey officer must follow various legal processes before determining relief from financial liability or assessment of financial liability. Let's examine them closely.

## ***Legal Briefing***

After appointment, a survey officer should first contact the Administrative Law Division for a legal briefing before beginning the investigation. The briefing will save time and effort and also will avoid many legal issues later. The survey officer must be objective and impartial. Although the appointing and approving authorities are free to reject a survey officer's recommendations, they usually carefully consider the survey officer's findings.

## ***Survey Officer's Seniority***

Because a survey officer must be senior in rank or time-in-grade to those being considered for liability (Paragraph 13-26b), the appointing authority must carefully consider who will conduct the investigation. The only exception to this seniority requirement is an actual military situation that requires immediate action by the senior officer. Reasons such as "we are too busy" or "we are short on personnel" are not sufficient (Paragraph 13-26b). If the survey officer realizes he is junior to a potentially responsible person, the survey officer should notify the appointing authority so that a more senior survey officer can be appointed.

## ***Evidence***

Additionally, the survey officer has the tedious task of identifying the evidence of **responsibility, negligence, and proximate cause**. This threefold identification is critical. In order to hold someone financially liable, the evidence in the Report of Survey must show responsibility, negligence, and proximate cause (Paragraph 13-28).

However, because an individual was responsible for the property does not necessarily mean the person was negligent or that the person's negligence was the proximate cause of the property's loss or damage. Further, when accountability or property is lost merely because a hand-receipt holder failed to hand-receipt the property to another individual, it does not always mean that the hand-receipt holder's negligence was a proximate cause of the property's

loss. Here are two comparative examples of proximate cause.

► **Proximate Cause, Example 1:** Assume that the hand-receipt holder for a computer had the computer in his office. This individual is required to close and lock the office door every night. Assume that the hand-receipt holder did not lock the door and discovers the computer missing the next day. Evidence shows no forcible entry. Whoever took the computer came through the unlocked office door. The hand-receipt holder was negligent in not locking the door. As long as there is accountability for key control of the office door, then the hand-receipt holder's negligence was the proximate cause of the computer's loss.

► **Proximate Cause, Example 2:** Assume the same facts as in Example 1, except now the evidence shows that a thief broke the office window to take the computer, as indicated by all the broken window glass. The hand-receipt holder was still negligent for not locking the office door, but now his negligence is not the proximate cause of the computer's loss because the computer was more likely stolen through the window.

### ***Calculating Cost***

Calculating the correct amount of liability is one of the survey officer's responsibilities. For example, the survey officer must ensure the proper charge for each item lost, damaged or destroyed. The survey officer should indicate how he determined this amount. Many items should be depreciated, with the amount or depreciation depending on age. The survey officer sometimes must use an estimated cost of damage in processing the Report of Survey. The survey officer can later adjust the amount of liability if the actual cost of damage is determined.

If the property was damaged, lost or destroyed by an individual's simple negligence, generally the individual's liability will not exceed one month's base pay (Paragraph 13-39b). With this in mind, the survey officer must also understand how to assess and recommend liability for more than one person. For instance, where several individuals are being held

liable, the survey officer must clearly establish why each individual is liable for each item and for how much. The survey officer must verify that the right item is charged to the right person and that the amount for each individual is correctly calculated according to Table 12-4.

### ***Due Process***

Moreover, all individuals recommended for financial liability must receive a memorandum of their rights (Paragraph 13-32b). In addition, blocks 30-32 of DA Form 4697 (Department of the Army Report of Survey) must show that the individual has been advised of the proposed liability and either does or does not wish to submit a rebuttal. If the individual indicates that a rebuttal will be submitted, this rebuttal must be included in the Report of Survey packet. Furthermore, the survey officer must consider the rebuttal and the comment on it. If the time to submit the rebuttal has lapsed, the survey officer should include a memorandum for record stating that the time to submit a rebuttal has expired and that the respondent did not submit a rebuttal or ask for an extension. If the survey officer hand-delivers the memorandum of rights, the respondent has seven calendar days to submit a rebuttal.

If the individual has made a permanent change of station (PCSed), retired, is absent without leave (AWOL) or has deserted, the survey officer still must attempt to contact the individual and notify him of liability. The notice must be sent by certified or registered mail, and the receipt should be included in the packet as an exhibit. Persons within the continental United States (CONUS) have 15 days from the date of mailing to respond. Persons outside CONUS (OCONUS) have 30 calendar days. Both timelines will not be included in the total processing time. If the location of the person recommended for liability is unknown, the survey officer should send the memorandum of rights to his last known address or home of record.

### ***Legal Review***

Also, when the approving authority receives a Report of Survey for which he believes financial liability is appropriate, a legal advisor must review

*(Continued on Page 27)*

# *Supply Reconciliation Process Between the Unit and SSA*

*CPT Kenya M. Booker*

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Understanding the supply reconciliation process is a critical management tool to assist commanders in maintaining unit readiness and spending within budget guidelines. Supply support activity (SSA) officers and other military and government logisticians need to know the importance of supply reconciliation between the unit and the SSA.

The Standard Army Validation and Reconciliation (SAVAR) program specifies the procedures for periodic reconciliation at all levels of the Army supply system. Understanding these procedures helps minimize the funds spent for unnecessary requisitions. The SAVAR program provides management and command visibility of the validation and reconciliation process.

The reconciliation process keeps due-in and due-out files synchronized between the SSA and its customer units. Validation is a line-by-line review to verify continued requirements for an item in the quantities requested. Using the reconciliation and validation processes together helps commanders better manage their supply funds by permitting the cancellation of requisitions that are no longer needed. After items are identified as no longer required or excessive in quantities, requests for full or partial cancellation will be submitted to the SSA. This monthly process is scheduled so that adjustments from one cycle will be posted before initiating the next monthly cycle.

The Department of the Army (DA) standard for a reconciliation accuracy rate by customer units is 95 per cent or better. Any reconciliation accuracy rate falling below 95 per cent requires a face-to-face reconciliation with the SSA. A face-to-face reconciliation at the SSA is an item-by-item validation between a customer and an SSA representative. A customer and an SSA representative should perform a face-to-face reconciliation at least

once each quarter. This ensures that all requisitions are still valid, necessary and have not been cancelled without the customer's knowledge.

## *Timely Reconciliation*

Timely reconciliation of requisitions is extremely important for many reasons. Such reconciliation is the supported customer's responsibility. Failure to reconcile unit supply with stock control activity records could result in an unnecessary expenditure for items no longer required. Readiness rates could also be impacted if a unit is awaiting critical parts that have been canceled by the higher source of supply (SOS), and the unit's records do not reflect this cancellation. The SSA emphasizes that the customer benefits by conducting reconciliation. For the success of the reconciliation process, each organization (customer unit and SSA) must fulfill its roles.

The SSA has the responsibility to publish SSA and customer duties for conducting reconciliations within the external standing operating procedures (SOPs). In the SOP, the SSA must address when reports will be distributed, when reports must be returned, and what happens if units fail to reconcile. Monthly, not later than the seventh of the month, the SSA furnishes each customer unit with two copies of the customer due-out reconciliation list and a memorandum outlining reconciliation procedures. This list shows all open activity records, dedicated due-ins and also due-outs that are recorded at the SSA as due out to the unit.

The SSA's stock control section ensures all reconciliations are signed in and out on a log sheet. This log sheet is important because it documents which units have picked up and turned in their reports on time. Upon receipt of the reconciliation report from supported customers, the stock control section

will research all document numbers marked as “no record” in the customer issue log to validate whether or not the item was issued. All records marked as “received by the unit” will be closed out in the system.

The SSA will process AC1s (cancellation requests) for those items identified by the unit as no longer needed. Due-ins will be researched for input of a D6S (acknowledgement of receipt), and a DS6 will be resubmitted if not. This procedure ensures that all transactions are properly posted in the system so units do not pay twice for parts they any longer need. If required, the stock control section will coordinate for face-to-face reconciliation for units with accuracy rates below 95 per cent. Lastly, the reconciliation list will be processed and filed by Department of Defense Activity Address Code (DODAAC), and the last two returned copies will be retained.

Customer units maintaining a document control register will validate and reconcile their open requisitions at least once each month. Upon receipt of the reconciliation list, units must sign out and sign in on the reconciliation log sheet at the SSA's stock control section to receive credit for completion and turn-in. Customer units must then complete a mandatory item-by-item review of their document register to confirm the continued need for the item and the quantity requested. Customers will completely update their document register by posting all receipts, cancellations and statuses generated by the Standard Army Retail Supply System (SARSS).

The SSA will then input the adjustments for the unit to receive proper credit. Customers will annotate their reconciliation percentages and will have the commander or designated representative review and sign the reconciliation. The unit maintains and files one signed copy and turns one signed copy into the SSA. Customer units will comply with AR 710-2 (Inventory Management Supply Policy Below the Wholesale Level) by scheduling and conducting face-to-face reconciliation with the stock control section every 90 days. However, if a unit's percentage falls below 95 per cent, the unit must schedule a face-to-face reconciliation with stock control.

Reconciling with the SSA monthly validates and identifies the items that a unit no longer needs and allows a unit to cancel unnecessary requisitions in a timely manner. Command emphasis and involvement in the reconciliation process ensures that customers maintain visibility of requisition statuses, make efficient use of funds and maintain valid requisitions within the supply system.

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*(Continued from Page 25)*

it for legal sufficiency (Paragraph 13-36a). Failure to obtain such a review may result in the Report of Survey being legally insufficient and the funds not recovered. This is why the initial legal briefing and informal coordination during the survey are important. Finally, the Report of Survey should not only be used to document the circumstances for lost, damaged or destroyed property and to assign financial responsibility, but also as an effective tool to identify systemic property accountability problems to avoid future losses.

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# *Importance of the New Ripcord Grip Insert to Jumpmasters*

*CPT M. Kelly Cole*

Ten jumpmasters trained by the 82d Airborne Division have been prematurely “extracted” from the aircraft while in flight in the past four years at Fort Bragg, NC. Routinely, a jumpmaster will exit the aircraft on the “green light” and under normal circumstances. The term “extracted” describes the violent ripping action to which a jumpmaster is susceptible if the reserve parachute begins to inflate after an unintentional activation before the jumpmaster leaves the aircraft. A jumpmaster’s inability to react to such an incident may cause him to slam forcibly into the side of the aircraft, become entangled in the deploying main or reserve parachutes, or precede other life-threatening situations. Three jumpmasters have died as a result of these premature extractions. The Ripcord Grip Insert (RGI) is the only safety measure designed for direct placement on the reserve parachute to help prevent unintentional inflation.

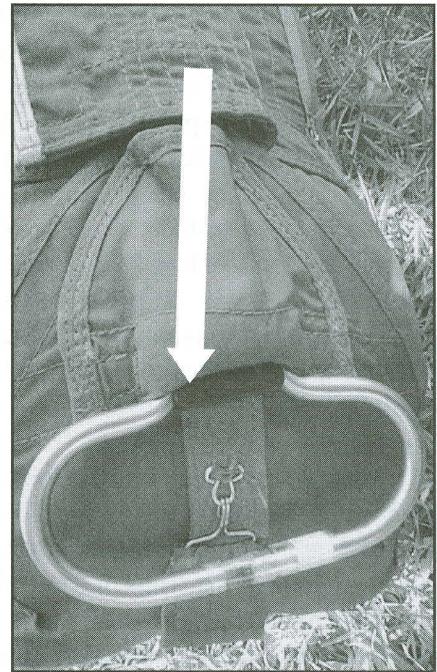
## ***MIRPS Ripcord Grip Assembly***

The Ripcord Grip is a component of the Ripcord Grip Assembly, one of four major assemblies of the Modified Improved Reserve Parachute System (MIRPS). The Ripcord Grip Assembly consists of the Ripcord Grip, steel swaged ball, cable, and locking pins.

## ***MIRPS Ripcord Grip***

The Ripcord Grip is constructed of seamless, stainless steel tubing. The Ripcord Grip cannot be dented, cracked or corroded at the time of life cycle packing or Jumpmaster Personnel Inspection (JMPI) conducted before boarding the aircraft. The Ripcord Grip is stamped with a part number on its concave, back side. Also, the Ripcord Grip is marked by blue and yellow, pressure-sensitive adhesive, plastic tape to identify it as a MIRPS Ripcord Grip. If the Ripcord Grip is not properly identified as a MIRPS Ripcord Grip, the parachute is unserviceable and must be turned in for inspection.

*Photographs  
by  
Richard  
Santiago*



**Properly Installed  
Ripcord Grip Insert**

When properly assembled and secured to the MIRPS, the Ripcord Grip stays place because of a ripcord stow pocket. Constructed of nylon, the Ripcord Grip stow pocket has a 1/8-inch diameter, coiled spring sewn to the inside to bind the nylon and form the pocket portion. Twenty-seven pounds of pressure must be applied in an outward, pulling manner to remove the Ripcord Grip from the Ripcord Grip stow pocket.

## ***Critical Difference***

The MIRPS Ripcord Grip Assembly is slightly different from another reserve parachute ripcord grip, the 24-foot Troop Chest Parachute Ripcord Grip Assembly. The difference between the two is an extension of the flexible stainless aircraft cable by 3/4-inch (from 7 inches to 7 3/4 inches) on the MIRPS Ripcord Grip. This extension allows a small gap between the steel swaged ball and Ripcord Grip. The

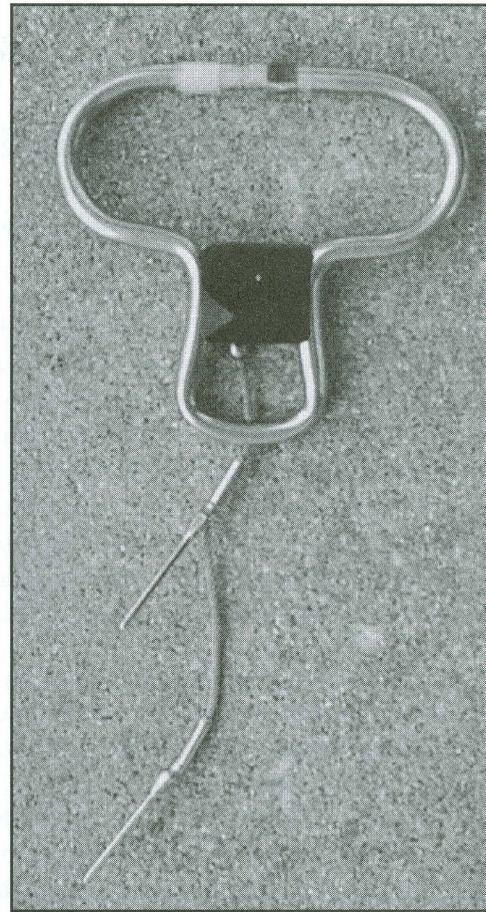
change in the cable's length compensates for the larger pack assembly used for the MIRPS. This gap is what allows the MIRPS Ripcord Grip to dangerously move up and down inside the Ripcord Grip stow pocket. On the 24-foot Troop Chest Parachute Ripcord Grip, the Ripcord Grip is flush to the steel swaged ball - allowing no movement. While performing his duties, a jumpmaster must conduct additional movements that a regular jumper would not perform. During these additional movements by a jumpmaster, the loose ripcord grip may come in contact with an object that could unintentionally activate the MIRPS.

### ***MIRPS Ripcord Grip Insert***

For the MIRPS, the Ripcord Grip Insert is designed to stop the potentially dangerous movement of the Ripcord Grip within the Ripcord Grip stow pocket. The Ripcord Grip Insert simply slides between the metal portions of the Ripcord Grip and into the Ripcord Grip stow pocket. When properly in place, the Ripcord Grip Insert expands the center portion of the Ripcord Grip and also expands the Ripcord Grip stow pocket. This expansion allows no movement of the Ripcord Grip. When properly in place, the Ripcord Grip Insert does not interfere with the deployment process of the MIRPS.

In the Army's current basis of issue plan, each jumpmaster performing jumpmaster duties on an aircraft will receive one Ripcord Grip Insert. The Ripcord Grip Insert currently costs about \$1.86 to produce. This is a small cost to potentially save a life.

**NOTE: CW5 Arthur Waldo, Senior Aerial Delivery Technician for the Aerial Delivery and Field Services Department, US Army Quartermaster Center and School, was the subject matter expert for this article on the Ripcord Grip Insert. His E-mail address is [waldoa@lee.army.mil](mailto:waldoa@lee.army.mil), and his telephone number is DSN 687-3178 or (804) 734-3178.**



**MIRPS Ripcord Grip Assembly**

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### ***Aerial Delivery Safety Information Online***

Access the US Army Quartermaster Center and School's Aerial Delivery and Field Service Department web site online at [www.quartermaster.army.mil](http://www.quartermaster.army.mil), Units & Departments, for a variety of information about Airdrop Review and Malfunction/Safety Analyses, reporting forms, aerial delivery and slingload field manuals, rigger history, courses and class dates, and the Army's new 92S (Laundry and Textile Specialist) military occupational specialty.

# *Working With Contractors During Deployment*

*CPT James Todd McDonald*

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The Army depends upon civilian contractors for the technical skills and expertise now required to maintain the multitude of new computer-based technologies. The commander will continue to rely on these contractors to help maintain unit readiness as part of the Total Force package. However, while civilian contractors may provide cost-effective services, using contractors to maintain computer systems will alter the way maneuver commanders plan and operate in future deployments and wars.

As the number of contractors hired for support activities increases, the Army will need to interact with these civilians in rear, close and deep operations. The new weapon and computer systems being fielded at the unit level will require civilian contractors to fill the gap in current and future Army personnel shortages. The lack of soldiers trained on new systems will require, at a minimum, initial contractor support to troubleshoot and give hands-on training to soldiers. Contractors will normally not be assigned at the division level or below, but will perform many functions within the division's area of operations.

Army units are battle-tested. Leaders constantly evaluate soldiers on the critical skills that define each branch. Monitoring includes personnel, training and maintenance to assure that units are ready when the word comes. Doctrine mandates readiness and evaluations. Civilian contractors, on the other hand, are not subject to deployment or combat performance evaluations on a mandated schedule. Untested system contractors pose a problem for the maneuver commander in the field as he works through his decision-making process. His course of actions must consider mission, enemy, terrain, troops, time, and civilian considerations (METT-TC). Commanders will have to accept some risk and possibly sacrifice flexibility with civilian considerations.

Contractors for computer systems will support deployed units in peace and war. A habitual

relationship with the supported unit is critical to the success of system contractors in deployed environments. The habitual relationship could pose a problem for the maneuver commander. Personal relationships created by working with civilian contractors will cause a commander to think, plan and react differently. One of the biggest factors affecting the commander's decision-making process will be his risk assessment. Commanders are legally responsible for protecting civilian contractors in their areas of operations. Ultimately, the commander will be required to make a risk assessment that may significantly change how his unit fights.

Contractors are not soldiers, and these civilians cannot be specifically exposed to the same risks as soldiers. Under the laws of land warfare, contractors are neither combatants nor noncombatants. Contractors are a specialized group called "civilians authorized to accompany the force." Although contractors cannot be targeted deliberately for military action, the function they are supporting can. If the function is targeted and contractor personnel are killed or wounded, the law of land warfare regards them as legitimate collateral casualties.

Changing the priorities of a contract to meet shifting operational requirements may require modifications to the written contract. Contractor support must be integrated into the overall support plan. Contingency plans must ensure continuation of service if a contractor fails to perform. Contracted capabilities can increase or decrease available resources and combat systems in a unit. Contractor support for computer systems should be invisible to the user. In a deployed or wartime situation, this may not be the case.

Contractors will be used in virtually all locations on the battlefield. Commanders must understand the three functions that civilian contractors, by law, cannot perform. First, the United States military does

not contract out **warfighting**. Secondly, it is standard practice for military services to reserve the right to **command and control** their own troops and civilians. Thirdly, the Army does not hire contractors to perform its **contracting** function. The maneuver commander must understand these three functions and understand how they may reduce combat power during real-world deployment.

No one can predict whether or not the Army's existing and new weapon systems will be totally supported by contractors. It will be hard to visualize exactly where contractors will be located on the battlefields of the future. The "commander's intent" will need clarity to ensure that the driving factor of cutting costs for the Army does not limit the maneuver commander's effectiveness. Conceptualizing how the digitized divisions of Force XXI will fight and then translating those concepts into doctrine will be no easy task, but an

essential task to ensure a world-class fighting force for the 21st Century.

**The author personally thanks Joe Fortner, Chief of the Planning Data Branch, Directorate of Combat Developments - Combat Service Support, US Army Combined Arms Support Command, for his guidance while researching the subject matter. Mr. Fortner has written extensively on how contractors are used in military operations and is heavily involved in developing future contractor doctrine for the US Army.**

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### ***Quartermaster Chef at Pentagon Awarded Soldier's Medal for Heroism***

SSG Christopher D. Braman, a sous-chef who also is a purchasing agent at the General Officer's Mess in the Pentagon, was among 72 soldiers and civilians honored with medals for their actions immediately following the 11 Sep 01 terrorist attack on the Pentagon.

Secretary of the Army Thomas White presented 19 soldiers with the Soldier's Medal and 16 soldiers with the Purple Heart at a ceremony 24 Oct 01 at Fort Myer, VA. SSG Braman was among 10 soldiers who received both medals.

In print and broadcast interviews, he stated that "I believe you should never leave a fallen comrade." Also, SSG Braman was with the Marine personnel and civilian firefighters in a widely publicized photograph of them delivering an unscathed Marine Corps flag recovered from the Pentagon to the Marine Corps Assistant Commandant. As he and the other the rescue workers in protective gear carried away the flag from the ruins of the inferno, a row of soldiers saluted.

"Soldiers and civilians demonstrated on September 11 what I have been in awe of all my life...a willingness to put at risk everything they have in life...for what? To save another for the simple sake of duty....You can't put a price on that," said General John Keane, Vice Chief of Staff of the Army, at the Fort Myer ceremony. "When they reached a point of relative safety, some turned back...some entered the burning building from the outside...making multiple trips...putting themselves at risk to rescue their coworkers, time and time again."



*Photograph by SGM Michael C. Natale*

**SSG Christopher D. Braman**

# *Roles of the Contracting Officer's Representative and the Technical Representative*

*CPT Christopher M. McCreery*

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The Contracting Officer's Representative (COR) and the Contracting Officer's Technical Representative (COTR) monitor performance and provide technical guidance to the contracting officer. Both ensure that the contractor complies with the contract and thus satisfies the federal government's needs.

The contracting officer designates a COR in writing. The COR acts as the contracting officer's authorized representative to monitor specific facets of the contract and take corrective action as authorized in the letter of appointment, which outlines responsibilities and limitations. The contracting officer will ensure the COR possesses the necessary qualifications, training and experience.

A COTR is the contracting officer's designated representative for the technical aspects of the contract. The contracting officer establishes the COTR's limits and responsibilities, but the COTR assists the COR and reports directly to the COR. If a COR is not designated, the COTR reports to the contracting officer.

The responsibilities of the COR and COTR vary with every contract. Generally, the COR and COTR maintain a copy of the contract and its modifications and inform the contracting officer of any problems or delays that might warrant contract modification or administrative action.

The COR and COTR do have limitations. They cannot take actions that will change the contract, the delivery order schedules, the obligation of funds and the scope of work. Limitations on the authority of the COR and COTR include their inability to sign any contract such as delivery orders, purchase orders or communication service authorizations and their inability to modify a contract or in any way obligate payment of funds by the government. The contracting officer is the only person authorized to make

contractual agreements, commitments or modifications that involve prices, quantities, quality and delivery schedules.

While monitoring the contractor's work for technical compliance, the COR and COTR must properly document correspondence. Memoranda for Record (MFRs) should be prepared to document meetings, trips and telephone conversations relating to the contract. The MFRs should contain the contract number, and copies should be provided to the contract officer. If actual or potential shortfalls are noted, the COR or COTR will promptly notify the contracting officer in writing and recommend remedial action.

The COR or COTR will also notify the contracting officer in writing of any change in scope of work that will require a modification of the contract. If the contractor's work is unacceptable, the COR or COTR will report the deficiencies to the contracting officer who will determine further actions. Also, any suspected fraud, waste and abuse will be reported to the local Office of General Counsel that supports the contracting officer. When the contract has been fulfilled and deemed acceptable, the COR or COTR will document this on either a letter of acceptance or the verification of receipt on a commercial invoice. These documents also serve as ways to receive payment. The COR is responsible for certifying that the services or supplies have been received and are acceptable.

The following items are required for effective performance and an official COR/COTR file: the original contract and any modifications; COR/COTR letter of appointment; the names of technical and administrative personnel; a statement that the COR/COTR has read and understands DLAD 5500.1 (*Standards of Conduct*); records of COR/COTR inspections and all receipt and acceptance documents; any correspondence to and from the contracting officer and the contractor; MFRs of trips,

meetings and phone conversations about the contract; progress reports, inspection and evaluation reports, and any other documents about the contract.

The COR and COTR play definitive roles in government contracting. By providing expertise and guidance to the contracting officer, the COR and COTR ensure the success of the contract.

*CPT Christopher M. McCreery is a recent graduate of the Combined Logistics Captains Career Course at Fort Lee, Virginia. Previous assignments include Air Items Supply and Repair Platoon Leader, Parachute Pack Platoon Leader, and Executive Officer for Company A and Headquarters, 782d Main Support Battalion, 82d Airborne Division, Fort Bragg, North Carolina.*

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### ***From The Quartermaster General*** (Continued from Inside Front Cover)

Sergeant First Class Yvonne Griffith was selected as the Quartermaster Center and School's Instructor of the Year at a ceremony in November, which also recognized 28 Distinguished Instructors. Quality instructors and instruction are the core of the Quartermaster Corps. Training is job #1. Congratulations to all of our excellent instructors.

The Quartermaster Corps said goodbye to Command Sergeant Major Larry W. Gammon and welcomed the new Regimental Sergeant Major, Command Sergeant Major Bradley Peat, on December 18th. Command Sergeant Major Gammon is a true leader and trainer. His initiatives at the Quartermaster Center and School have been copied and distributed throughout the US Army Training and Doctrine Command and the Army. His legacy will live on through the thousands of Quartermaster soldiers and noncommissioned officers (NCOs) who trained at Fort Lee during the past five years. We will all miss him greatly and wish him Godspeed in his retirement.

Command Sergeant Major Peat comes from Fort Stewart, GA, where he was the 24th Corps Support Group Command Sergeant Major. We welcome him to the Quartermaster Center and School and look forward to continuing the training innovation for our NCOs and soldiers. Supporting Victory!

*Major General Terry E. Juskowiak, the 47th US Army Quartermaster General, has served in many command and staff positions. Among early assignments with the 101st Airborne (Air Assault) and the 25th Infantry Divisions, he served in various positions with the Army Materiel Command. In 1984 he was military assistant, junior aide-de-camp to the Secretary of the Army. Then came assignments in Europe where he served with V Corps Headquarters and the 3d Armor Division. As a member of the division staff of the 82d Airborne Division in October 1989, he participated in Operation Just Cause in Panama. During Operations Desert Shield/Storm, he commanded the 407th Supply and Transport Battalion (Airborne), 82d Airborne. After assignment as a special assistant to the Chief of Staff of the US Army, he became Commander of the 10th Mountain Division Support Command and deployed the brigade to Haiti for Operation Uphold Democracy. He then served as the Assistant Division Commander for Support, 10th Mountain Division (Light Infantry), Fort Drum, NY, which included an eight-month rotation to the Bosnian theater with NATO's Stabilization Force for Operation Joint Endeavor/Guard. He was Director of Logistics (J4), US Atlantic Command, during 1997 and 1998. He assumed command of the 1st Corps Support Command, XVIII Airborne Corps, with service as the Commanding General of CJTF-Kuwait (Forward) during Operation Desert Fox in December 1998. During July 2000-01, he was Deputy Chief of Staff for Logistics at Headquarters, US Army Forces Command, Fort McPherson, GA.*

#### **Quartermaster Regimental Week, 15-18 May 2002, Fort Lee, VA**

- Induction for Hall of Fame, Distinguished Members of the Regiment and Distinguished Units of the Regiment
- New Petroleum and Water Gallery Dedication at US Army Quartermaster Museum
- The Quartermaster General's State of the Corps Address
- TRADOC and CASCOM Updates
- Science and Technology Open House
- Armed Forces Day Observance

# *Training With Industry – ExxonMobil Corporation*

*CPT Reed E. Hudgins*

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The Army's Training With Industry (TWI) program at ExxonMobil Corporation provides branch-qualified Quartermaster officers with hard-nosed business experience in management, economics and logistics. TWI's mission is to give soldiers firsthand knowledge of current business practices, successful business and management models as well as potential future developments in industry. The Quartermaster officer or warrant officer returns from the private sector with practices and ideas to improve Army operations.

## *ExxonMobil Corporation*

ExxonMobil explores, develops, produces and markets petroleum products and chemicals. The corporation resulted from the merger of Exxon and Mobil in November 1999 into one of the world's largest and most diverse energy companies. ExxonMobil has oil and gas assets of more than 70 billion barrels in more than 200 countries and territories. The corporation has 45,000 gasoline filling stations, 700 aviation facilities, 300 marine fuel facilities and more than 1 million industrial wholesale customers. ExxonMobil operates 46 refineries in 26 countries, with a production capacity of more than 6.2 million barrels a day. Like the Army, ExxonMobil's twofold mission is simple but extremely challenging to execute simultaneously: finding and developing products to meet the emerging needs of customers, while continuing top-quality service and support to current customers who have continuously changing requirements.

## *The TWI Program at ExxonMobil*

The TWI program with ExxonMobil supports two officers each year. The program's philosophy is teaching the officers by doing. The corporation values its TWI officers as vital and productive members of its team. Each officer receives assignments to different "business lines" during the year in TWI. The projects and operations benefit both the Army officers and the corporation. ExxonMobil's current

TWI program is exceptional, based on more than a decade of TWI officers.

ExxonMobil structures each TWI officer's training schedule for time in six of the corporation's many "business lines," focusing on the areas with the most impact for the Army. My "business lines" were Refining; Safety, Health and Environmental (SHE) Group; Product Trading and Scheduling; Lubricant Operations; Aviation; and Waterborne Transportation.

## *Refining*

ExxonMobil's Beaumont refinery in Texas is the fifth largest in the United States and one of the most complex in the world. The refinery supplies petroleum and chemical products to the East and Gulf Coasts. My mission was to gain an understanding of the complexities involved in producing petroleum products originating from crude oil. Critical in these tasks are refinery optimization and the blending of components into finished products.

A refinery must understand the needs of its customer base and properly forecast future needs on an almost daily basis to produce vital and profitable products for the marketplace. Applying the lessons of the past, investing in personnel and providing proper training are the keys to success in industry and in the Army. Refining and military logistics are similar in their relationship to their customer bases. For example, current profit margins and customer activity cannot always dictate the future of the marketplace or battlefield. To be relevant, the supplier must support success now while striving to develop and exploit future competitive advantages. Preparing for the future is critical in gaining market share or victory.

I was assigned to the refinery's optimization and blending section. An ExxonMobil optimizer must plan the path of production to obtain maximum profit.

With that goal in mind, the optimizer's job is difficult and changes daily. The optimizer is basically like the Army's support operations officer. He coordinates production based on maintenance cycles, available logistical supplies and transportation assets and then balances them with customer needs and market trends. Like the battlefield, the business world is full of information pushing in from all sides all the time, some of it conflicting. Working toward profitability, the optimizer stays as informed as possible, makes an educated decision and moves on to the next issue.

The blending of petroleum components into finished product is the final phase of refining before testing and certifying the product. Each grade and type of product from reformulated gasoline, Jet-A, low sulfur diesel to regular gasoline all involve different components. Based on the ExxonMobil optimizer's guidance, these components are blended into products in the required amounts.

### ***Safety, Health and Environmental Group***

ExxonMobil and the Army share the same challenges and goals in the areas of safety, health and the environment. Management and stewardship in these areas require the concerted efforts and constant vigilance of the entire business spectrum, from upper-level management to the individual worker. The philosophy that workers only do what leaders check holds true in all human endeavors.

During my TWI assignment to the Safety, Health and Environmental (SHE) Group, I participated at all levels from global concerns to activities at local service stations. Projects and training conferences taught me the corporation's individual business functions and how ExxonMobil incorporates overall safety systems to meet unique needs.

For example, I reviewed the loading and unloading procedures specified in the MC306/ Department of Transportation (DOT) 406 cargo tank motor vehicle and American Petroleum Institute (API) recommended practices for tanker truck loading and unloading as a result of several accidents at service stations. (None of the vehicle accidents involved ExxonMobil). I created a simple, retail delivery checklist for tanker truck operators, according to industry standards, that resembled a

standard military checklist. The DOT accepted the practices that I reviewed as industry standards. As a fuel transporter for most of my military career, I was fascinated by the comparison of military standards to industry standards.

I prepared and briefed the Behavior Based Safety (BBS) Global Core Team on the status of BBS systems throughout the corporation. Focusing on systemic issues and successes, my briefing enabled the team to candidly discuss expectations versus reality through the eyes of an independent third party. BBS, specifically the Loss Prevention System, is a trademarked product developed by a former Army officer. This safety system provides a model that teaches and reinforces a culture of safety from the individual employee on up to the chief executive officer. The ultimate goal is a risk management system that links the industry throughout the world and provides cross-talk so the same lesson does not have to be learned twice.

The BBS project gave me a worldwide view of ExxonMobil and its various business functions. The BBS system would benefit the Army greatly. Its worker ownership and involvement strategies as well as the measurable stewardship programs and field verifications are very leader-focused and worker-developed. Soldiers sharing after action reviews, risk assessments and solutions known as "best practices" would potentially save lives.

### ***Product Trading and Scheduling***

Product Trading and Scheduling is the daily operations "battle captain" of the petroleum industry. The scheduler has the responsibility and sole management of an operational desk that supplies five formulations of gasoline and two types of distillates to six ExxonMobil terminals via the Colonial Pipeline, barge and tanker. As a scheduler, I coordinated the receipt and issue of more than 3.2 million barrels (134 million gallons) of petroleum products.

I gained an understanding of domestic petroleum product scheduling and trading processes in the United States. A scheduler manages products to meet inventory targets for terminals. Daily negotiations provide transportation and delivery window options

with third party pipelines, vessels and terminal operators. The goals are to maintain operations, reduce costs and optimize the needs of refineries while providing petroleum supply and distribution to the terminals. During the course of business, a scheduler executes many complicated purchases, sales, and exchange transactions involving multiple third parties.

Logisticians in business and the Army share the same goals: provide the right product at the right place at the right time with the least cost. Product scheduling is the art of Just in Time logistics. Send the product too soon and containment issues or storage costs may eat away the profit. Send the product too late and the product may be priced out of the market and the customer forced to look elsewhere. The results of a scheduling failure are detrimental to customer relationships and profitability. Supply and demand are volatile market drivers. Like the Army, understanding the market and the customer is the key to success. Seeing the future and maintaining flexibility ensures the ability to take advantage of opportunities as they present themselves. Personnel interaction and reputation are valuable commodities that must be maintained and nourished.

### ***Lubricant Operations Group***

The Lubricant Operations Group is commercial Supply Chain Management in action. The mission is to provide packaged Class III (petroleum, oils and lubricants) products to customers based on sales forecasts, efficient production, warehouse management, product line synchronization and future sales plans. Since the merger in ExxonMobil, the group's focus is product line "harmonization" of packaged products. This means eliminating obsolete formulations and inventory. This slow and deliberate process initially can be costly, but has the potential for very large future returns.

ExxonMobil's and the Army's logistical "harmonization" programs are closely related. The elimination of low-demand items and consolidation of inventory at fewer locations allows the logistician to use current technology to purchase, store and ship products at lower costs. Cost savings in personnel, storage, transportation and long-term warehousing are significant.

The major hazard identified during my TWI tenure at ExxonMobil is a cautionary tale for the Army. Some "harmonizations" have negative impact. Products with low demand but long lead times for production startups require special attention. The Lubricant Operations Group came up with multiple solutions for low-demand items. Producing the entire requirement for a year and shipping it to a storage facility close to the major customers solved several issues. Other solutions involved finding competitors who have similar needs and batch-ordering from a consolidated third party producer. Bottom Line: Be careful what you harmonize. Low-demand items have innate and organic costs due to their nature. When a customer needs the item, long lead times may incite the customer to take his business, all of it, elsewhere.

### ***Bottom Line: What did I learn?***

Logistics is the key to success in industrial and military environments. Both are only as victorious as their logistical organizations allow them to be. Flexible, functional and efficient logistics form the base of what an organization can and cannot do. Cost becomes the discriminating factor. Any business that can maximize its logistical capabilities at the lowest cost and best value achieve success. Quartermasters must remember that logistics determines the shape and scope of the battlefield. Rightsizing of logistical organizations to provide flexible, functional and efficient logistics is not the only task. Cost must be considered as a function of both savings and value. In many cases, the best long-term value has a high short-term cost, but many logistical answers can be low in cost if tied to a series of planned and coordinated goals.

**Quality is a combat multiplier.** Industry as a whole does not look at the price of goods as the only discriminator when considering the purchase of a product. Quality, reliability, service and vendor flexibility play large roles in the choice.

**Customers purchase products based on the value added by a product.** Industry purchases goods and services based on a catchphrase that the military coined, "more bang for the buck." Some products add little value, and their cost is the overriding factor when choosing a vendor. Many

products are more involved than that. The colloquialism, "you get what you pay for," is obvious in business. A product providing service, safety and reduced environmental risk linked to a supplier who works with the customer to solve problems is highly valued. Generally, such a product costs more than a product from competitors who do not provide the additional benefits. Spending the time analyzing the full picture of "bang for the buck," as industry does, will help the Army get the best value for tax dollars.

**Evaluate and revise practices and requirements continuously.** Staying ahead of the competition requires an industry to constantly reevaluate its every aspect. Corporations must adapt as opportunities and competitive gaps open in the market. Likewise, the Army currently is revising its concepts for the future. As the Army's logistical footprint, requirements and means of movement change, so too must the Army's methods of procurement. A lighter, faster, more deployable force will require logistics capabilities that are just

as flexible. If the current procurement system is to support the Army of the future, velocity management, Just in Time logistics and flexible purchasing must continue to evolve with the changing force. Achieving "bang for the buck," demanding flexibility and service from suppliers while staying current as the Army's customers constantly transition will produce victory.

*CPT Reed E. Hudgins is the Chief of the Advanced Petroleum and Water Division, Petroleum and Water Department, US Army Quartermaster Center and School, Fort Lee, Virginia. Previous assignments include Mechanized Infantry Platoon Leader, 1-16 Infantry Battalion, 1st Infantry Division; Maintenance Platoon Leader, Petroleum Platoon Leader, Battalion S2/3, 701st Main Support Battalion (MSB), 1st Infantry Division; Supply and Service Officer, 16th Corps Support Group, Operation Joint Endeavor, Bosnia; and Battalion S2/3, and Commander, Company A, 27th MSB, 1st Cavalry Division.*

### ***Because One Officer Makes a Difference***

Each fiscal year, the Quartermaster Corps seeks officers for the Army's Training With Industry (TWI) program. If interested, E-mail CPT Amelia P. Stewart, Officer Proponency, US Army Quartermaster Center and School at [stewart@lee.army.mil](mailto:stewart@lee.army.mil) or telephone (804) 734-3441/DSN 687-3441 or E-mail CPT Kevin D. Gilson, Future Readiness Officer at PERSCOM, at [kevin.gilson@hoffman.army.mil](mailto:kevin.gilson@hoffman.army.mil) (703) 325-545 or DSN 221-5645.

TWI provides competitively selected officers with extensive exposure to managerial techniques and industrial procedures within corporate America. This training is normally not available to Army personnel either through the military school system or civilian university system. Following an officer's tenure at the civilian industry, he goes to an Army educational requirements system assignment for two years. Participants also incur an active duty service obligation of three days for every one day in TWI. All TWI officers are assigned to the Student Detachment, Fort Jackson, SC, with duty at the chosen industry for a maximum of 12 months, beginning in September of each year. While every industry is not available each year, industries that have participated in TWI include Sun Oil Corporation, SUPERVALU Corporation, ExxonMobil, Labatt Food Service, Sears, Sodexo Marriott, WalMart, and the Army/Air Force Exchange System. Eligible officers must meet the following requirements:

- Must be Regular Army or US Army Reserve in a voluntary-indefinite status and be branch-qualified at current grade.
- Must not have more than 17 years of active federal service as of 30 September of the current year.
- Must have a minimum of a secret security clearance.
- Must have a strong record of military performance.

Active duty officers interested in applying for TWI must submit a DA Form 1618-R (Application for Detail as Officer Student at a Civilian Educational Institution or at Training With Industry), a resume, and two letters of recommendation, ALL ORIGINALS, before August 1st of each year.



# SAFETY SAVES

## *Risk Management Assessment: Operating and*

Every operation or task requires a risk assessment. The leader is responsible for having a risk assessment done to ensure hazards are identified and personnel are trained to avoid those hazards. The following Risk Assessment was completed for school training on the Modern Burner Unit but can be applied to any situation.

*CPT Caroline Kalinowski, Environmental Officer for the Army Center of Excellence, Subsistence (ACES), and SFC Antonio Boies, Food Operations Noncommissioned Officer, both serve in the ACES Quality Assurance Division, US Army Quartermaster Center and School, Fort Lee, Virginia.*

### RISK MANAGEMENT

<b>A. Mission or Task:</b> Operating and Maintaining the Modern Burner Unit (MBU), NSN 7310-01-452-8137		
<b>D. Prepared By:</b> (Rank, Last Name, Duty Position) CPT Caroline Kalinowski, Environmental Officer and		
<b>E. Task</b>	<b>F. Identify Hazards</b>	<b>G. Assess Hazards</b>
1. Lifting and transporting MBU and/or Battery Pack	1. MBU with fuel weighs 58 pounds; battery pack weighs 80 pounds; possible back, arm and shoulder strain during lifting and carrying; crushed foot/toes or hand/fingers if dropped.	II-B (High)
2. Fueling MBU	2.a. <b>Powered Fueling:</b> Skin irritation from contact with fuel (JP-8); chemical eye hazard (temporary or permanent eye impairment) from pressurized fuel spraying from poor nozzle connections between MBU and fuel can; fire from open flames (other burner units in operation) [burns or death]; environmental contamination from spilled fuel.	III-E (Low)
	2.b. <b>Manual Fueling:</b> Fire from open flames or sparks (burns or death); chemical splash on skin (irritation) and to eyes (temporary or permanent visual impairment) from fuel being poured; <i>Explosion during operation of MBU from improper fuel use (i.e., gasoline prohibited)</i> [burns, puncture wounds, or death]; environmental contamination from spilled fuel; food safety hazard from spilled fuel in food preparation area or sanitation center (foodborne intoxication); fire (burns/death) from improper storage of fuel cans.	I-B (Extremely High)
3. Charging Battery Pack	3. Same as 1., (back, arm, shoulder strain; crushed hand/foot); and electric shock (burns or death).	I-C (High)
4. Operating the MBU	4. Explosion if improper fuel used (i.e., gasoline [severe burns, puncture wounds, or death]; fire from leaky fuel cell (burns); electric shock (burns/death) from MBU slave cable, power converter, or extension cord; hot surfaces (burns); carbon monoxide asphyxiation (death); power surge to MBU or electrical power source (moderate to severe equipment damage); environmental contamination from leaking fuel cell; noise (decibels greater than 85 dBA) from multiple MBUs, generators, or vehicles [short-term temporary hearing loss, or permanent partial/full hearing loss in future if chronically exposed].	I-B (Extremely High)
5. MBU Maintenance	5. Hot surfaces (burns); heavy lifting (back, arm, shoulder strain); electric shock (burns or death); spilled fuel when emptying fuel cell (skin irritation, eye hazard, fire); environmental contamination from spilled fuel; equipment damage due to inexperienced or unauthorized level of maintenance being conducted.	I-E (Medium)
<b>K. Determine overall mission/task risk level after controls are implemented (circle one)</b>		
LOW (L) <span style="float: right; border: 1px solid black; border-radius: 50%; padding: 2px;">MODERATE (M)</span>		
<b>Who Has Risk Decision Authority For Risk Level Identified?</b>		

# SOLDIERS



## Maintaining the Modern Burner Unit (MBU)

CPT Caroline Kalinowski

SFC Antonio Boies

### WORK SHEET

B. Date/Time Group: Begin: 11 Oct 01 End: Indefinite		C. Date Prepared: 11 Oct 01
ACES Safety Officer, and SFC Antonio Boies, Food Operations NCO		
H. Develop Control	I. Determine Residual Risk	J. Implement Controls ("How To")
1.a. Use a 2-person lift when moving either the MBU or Battery Pack. 1.b. Employ proper lift techniques, using bending and lifting from the legs, not the back. 1.c. Establish effective communication with lift-buddy prior to initiating movement (i.e., establish proper grip; state, "ready to lift? Lift!")	IV-E (Low)	a. Provide sufficient copies of Technical Manual (TM) 10-7310-281-13&P. b. New users receive initial counseling on their Job Hazard Analysis (JHA) from supervisor/NCOIC. Focus on the hazards and specific controls cited in the TM and unit standing operating procedures (SOPs).
2.a.1. Provide training on proper procedures to new and inexperienced personnel prior to allowing unsupervised fueling operations. 2.a.2. Provide chemical splash goggles and rubber gloves. 2.a.3. Verify secured nozzle connections and serviceability of rubber seals to prevent leaks. 2.a.4. Turn off all other burner units; extinguish open flames within 25 feet of refueling. 2.a.5. Provide rags or spill kit to contain fuel leaks. 2.a.6. Provide fully charged ABC fire extinguisher at fueling point.	IV-E (Low)	c. Initial training on JHA conducted within 30 days of assignment to duty station and then annually. [Reference: Unit Safety SOP and Risk Assessments] d. Follow safety guidance prescribed in the MBU TM. e. Follow Unit HAZMAT SOP for containing fuel spills.
2.b.1. Same as 2.a.1, 2.a.2, 2.a.4, 2.a.5, and 2.a.6. 2.b.2. Use only JP-8 fuel or other approved alternate diesel fuel. Provide HAZCOM briefing for all fuels being used (include first aid procedures, location of Material Safety Data Sheets (MSDSs) and proper storage). 2.b.3. Conduct fueling operation at least 50 feet from food preparation and storage operations, open flames, and the sanitation center. 2.b.4. Place MBU over a catch pan to capture spilled fuels. 2.b.5. Maintain a constant metal-to-metal contact between fuel can nozzle and MBU fuel cell to prevent likelihood of sparking. 2.b.6. Storage fuel cans 50 feet from open flames and IAW MSDS guidance.	IV-E (Low)	f. Conduct an informal risk assessment at the beginning of each day or prior to using MBU to assess: equipment serviceability, and availability and serviceability of personal protective equipment (PPE). g. Conduct before, during and after Preventive Maintenance Checks and Services (PMCS) on MBU as prescribed in the TM. h. Consult with Preventive Medicine Service for assessment of noise hazards and carbon monoxide levels.
3.a. Same as 1.a. through 1.c. 3.b. PMCS power cords and electrical connections prior to use. 3.c. Ground generator with grounding rod prior to connecting to battery pack cable and extension cord. 3.d. Do not stand in water while handling live cables; prevent cables from lying in water.	I-E (Medium)	
4.a. Conduct before, during, and after PMCS. 4.b. Ensure only JP-8 or other approved diesel fuel is used. 4.c. Provide fully charged ABC fire extinguishers. 4.d. Follow guidance from 3.a. thru 3.d. for lifting and electric shock. 4.e. Allow MBU to cool before attempting to move/store. Prevent congestion of personnel around multiple MBUs in Mobile Kitchen Trailer (MKT), Containerized Kitchen, sanitation center, or other work places. 4.f. Ensure area is well ventilated by opening window and roof flaps on MKT, sanitation center, etc., do not use in confined spaces, living tents, or for personal heating. 4.g. Ensure all power is turned off on generators and power converters to prevent power surge during initial connections. 4.h. Ensure serviceability of gasket/washer on fuel cap, identify leaks, and provide rags or spill kit to contain spilled fuel. 4.i. Position generators and vehicles at least 20 feet from MBUs; provide/use ear plugs when decibel level exceeds 85 dBA, or it is difficult to hear others talk normally over the noise.	I-E (Medium)	
5.a. Allow MBU to cool before attempting to move or handle. 5.b. Follow lifting controls in 1.a. through 1.c. 5.c. Turn off power converter and generator, and disconnect power cable before conducting maintenance. 5.d. Ensure maintenance is performed at appropriate level. 5.e. Empty fuel cell using powered or manual method before conducting maintenance. Follow controls outlined in 2.a.1 through 2.b.5. 5.f. Only perform authorized level of maintenance using approved tools, procedures, and replacement parts.	IV-E (Low)	
<p><b>HIGH (H)</b> <span style="float: right;"><b>EXTREMELY HIGH (E)</b></span>            (The Assistant Commandant, US Army Quartermaster Center and School, will sign here.)</p>		



# CAREER NEWS

## *Professional Development*

As Army Transformation continues in the 21st Century, we at the Quartermaster Branch, US Total Army Personnel Command (PERSCOM) will update Quartermasters about some changes, developments and trends in the assignment and professional development areas. **For more information about Quartermaster Corps officer and noncommissioned officer (NCO) issues, access the PERSCOM web site at [www.perscom.army.mil](http://www.perscom.army.mil) and the Office of the Quartermaster General web site at [www.quartermaster.army.mil/oqmg/](http://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/wod.htm](http://www.perscom.army.mil/OPWod/wod.htm).** To help enlisted soldiers keep track of PERSCOM's new communication tools, the Enlisted Personnel Management Directorate distributed a wallet-sized information card that lists a soldier's career manager's telephone number, E-mail address, FAX number, and telephone Interactive Voice Response System (IVRS) instructions and telephone number. Enlisted soldiers can get their pocket cards at their personnel servicing battalions. Access [www.us.army.mil](http://www.us.army.mil) to set up a free E-mail account with Army Knowledge Online.

## *Stop Loss and Stop Movement, Recall to Active Duty*

*LTC Scott Lang, Chief, Quartermaster Officer Personnel Management*  
*scott.lang@hoffman.army.mil, DSN 221-5266*

As the current Quartermaster Branch Chief, I have enjoyed working with so many of you since my arrival at PERSCOM in July 2001. Four times a year, the Quartermaster branch team writes articles for the Quartermaster Professional Bulletin that cover upcoming events, frequently asked questions and general information for your professional development. For more information, please contact my staff or me. I look forward to working with each of you in the future.

As of 12 Oct 01, the US Army had not initiated a **Stop Loss** or **Stop Movement**. Also, all Separation, Transfer and Recall programs remained unchanged. For more information on these programs, please refer to the PERSCOM Online Web Site at [www.perscom.army.mil](http://www.perscom.army.mil).

The Army's **Recall to Active Duty** program consists of two major categories designed for retired officers and reservists. If you are a retired Army officer considering a return to active duty, call 1 (800) 318-5298. If you are an Army aviator and wish to reestablish your active duty career, apply by calling 1(800) 654-7298 or refer online to [www.perscom.army.mil/opdistacc/calltoAD.htm](http://www.perscom.army.mil/opdistacc/calltoAD.htm).

If you are a reservist who wishes to return to active duty, the following are your categories for points of contact. If you are in the Individual Ready Reserve and wish to volunteer during the terrorist crisis, visit [www.2xcitizen.usar.army.mil](http://www.2xcitizen.usar.army.mil) online or use one of these telephone numbers: 1 (800) 325-(xxxx) Combat Arms: 4973, Combat Support: 4987, Combat Service Support: 4980, Chaplain: 4914, JAG: 4916, Acquisition: 4972 or Medical: 4729. If you are in the Individual Ready Reserve, Individual Mobilization Augmentees or the Troop Program Unit and wish to reestablish your active duty career, visit [www.perscom.army.mil/opdistacc/calltoAD.htm](http://www.perscom.army.mil/opdistacc/calltoAD.htm) online.

## ***Where To Go for Career Information***

*LTC Lee Hansen, Lieutenant Colonel Assignments Officer  
lee.hansen@hoffman.army.mil , DSN 221-5269*

***Upcoming Boards.*** I will send out timely information concerning boards in future mass E-mails. If you are a Quartermaster LTC/MAJ(P) who has never received one of my mass E-mails, please read the next paragraph about contact information.

***Contact Information.*** Mailing addresses, telephone numbers and E-mail addresses frequently change and become outdated. Yes, I know which command you are assigned to, but that does not equate to knowing your contact information. My last mass E-mail was sent on 27 Aug 01. If you did not receive this mass E-mail, then I do not have your current E-mail address. Please send it to me so I can keep you in the information loop.

***OCONUS Assignments.*** There was a recent shift in the officer distribution plan (ODP), resulting in both Korea and Europe receiving a substantial increase in Quartermaster officers. As a general rule, if you have two or more years time on station and haven't been overseas for five or more years, you fit the profile for being overseas "vulnerable." I also know that many of you have personal considerations such as children in school, spouse employment and other special situations. However, I have an obligation to look at tour equity and to ensure that all our officers serve their fair share of overseas assignments. I want to thank all of you who have volunteered for some of those overseas assignments.

***OER Status.*** Quartermaster Branch is the last to receive your fully processed Officer Evaluation Report (OER). The senior rater can hold the report up to 90 days from the end date of the report. Combining the senior rater's holding period with board schedules and peak processing times, it could be as long as six months before branch receives your OER. To determine if PERSCOM has your OER, call DSN 221-4191. Original OERs do not come directly to the Quartermaster Branch. Original OERs must go to the PERSCOM OER Branch for processing. Use this link to visit the OER Branch Web Site: [www.perscom.army.mil/tagd/oers/oerpage](http://www.perscom.army.mil/tagd/oers/oerpage). You can call LTC Swisher at 221-9660 to verify your profile.

***DA Photographs.*** If your photograph is more two years old or you are wearing your previous rank, I recommend that you take a new photograph and then send me two copies. Your rank and unit may not have changed, but in two years your official photo will have been handled by many people and may not look new or fresh. Most photographs are now the 3/4-length, digital type. If your photo lab does not have this capability, you should get a digital photograph as soon as you can.

***Useful Information.*** Click on the link called Useful Information at [www.perscom.army.mil/OPqm/UsefulInformation](http://www.perscom.army.mil/OPqm/UsefulInformation). You can find the answers to some commonly asked questions by your junior officers on that page.

## ***Career Field Designation***

*MAJ Eugene "Chip" Lilliewood, Major Assignments Officer  
eugene.lilliewood@hoffman.army.mil, DSN 221-5267*

With the release of the Career Field Designation (CFD) results for Year Groups (YGs) 1984 and 1985, all field grade Quartermaster officers now have their designations. The next year group to go through that CFD process will be YG 1992. The following briefly explains the CFD process as well as how officers can appeal their CFDs in order to change their CFDs.

***Career Field Designation Overview:*** The Army has structured officers in the Army Competitive Category (ACC) by grouping branches and related functional areas into personnel management categories called Career Fields. The establishment of Career Fields will build an officer corps that is both skilled in combined arms

operations in the joint and multinational environment and fully experienced in the technical applications that support the Army's larger systemic needs. Regardless of an officer's designated Career Field, all branches and functional areas in all Career Fields are found in both the Table of Organization and Equipment (TOE) and Table of Distribution and Allowance (TDA) Army. Under a management system based on Career Fields, officers after promotion to major are managed, professionally developed, assigned and promoted according to the requirements of their branch or functional area and career field.

***Career Fields and Functional Areas:*** CFD should not be confused with Functional Area Designation. Officers select and are designated into a Functional Area between their fifth and sixth years of service. They may or may not serve in this specialty or attend graduate civil schooling before CFD, which occurs around the 10th or 11th year of service. An officer's personal preference is a heavily weighted factor during CFD. However, previous Functional Area experience and Advanced Civil Schooling also contribute to the outcome of the CFD board designation.

***Career Field Designation:*** Officers will be designated into a branch or Functional Area in a Career Field by a board centralized at Headquarters, Department of the Army (HQDA) immediately after selection to major. Senior captains are designated into the Army Acquisition Corps (Functional Area 51) earlier in their eighth year of service. The function of the Career Field Designation Board (CFDB) is to meet Army requirements by designating officers into a branch or Functional Area in one of four Career Fields: Operations, Information Operations, Institutional Support and Operational Support. The CFDB considers the officer's preference (forwarded to PERSCOM about six months before the board), rater and senior rater input, officer's experience and qualifications and Army requirements. The results of the CFDB may require a change in an officer's Functional Area awarded during the fifth to sixth years of service.

***Career Field Appeals/Policies and Procedures/Transfers:*** A HQDA Selection Board completes the CFD process. Similar to promotion, command and school boards, the CFD board is based on Army requirements, applicable laws and regulations, and is approved at the highest level of the Army leadership. Changing the outcome of any DA selection board including the CFD Board is rare, and will only be made only under extraordinary circumstances. For acceptance of consideration for a Career Field transfer, an officer must wait 24 months after the release date of the CFD board that awarded the Career Field. Career Field transfers will be considered and filed in the same manner as a basic branch transfer.

### ***Professional Timeline After Company Command***

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During my first 90 days in this position, I received numerous phone calls requesting information about the Quartermaster officer's career timeline after company command. Typically, after company command, about 90 per cent of Quartermaster captains can expect to work in the "3Rs": *Recruiting Command* as a company commander or operations officer, *Reserve Officers' Training Corps (ROTC)* as an assistant professor of military science or on a regional staff, and *Active Component/Reserve Component (AC/RC)* serving as observer/controllers in Quartermaster battalions or on battalion or brigade-level staffs.

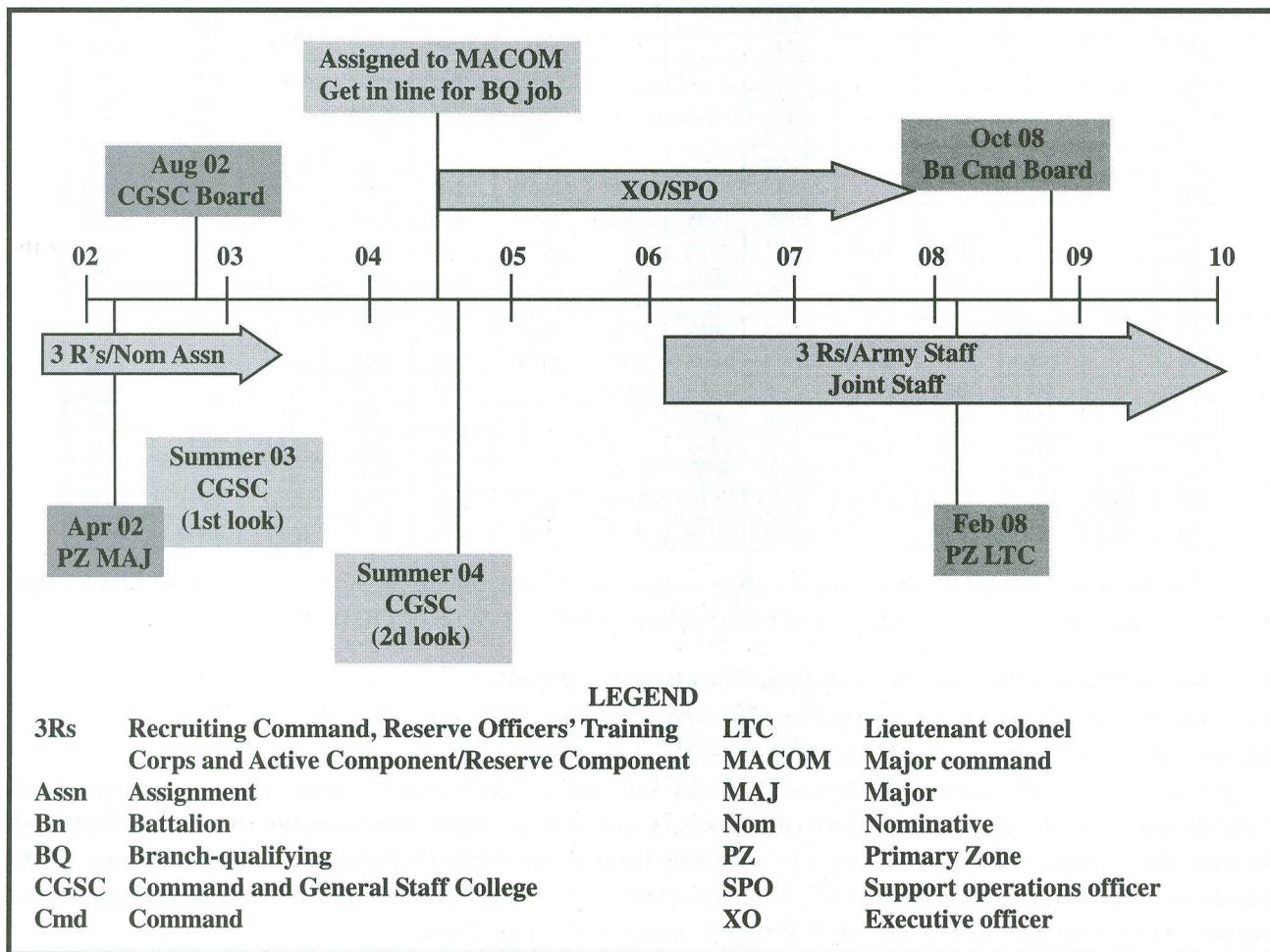
A few Quartermaster officers will return to Army Forces Command (FORSCOM) units to serve on divisional staffs. The remaining 10 per cent of Quartermaster captains will compete for nominative assignments. Nominative assignments include Advanced Civil Schooling, Logistics Executive Development Course/Florida Institute of Technology (LEDC/FIT), Training With Industry, Joint Chief of Staff Internships, Defense Logistics Agency Internships and PERSCOM. A few other officers will be selected as observer/controllers (O/Cs) at the Combat Training Centers, Project Warrior (serve as an O/C for two years with return assignment to Fort Lee, VA, to serve as an instructor at the US Army Quartermaster Center and School), US Military Academy Training,

Assessment and Counseling (TAC) officers and professors, US Army Central Identification Laboratory, Hawaii (CILHI) and Deputy Chief of Staff for Logistics (DCSLOG) logistics staff officers.

Access information about all types of assignments at [www.perscom.army.mil/opqm/qm.htm](http://www.perscom.army.mil/opqm/qm.htm) online. Most of these tours are fixed in duration. The US Army Recruiting Command (USAREC) and AC/RC are typically two-year assignments with the option to extend to three years. The ROTC and FORSCOM assignments are typically three-year assignments. The nominative jobs vary from two to five years.

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

I have illustrated a standard timeline for Year Group (YG) 92 officers - those officers preparing for the upcoming primary zone (PZ) major board. As you can see, some of the arrows in the following chart overlap. These times will fluctuate, based upon CGSC selection and time needed to branch-qualify as a major. After officers branch-qualify as majors, they will find themselves in a situation similar to when they were branch-qualified captains. This time the options for assignment opportunities return to the 3Rs, Army and Joint Staffs, and most of the nominative assignments listed previously, while the officers begin to prepare for the Primary Zone Promotion Board to lieutenant colonel.



***Some points to consider when preparing for future assignments:***

- ▶ Review the basic timeline so your initial request makes sense.
- ▶ Contact your assignment officer early (minimum of 8-10 months out) just to get on their scope and begin reviewing options. Let the assignment officer know of your preferences early enough to do something about it. Three months prior to PCS is too late to expect to receive the assignment you truly want.
- ▶ Understand that you are overseas vulnerable if your last assignment was CONUS. If your last 2 – 3 assignments were CONUS, expect to go overseas.
- ▶ Remain flexible – our goal is PERSCOM is to assign the right officer with the right skills to the right place at the right time. If one of these items doesn't fit, the assignment won't happen.

YG	CPT	FAD YR	BZ MAJ	PZ MAJ	CFD BD	1ST CSC	2D CSC	BZ LTC	PZ LTC	BN CMD	1ST SSC	LAST BN CMD	PZ COL
74													
75													
76													
77													
78													1999
79													2000
80					1999							1999	2001
81					2000							2000	2002
82					2001						1999	2001	2003
83					2001				1999	1999	2000	2002	2004
84					2002			1999	2000	2000	2001	2003	2005
85					2002			2000	2001	2001	2002	2004	2006
86					1999			2001	2002	2002	2003	2005	2007
87					2000			2002	2003	2003	2004	2006	2008
88					2000		1999	2003	2004	2004	2005	2007	2009
89				1999	1999	1999	2000	2004	2005	2005	2006	2008	2010
90			1999	2000	2000	2000	2001	2005	2006	2006	2007	2009	2011
91			2000	2001	2001	2001	2002	2006	2007	2007	2008	2010	2012
92			2001	2002	2002	2002	2003	2007	2008	2008	2009	2011	2013
93		1999	2002	2003	2003	2003	2004	2008	2009	2009	2010	2012	2014
94		2000	2003	2004	2004	2004	2005	2009	2010	2010	2011	2013	2015
95		2001	2004	2005	2005	2005	2006	2010	2011	2011	2012	2014	2016
96	1999	2002	2005	2006	2006	2006	2007	2011	2012	2012	2013	2015	2017
97	2000	2003	2006	2007	2007	2007	2008	2012	2013	2013	2014	2016	2018
98	2001	2004	2007	2008	2008	2008	2009	2013	2014	2014	2015	2017	2019
99	2002	2005	2008	2009	2009	2009	2010	2014	2015	2015	2016	2018	2020
00	2003	2006	2009	2010	2010	2010	2011	2015	2016	2016	2017	2019	2021

If you have any questions about this timeline or any other issue, please feel free to contact me at any time: E-mail to [dina.nehring@hoffman.army.mil](mailto:dina.nehring@hoffman.army.mil) and telephone DSN 221-5268 or (703) 325-5268.

***Assignments/Schooling for Second Lieutenants and Captains***

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Because I get many questions about how the Army determines assignments for lieutenants and military schools for both lieutenants and captains, I will summarize the processes. Quartermasters prepare our newly accessed lieutenants for their future leadership responsibilities by assigning them to the Table of Organization and Equipment (TOE) locations based on major command (MACOM) authorizations. Newly accessed (commissioned) lieutenants must be assigned to troop-leading and branch-qualifying positions whenever available.

In the rare instances that newly accessed lieutenants must be assigned where troop-leading opportunities are not available, lieutenants may be reassigned overseas under the First Lieutenant to Korea Program. Candidates

must have 18 months CONUS time on station to be eligible for this program. This program also applies to officers currently serving in troop CONUS assignments. Send me an E-mail message with your questions if you are interested.

Most importantly, you should strive to serve in troop-leading (platoon leader) positions as a lieutenant. Remember, as a company commander, you will soon be leading, training, coaching and mentoring your platoon leaders - best accomplished when you have worked in those positions previously. You should work to get the hands-on experience and military schooling that will ensure you are a successful company commander.

Most officers take the initiative to request as many military education and training courses as possible before, during and following assignments. The Army has a program, known as the Army Training Requirements and Resources System (ATRRS), that manages this process through an automated database containing class dates, schedules and quotas allocated by class for most of the schools your assignment officer can send you. This process is similar to an airline computer reservation system: when the flight is full, no more customers can reserve seats.

The Army continuously trains its officers to maintain the highest state of readiness to complete their assigned missions. While officers are training for more than 20 weeks enroute to a new duty station, they are placed in a student account and removed from the operational end strength of the Army. PERSCOM has a cap (maximum) on the amount of authorized officer training hours per year as a percentage of the total force strength. This student account is closely monitored and briefed to Congress on an annual basis. Since this student account translates to officers not available to lead soldiers (fill foxholes), it maintains an extremely high level of visibility. Many officers would like to attend several military schools following their Officer Basic Course (OBC) and Combined Logistics Captains Career Course (CLC3). PERSCOM can usually schedule one follow-on school for OBC and CLC3 students.

To determine the need for specific training for an officer as part of the assignment process, your assignment officer must review the requests of the gaining command or, if appropriate, from DA Pamphlet 600-3 (Commissioned Officer Development and Career Management). We provide training to officers when necessary for the next duty assignment or when required for professional development. You should request military training based on your future potential to use the training.

At PERSCOM, we have very limited authority to authorize temporary duty (TDY) and return training. The Battalion Commanders' Pre-Command Course (PCC) is a rare example of this type of training. All other training must be completed TDY en route to your next duty assignment. Your officer military training can seem complicated, but you should involve your chain of command in your planning process at both unit assignments and school assignments.

### ***Quartermaster Branch Detail Program***

*CPT Kevin Gilson, Future Readiness Officer*

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The Branch Detail Program is designed to benefit the detailed officers, the recipient branches and Quartermaster Branch. The Future Readiness Officer at Quartermaster Branch will work with the officers and the recipient branches to ensure that the officers attend the Supply and Service Maintenance Officers (SSMO) course on a date that best supports their career timelines as well as the recipient branch's mission. This SSMO course is more commonly called the "Transition Course." The program is somewhat flexible because officers have input to what logistical unit (on their current installations) they will be assigned and when the transition will take place within four months of their Branch Detail Expiration (BREX) date. As a general rule, officers will attend the transition course and then transfer to a logistical unit.

Branch detail officers have many resources available to assist with their transition. I have outlined some of the responsibilities of each of the key players to ensure a successful transition:

**Quartermaster Branch.** Monitor each branch-detailed officer and enroll him in the appropriate course based upon BREX date and career timeline. Send each officer a welcome letter and information letter from PERSCOM's Quartermaster Branch Chief. Coordinate with installation strength managers and the officer's chain of command to ensure a smooth transition.

**Branch Detail Officers.** Find logistical units within the division/installation to be assigned. (I recommend looking at least six months before attending the SSMO course). Interview with several logistical units so you can learn what jobs are available. (Battalion S1s and S4s should be able to assist in finding logistical units within your installation.) Keep your current and future chain of command informed. Attend the SSMO course at the scheduled date. Transition to a logistical unit after the SSMO course. Keep Quartermaster Branch informed of any issues or problems you may encounter during your transition.

**Losing Unit.** Allow the Quartermaster officer to attend the SSMO course. Prepare TDY travel orders for the officer to attend the SSMO course on the scheduled date. Contact the Future Readiness Officer at Quartermaster Branch with any questions or concerns with the branch detail process.

**Gaining Unit.** Interview the officer and explain the unit's mission and what jobs are available. Attempt to put the officer in a platoon leader or company-level job that will help build a strong logistical foundation for the branch detail officer.

I will close by saying that I am a branch detail officer myself. I started off as an Infantry lieutenant who deployed with my platoon to Somalia (five days after Ranger School graduation) and then again to Haiti (five days after I was married). I loved the Infantry and had mixed emotions about leaving the combat arms. Looking back now, I will tell you that becoming a Quartermaster officer was the best thing that ever happened to me in my military career. The scope of the Quartermaster mission is so large that it would be hard not to find at least a few areas that interest you. Jobs include parachute rigging, petroleum operations, water treatment, warehouse operations, sustainment operations, mortuary affairs, logistical positions for the Special Forces and combat arms units, and countless other operational or logistical jobs around the world. The leadership skills that you have learned and the opportunity to work beside the soldiers that you will be supporting will serve you well in your future as an Army logistician. As a Quartermaster officer, I have had the opportunity to be a battalion S3 twice, a battalion S4 for a Special Forces battalion, a company commander for a parachute rigging company and currently have a job here at PERSCOM as the Future Readiness Officer for Quartermaster Branch. Your options as a Quartermaster officer are truly endless.

If you have any questions, please do not hesitate to contact me. I have also listed some links that will answer a lot of questions about the Quartermaster Branch, the SSMO Course, US Army Quartermaster Center and School at Fort Lee, VA, and the Army in general. I highly recommend that you review the following:

- ▶ Quartermaster Branch Web Site on PERCOM Online: [www.perscom.army.mil/opqm/qm.htm](http://www.perscom.army.mil/opqm/qm.htm)
- ▶ US Army Quartermaster Center and School Web Site (look for Schools link and click on SSMO course): [www.quartermaster.army.mil](http://www.quartermaster.army.mil)
- ▶ Army Knowledge Online (AKO): [www.us.army.mil](http://www.us.army.mil)

I also strongly encourage you to comply with the guidance from the Army's Chief of Staff and sign up for your Army Knowledge Online (AKO) account. This will give you an E-mail address that you can use throughout your career. An AKO account will allow everyone to stay in contact with you throughout your

career and retirement. AKO also will allow PERSCOM and other military organizations to quickly send important information to you. With an AKO account, you can set up your own Army homepage to provide you with the information you want daily. Also, you can set up your AKO E-mail account to automatically forward your E-mail to your military or personal E-mail account, so that you don't have to constantly check for mail on extra sites.

**Promotion 2001 For Quartermaster Warrant Officers**

CW4 Gary A. Marquez, Career Manager for Quartermaster Warrant Officers  
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Quartermaster warrant officers did extremely well on the FY 2001 Promotion Selection Board, partly because many warrant officers took advantage of the various ways to maintain and update their personnel files. I am sure another factor is the focus on these files at PERSCOM by the previous Career Manager for Quartermaster Warrant Officers, CW4 James C. Tolbert.

The following charts show results of the 2001 board that met during May 2001 and released approved selection results on 7 Aug 01. The term "ceiling" represents the maximum number of Quartermaster warrant officers that the promotion board could select in a particular military occupational specialty (MOS)/Grade as directed by the Army's Deputy Chief of Staff for Personnel (DCSPER). The term "floor" is the minimum number of Quartermaster warrant officers the promotion board must select in the particular MOS/Grade as directed by the DCSPER.

CW5 MOS	Floor	Ceiling	Above Zone			Promotion Zone			Below Zone		
			Con	Sel	%	Con	Sel	%	Con	Sel	%
920A	0	7	11	2	18.2	10	4	40	8	1	12.5
920B	3	0	2	0	0	5	3	60	1	0	0
921A	0	0	0	0	0	0	0	0	0	0	0
922A	0	0	7	0	0	1	0	0	0	0	0

CW4 MOS	Floor	Ceiling	Above Zone			Promotion Zone			Below Zone		
			Con	Sel	%	Con	Sel	%	Con	Sel	%
920A	10	0	9	5	55.6	16	15	93.8	3	0	0
920B	8	0	2	2	100	7	6	85.7	8	0	0
921A	2	0	1	1	100	2	2	100	1	0	0
922A	1	0	1	1	100	1	1	100	1	0	0

CW3 MOS	Floor	Ceiling	Above Zone			Promotion Zone			Below Zone		
			Con	Sel	%	Con	Sel	%	Con	Sel	%
920A	5	59	14	11	78.6	53	45	84.9	44	3	6.8
920B	2	63	4	3	75.0	69	59	85.5	33	1	3.0
921A	3	12	1	1	100	11	10	90.9	2	0	0
922A	7	37	1	1	100	42	35	83.3	29	0	0

<b>LEGEND:</b>	922A	Food Service Technician
920A	Con	Considered
920B	MOS	Military Occupational Specialty
921A	Sel	Selected

Promotions remain very competitive at all levels. Having a variety of assignments, some advanced education, a quality and updated photograph, and a signed Officer Record Brief (ORB) are critical elements for promotion. Most important of all is PERFORMANCE. The statistics will reveal that no matter the educational level, divisional assignments and super-looking photograph, the candidate for promotion still must have an above-average trend of performance. It's that simple. Sure, some may be selected for promotion with all Officer Evaluation Reports (OERs) at center of mass (those who are in small populations with less than five rated officers in the same grade and who have superior senior rater comments). However, the majority of the non-select files reflected mostly center of mass OERs without much "zing" in the write-ups. In other words, the file was "flat."

The 2001 board indicated what Quartermasters have known awhile: warrant officers selected for promotion had updated and good-looking photographs, plus updated and signed ORBs and OERs that reflected above center of mass performance. How can you influence your selection for next year's board? Begin now! Get a photograph in early 2002, update and make corrections to your microfiche at PERSCOM, and start talking with your rater and senior rater. Let them know when you are in the zone. Ensure that you have a solid OER support form and document your accomplishments.

### ***Actions To Take Now***

***ORB.*** Do the crosswalk between your ORB and microfiche to make sure the awards listed on the ORB are in fact on the microfiche. Ensure that a copy of the award certificate (not the DA Form 638) is sent to DA PERSCOM at this address: PERSCOM, ATTN: TAPC-MSR-S, 200 Stovall Street, Alexandria, VA 22332-0444. FAX to DSN 221-5204 or to (703) 325-5204.

***Microfiche.*** Perhaps the most important document in the promotion folder is the microfiche with all performance documents such as OERs and awards. Board members spend most of their time reviewing the performance microfiche, so ensure that it is correct. Make sure that it contains all of YOUR OERs and no one else's. Ensure all awards that you are wearing on your uniform in your photograph are listed on the ORB and also are contained within the microfiche.

### ***What To Check in Your Promotion Folder***

- ▶ Check each OER to ensure none are missing. Check the dates.
- ▶ For CW3s and above, check to ensure the W01 OERs have been removed.
- ▶ Check to ensure an award certificate/order is present for every award listed on the ORB; every award above an Army Achievement Medal.
- ▶ Check any other documents to ensure they all bear your name and not that of another warrant officer.

***To request a copy of your Official Military Personnel File (OMPF) on microfiche:*** Write to PERSCOM, ATTN: TAPC-MSR-S, 200 Stovall Street, Alexandria, VA 22332-0444. FAX DSN 221-5204 or (703) 325-5204.

***Photograph:*** Although regulation requires a new photograph every five years, officers must use their own judgement in this matter. What message do you convey to the board with a photograph that is one or two years older than most others under consideration? Could it be lack of initiative? Don't give the board the chance to second-guess your intentions. Get a current year photograph: recommended not regulatory!

### ***Tips for getting the best photograph***

- ▶ Take the photograph early (January/February) in the year. Plan on "Murphy" being around: "the photography lab is closed, ran out of film or had to do a retake" are all poor excuses when your photograph is old or does not reflect the real you.

- ▶ Mail the photograph to PERSCOM yourself, if possible. Some photo labs and Military Personnel Offices (MILPOs) will not allow the soldier to handle the photograph. If this is the case, at least get with the MILPO to verify that your photograph has been mailed out. Then, follow up with your career manager.
- ▶ Have your uniform professionally cleaned.
- ▶ Have a peer/superior critique your uniform and have them check the photograph before mailing.
- ▶ Ensure the awards you wear on the uniform match your ORB.
- ▶ Men, be careful with mustaches and faddish hairstyles.
- ▶ Women, be careful with bright lipstick and fancy “hairdos.” The official Army photograph is not a “fashion shoot.”
- ▶ Wear a uniform that fits. If it doesn’t, lose weight or get another uniform! In some cases, the uniform may have to be altered but not tapered to be form-fitting.

***Common Errors When Preparing for the Promotion Board:***

- ▶ Signing the ORB with known errors.
- ▶ Not requesting a microfiche.
- ▶ Not comparing the awards listed on the microfiche to awards on the ORB.
- ▶ Poor quality photograph with wrinkled uniform, poor posture, facial hair, bright lipstick, long fingernails, unprofessional hair styles, or awards on the uniform not matching the ORB.
- ▶ *PROCRASTINATION.*

Of course, the best way to maintain your personnel files is to do so throughout the year. Write down in your day planner, Palm Pilot or calendar the specific dates on which you plan to review your ORB, microfiche and photograph. Then plan the follow-up actions. Check, check and recheck to determine whether or not the clerk updated your file. Call or E-mail your career manager at PERSCOM to verify the receipt and or correction of changes to your file. This persistence will pay off in the long run, and you won’t have to burn the midnight oil two weeks before next year’s board.

***Only Two Changes on New NCOER***

The new forms for the NCO Evaluation Report (NCOER) have only two changes:

- A four-digit year now (2001 instead of just 01) in the FROM and THRU dates.
- Current Army Values in Part IVa.

NO CHANGES appear on the back of the new NCOER (DA Form 2166-8) or in the policies and procedures for processing evaluation reports. Use of the new form was effective 1 Nov 01. The new forms are available on the US Army Publishing Agency’s web site of [www.usapa.army.mil](http://www.usapa.army.mil), and the new NCOERs do require the updated version of FormFlow software.

Part IVa was revised to include the seven Army Values of Loyalty, Duty Respect, Selfless Service, Honor, Integrity and Personal Courage. The rater will indicate the rated NCO’s compliance with Army Values by marking an “X” (handwritten, typed or computer-generated) in either the “YES” or “NO” box. If the “NO” box is checked, the rater must address the shortcoming with a specific bullet comment.

The revised NCOER regulation (AR 623-205) was in final review when the new DA Form 2166-8 went into effect. However, use of the new NCOER and counseling forms are not tied to the revised regulation. For questions about the new NCOER, contact SGM A. Ray Everette, Chief, DA Enlisted Evaluations Branch/NCOER Policy Manager, PERSCOM, at DSN 221-8009 or (703) 325-8009.

# QUARTERMASTER

# UPDATE

## *Mortuary Affairs Soldiers Deploy To Pentagon After Terrorist Attack*

Mortuary Affairs Specialists served at the Pentagon “for the families” in the highly charged emotional aftermath of terrorist attacks 11 Sep 01 in the United States. The Quartermasters performed their labor-intensive mission at the Pentagon disaster site, an active crime scene under FBI jurisdiction.

The 54th Quartermaster Company at Fort Lee, VA, was involved in the recovery, storage and transportation of remains from September 11 to October 1. To augment the 54th, US Army Reservists from the 311th Quartermaster Mortuary Affairs Company in Puerto Rico arrived on September 16.

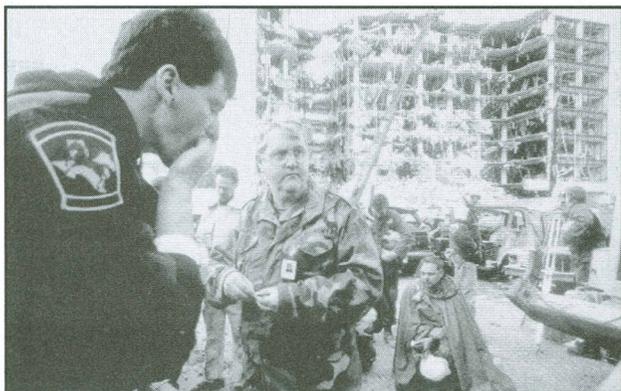
An airliner with 64 people aboard, hijacked by terrorists, had slammed into the Pentagon’s west wing. Also, in related attacks earlier in the day on 11 Sep 01, terrorists had taken over two other commercial flights to explode jetliners into the World Trade Center in New York City, collapsing the twin towers and leaving nearly 5,000 victims dead, missing or presumed dead at “ground zero” downtown. A fourth aircraft was hijacked, but crashed in a

Pennsylvania field as passengers tried to subdue the terrorists. This crash took the lives of 45 persons.

“Training helps us prepare for what we do. But you can never be fully prepared for something like this. I still get choked up,” said CPT Corey Boyer, the 54th commander, in one interview while on duty at the Pentagon. He added that he also knew “how important our job is. Recovering remains and returning them to families is providing some comfort to those families. We’re giving them closure.”

Soldiers from the 54th Quartermaster Company, the Army’s only active-duty mortuary affairs company, have traveled around the world since activation in 1988 to recover, process and send home fallen Americans. This has been a Quartermaster mission throughout the Corps’ 226-year history.

“If you were to ask these soldiers how many deployments they have been on,” said COL Melvin R. Frazier, Commander of the 49th Quartermaster Group at Fort Lee, “the numbers will surprise you. Many of our junior soldiers have deployed on four or five missions in and outside the continental United States.”



*Photograph by Tech.Sgt. Marvin Krause, US Air Force*



*Photograph by Marine Corps Cpl Jason Ingersoll*

**An Army Chaplain (left photograph) gave communion to search and rescue workers near the Alfred P. Murrah Federal Building in Oklahoma City, site of the worst terrorist act in US history up to that time with 169 dead and 500 injured in 1995. Mortuary affairs personnel from the 54th Quartermaster Company deployed there. In 2001, the 54th responded September 11 after a commercial jetliner hijacked by terrorists crashed into the Pentagon (right photograph), leaving 189 dead at the fiery site.**

## ***Army and Air Force Riggers Team For Afghan Humanitarian Mission***

Quartermasters were a part of the airdrop mission last October 8 that was the first installment of President Bush's \$320 billion aid package for the people of Afghanistan. Airdropping 37,000 Humanitarian Daily Rations came hours after United States and allied aircraft had bombed terrorist targets inside the country.

Forty-six members of the 5th Quartermaster Company, 191st Ordnance Battalion, 29th Support Group, 21st Theater Support Command, and 20 members of the 37th Airlift Squadron Air Delivery Flight spent a four-day weekend together at Ramstein Air Base building containers called the Tri-Wall Air Delivery System (TRIADS) and loading two C-17 Globemaster III aircraft at Ramstein Air Base in Germany for night flights under combat conditions. *Operation Enduring Freedom* was the Air Force's first operational use of the TRIADS. The TRIADS uses reinforced cardboard boxes designed to come apart in the air and does not use parachutes. The



*Photograph by Airman 1st Class Heather Zokal*

**Soldiers from the 5th Quartermaster Company and members of the 37th Airlift Squadron in Germany packed TRIADS with Humanitarian Daily Rations for airdrop to Afghanistan.**

TRIADS crates have a static line that tightens and flips the containers once they clear the aircraft. Once open, the pre-packaged food rations fall to the ground and disperse in the drop zone.

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## ***Force Provider Instructional CDs***

The Force Provider (FP) training development mission continues with the addition of two interactive multimedia instruction (IMI) CDs. The CDs (CDR 10-01, Power Generation Subsystem Operations, and CDR 10-03, Potable Water Distribution and Storage Subsystem Operations) were recently completed, validated and forwarded to the Army Training Support Center (ATSC) for testing and replication.

CDR 10-01 supports the Power Generation Subsystem crew drills 42-2-D0015, -D0016, and -D0017 from ARTEP 42-424-30-MTP. CDR 10-03 supports the Potable Water Subsystem crew drills 42-2-D0018 and -D0019 from ARTEP 42-424-30-MTP. The CDs will familiarize soldiers assigned to AC/RC Quartermaster FP Companies with the procedures required for setting up, operating and dismantling the two subsystems. Once ATSC completes the testing phase (two to three weeks), the CDs will be replicated and distributed by initial issue. Fielding should be complete by the end of the first quarter FY02. For more information, telephone Jim Elliott at 804-765-1794 or DSN 539-1794 or E-mail to [elliottj@lee.army.mil](mailto:elliottj@lee.army.mil).

## ***Revised Airdrop Manuals Available***

The revised version of FM 4.20.117 (Airdrop of Supplies and Equipment: Rigging of the High Mobility Multipurpose Wheeled Vehicle) is now on the web sites for both the US Army Training and Doctrine Command (TRADOC) and the US Army Quartermaster Center and School. This revision modifies the procedures for rigging the HMMWV trucks for low-velocity airdrop. It also adds the procedures for rigging the M1114 Up-Armored Armament Carrier, M1113 Cargo/Troop Carrier with M56 smoke generator, M1025 (modified) Ground Mobility Vehicle, Gun Laying Positioning System, Striker Weapon System, Semi-Automatic Meteorological Sensor, Viper generator, and Driver Vision Enhancer. Printed copies of the revised FM 4.20.117 will follow from TRADOC later this fiscal year.

FM 4-20.102 (FM 10-500-2, Airdrop of Supplies and Equipment: Rigging Airdrop Platforms) was released last September to ensure that the Army and Air Force implemented the changes at the same time. The revision has the new airdrop procedures and equipment that are standard for all airdrop loads. Point of contact is Roger Hale at [haler@lee.army.mil](mailto:haler@lee.army.mil).

# Directory - Points of Contact

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*Freshly baked bread being inspected at a 259th Quartermaster Service Battalion bakery outside Anzio, Italy, 1944*



*Illustration and Lineage by Keith Fukumitsu*



## ***259th Quartermaster Battalion***

*Constituted 5 May 1942 in the Army of the United States as Headquarters and Headquarters Detachment, 259th Quartermaster Battalion.*

*Redesignated 1 April 1942 as Headquarters and Headquarters Detachment, 259th Quartermaster Service Battalion.*

*Activated 10 July 1942 at Camp Stoneman, California.*

*Inactivated 17 September 1945 at Camp Kilmer, New Jersey.*

*Redesignated 5 November 1962 as Headquarters and Headquarters Detachment, 259th Quartermaster Battalion, allotted to the Army Reserve, and assigned to the Sixth United States Army.*

*Activated 15 February 1963 at Salt Lake City, Utah.*

*Inactivated 1 October 1964 at Salt Lake City, Utah.*

*Redesignated 24 November 1967 as Headquarters and Headquarters Company, 259th Quartermaster Battalion.*

*Activated 10 January 1968 at Pleasant Grove, Utah.*

*Ordered into active military service 13 May 1968 at Pleasant Grove, Utah; released 13 October 1969 from active military service and reverted to reserve status.*

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