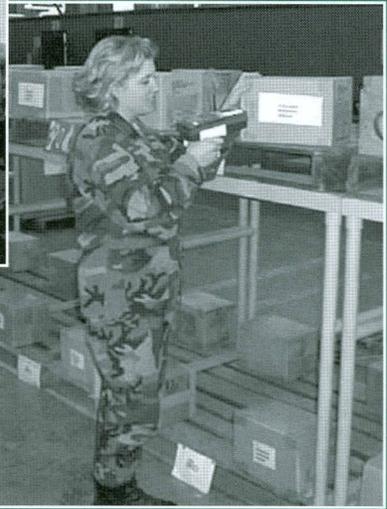
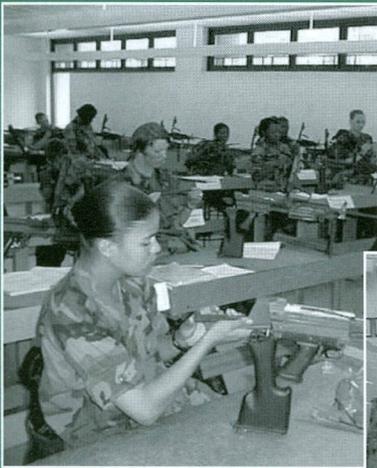


Quartermaster

PROFESSIONAL BULLETIN
WINTER 2003
WARFIGHTERS' LOGISTICIAN

PB 10-03-4



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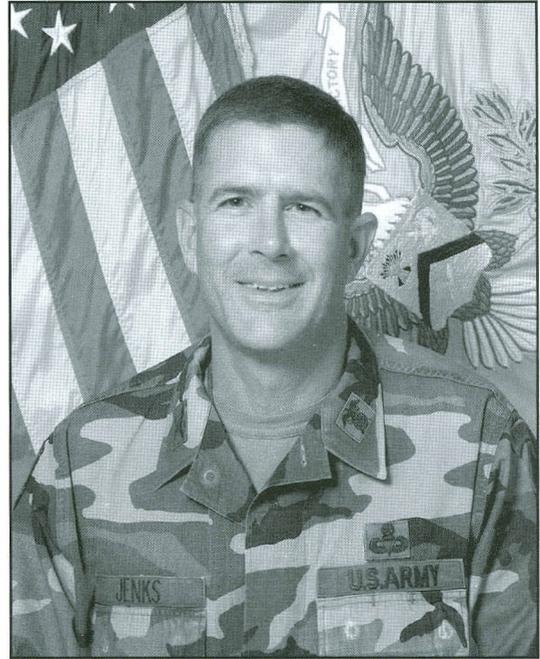


From the Acting Quartermaster General

Greetings, fellow Quartermasters. I hope this note finds you all healthy and enjoying life! We remain committed to providing the best possible training for our Quartermaster Soldiers and Marines.

Events from ongoing contingency operations highlight the importance of basic combat skills training for all our Soldiers. All Soldiers must be proficient with their assigned weapons and demonstrate the ability not only to operate but also perform preventive maintenance on equipment necessary to accomplish their missions. We are revamping training exercises and implementing initiatives to incorporate the Warrior Ethos concept in all training. The Warrior Ethos *forms the foundation for the American Soldier's spirit and total commitment to victory, in peace and war, always exemplifying ethical behavior and Army Values. Soldiers put the mission first, refuse to accept defeat, never quit, and never leave behind a fellow American. Their absolute faith in themselves and their comrades makes the United States Army invariably persuasive in peace and invincible in war.* Quartermaster Soldiers must remain alert to the ever-present threat of enemy attacks while providing precision logistical support at the right place and at the right time on the battlefield to sustain America's forces.

Brigadier General Scott G. West, 48th Quartermaster General, is still deployed and sends his regards. His deployment in support of *Operation Iraqi Freedom* has afforded him the opportunity to observe firsthand how well our Soldiers are performing to combat the war on terrorism. I would



Colonel William A. Jenks

like to share with you a few of BG West's observations on how our Soldiers are doing in the Central Command's area of operation, in general, and Iraq specifically:

For the most part, it is a good news story. Our Quartermaster Soldiers are doing the heavy lifting and, like never before, braving the perils of the battlefield, daily. This is a fact and one we all need to heed. This is an asymmetric battlefield with an enemy that targets all regardless of their mission or specialty. We at the US Army Quartermaster Center and School (USAQMC&S) must instill a Warrior Ethos in our young folks. They are good people, good Soldiers and warriors of a special class. As I see them in the performance of their duties, they make me proud to be Quartermaster.

Furthermore, BG West states:

Our Logistics Automation Specialists (92A) are doing the tough work that keeps our combat formations in the fight, every day. Our young folks have faced the dangers of improvised explosive devices and rocket-propelled grenades with the bravest. The Petroleum Supply Specialists (92F) are the unsung 'loggie' heroes of this battlefield. As demonstrated by the professionalism of our own 49th Quartermaster Group, the 'fuelers' make the difference. Our Food Service Specialists (92G) are busy enough. Because we have contracted out so much of our

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Quartermaster

PROFESSIONAL BULLETIN

www.Quartermaster.army.mil

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

DISTRIBUTION: Approved for public release. Distribution is unlimited. Private subscriptions are available through the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954 at the rate of \$20.00 per year (\$28.00 foreign). **For private subscribers to change an address,** FAX a request to (202) 512-2250 or mail to Superintendent of Documents, US Government Printing Office, Mail List Branch, 732 N. Capitol Street, Washington, DC 20402-0001.

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

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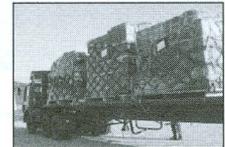
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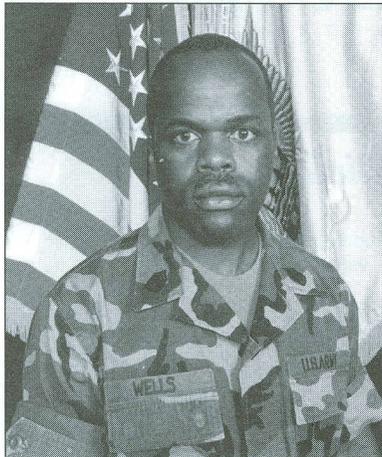
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OUTSIDE BACK COVER: A soldier with the 16th Quartermaster Company unloaded bags of laundry last October at Baghdad International Airport in Iraq, where more than 500 bundles of laundry per day were sorted, bagged, tagged and washed for deployed soldiers.

INSIDE BACK COVER: The full pages on battalion-size units that Keith K. Fukumitsu, Quartermaster, has researched and illustrated for each edition since 1991 now are archived on the Quartermaster Home Page under Professional Bulletin, Quartermaster Unit Lineages, at www.quartermaster.army.mil.



Ninth CSM/SGM Conference Highlights



Command Sergeant Major Don E. Wells

The Ninth Annual Quartermaster Corps Sergeants Major Conference brought together more than 100 command sergeants major (CSMs) and sergeants major (SGMs) from the Active Component, US Army Reserve (USAR) and US Army National Guard (ARNG) at Fort Lee, VA, in September 2003. The theme for the conference “Quartermasters: Supporting the Army at War and Future Forces” was an appropriate choice for the mix of attendees representing components throughout the Quartermaster Corps.

The Quartermaster Soldier is currently in the forefront of combat support and combat service support for *Operation Iraqi Freedom* and *Operation Enduring Freedom* in Southwest Asia. For this important reason alone, the conference provided an excellent venue for the senior enlisted Quartermasters to identify and discuss important issues facing the Corps.

‘...one Army and we’re all Soldiers.’

For some first-time attendees, the conference served as an excellent resource for information and an opportunity to network with their peers. The keynote speaker, Sergeant Major of the Army (SMA) Jack L. Tilley, put it best when he said: “Wish we’d stop saying Guard and Reserves. It’s one Army and we’re all Soldiers.” This was the last conference for the current SMA, who retires in January 2004.

Other guest speakers reinforced the SMA’s statements. CSM Michele S. Jones, the 9th USAR

CSM, said: “Soldiers from the Guard and Reserve have been called to serve a major role in our nation’s fight in the global war on terrorism. We have 35,000 Quartermaster Soldiers in the USAR serving in 119 Quartermaster units. When deployed, a bullet knows no difference between components.”

‘...can’t be done without the Quartermaster...’

CSM Carl E. Christian, the Forces Command (FORSCOM) CSM, acknowledged the responsibility of the Quartermaster Corps by stating: “No matter what FORSCOM does, it can’t be done without the Quartermaster Soldier before, during and after. The Quartermaster Corps has the responsibility for sustaining FORSCOM, 750,000 strong.”

Overall, comments from the conference were positive. In addition to the many distinguished guest speakers supporting the theme, the small group workshop topics were well received. The small groups discussed issues and future initiatives facing the Quartermaster Corps in all components. The results are pending staffing action through the Office of the Quartermaster General and will soon be released. Also, the Quartermaster Corps would like to thank CSM Tony Bridgewater, the Division Support Command (DISCOM) CSM from the 3d Infantry Division, Fort Stewart, GA, for his firsthand look at his unit’s return from *Operation Iraqi Freedom*.

(Continued on Page 29)



Transforming Warrant Officer Education II



Chief Warrant Officer Five James C. Tolbert

Greetings from Fort Lee and the "Home of the Quartermaster Corps." The US Army Quartermaster Center and School hosted the semiannual meeting of the Warrant Officer Leader Development Council (WOLDC) on 7 Oct 03. This council consists of senior warrant officers from the Army Staff, US Army Training and Doctrine Command, the Warrant Officer Career Center, the US Army Combined Arms Center and warrant officer proponents from each branch. The WOLDC is committed to working the key Army Training and Leader Development initiatives that will improve future professional development of warrant officers.

Details on the council's actions will be provided via the Warrant Officer Leader Development Network (WOLDN). The WOLDC is a recommending body to the Army's senior leadership. I am proud to have represented the Quartermaster Corps and equally proud to have hosted this important forum.

In the Autumn 2003 edition of the *Quartermaster Professional Bulletin*, I briefly discussed the direction of future warrant officer education by proposing some bold new initiatives. (To read this article titled *Transforming Warrant Officer Education* online, go to Professional Bulletin on the Quartermaster Home Page at www.quartermaster.army.mil.) Also, I mentioned that the Quartermaster submission to DA Pamphlet 600-3 (Commissioned Officer Development and Career Management) contained the language of these proposals. The current Warrant Officer

Professional Development guide - DA Pamphlet 600-11 - will be folded into DA Pamphlet 600-3 to create one officer professional development manual. Let me briefly highlight the Quartermaster submission to the proposed revision of DA Pamphlet 600-3:

WO1

WO1s will be required to start work on the existing Action Officer Development Correspondence Course. This is a change from the current requirement for CW2s to complete this course. WO1s must complete this course, or a revised edition, before attending the resident Warrant Officer Advanced Course (WOAC).

CW2

CW2s will be identified and scheduled to attend the Quartermaster WOAC. This is a drastic change from the current requirement to attend WOAC after selection to CW3. Completion of WOAC will be a professional development requirement before consideration for promotion to CW3.

CW3

CW3s will be identified and scheduled to attend the military occupational specialty (MOS)-immaterial Warrant Officer Staff Course (WOSC) at Fort Rucker, AL. This too is a drastic change from the current requirement to attend after selection to CW4. Completion of WOSC will be a professional development requirement before consideration for promotion to CW4.

CW4

CW4s will be identified and scheduled to attend the MOS-immaterial Warrant Officer Senior Staff Course (WOSSC) at Fort Rucker. This is also a bold change from the current requirement to attend after selection to CW5. Completion of WOSSC will be a professional development requirement before consideration for promotion to CW5.

CW5

Under the proposed Quartermaster model, there is no planned training for CW5s. However, there is the initiative to offer job-specific training to CW5s that is commensurate with a pending CW5 assignment.

Currently, after completion of the Warrant Officer Basic Course, CW2s have no additional training offered. The next scheduled training for CW2s occurs after selection to CW3, usually seven to eight years later. After WOAC, warrant officers attend WOSC between their 12th and 13th year of warrant officer service. Their last scheduled training, the WOSSC, occurs between their 17th and 18th year of service. The Quartermaster proposal to DA Pamphlet 600-3 would offer advanced training to CW2s between their 3d and 5th year of warrant officer service, WOSC training to CW3s between their 8th and 10th year of service and WOSSC training to CW4s between their 13th and 15th year of service. At each level, professional training is offered at least *four* years earlier than in the current Warrant Officer Professional Development System.

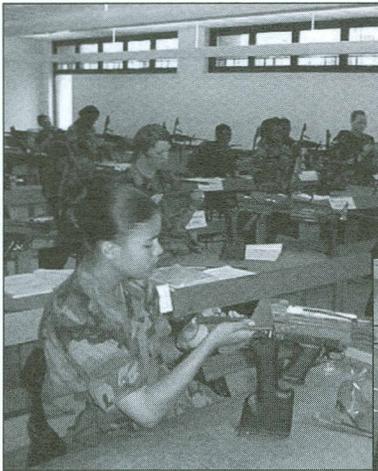
Again, as I have previously written, the Warrant Officer Education System must transform to meet the needs of the Objective Force Warrant Officer. The future system must provide warrant officers the

most up-to-date training offered throughout their careers. The Quartermaster submission to the soon-to-be-released, combined version of DA Pamphlet 600-3 sets forth initiatives to ensure all warrant officers are trained, while creating a training incentive. This proposed model brings warrant officer training more in line with the current Officer Education System that already specifies the way to train all junior officers. It is important to understand that this training initiative for warrant officers is the Quartermaster submission to the DA Pamphlet 600-3 under revision. Final approval rests with the Army G1 (Personnel) and G3 (Operations) for the future Warrant Officer Education System.

CW5 James C. Tolbert is currently assigned to the Office of the Quartermaster General, US Army Quartermaster Center and School (USAQMC&S), Fort Lee, Virginia, as the Regimental Warrant Officer/Quartermaster Warrant Officer Proponent. He has served in a variety of assignments worldwide. These include Battalion Supply Technician, 223d Aviation Battalion, Schwaebisch Hall, Germany; and Property Book Officer, 26th Signal Battalion, Heilbronn, Germany, where he deployed to Saudi Arabia during Operations Desert Shield/Storm in December 1990. Also, he served as a Property Book Team Chief and later Chief, Asset Visibility Section, Division Materiel Management Center, 4th Infantry Division, Fort Carson, Colorado; Property Book Officer, US Army Central Command, Camp Doha, Kuwait; Instructor/Writer, USAQMC&S, Fort Lee, Virginia; and Personnel Career Management Officer assigned to the US Total Army Personnel Command, Alexandria, Virginia. He has completed every level of the Warrant Officer Education System and holds a master's degree in logistics systems management from Colorado Technical University at Colorado Springs.

Accession News Update for Quartermaster Warrant Officers

The Basic Noncommissioned Officer Course (BNCOC) has been removed as a Quartermaster warrant officer prerequisite for feeder military occupational specialties (MOSs) 92A (Automated Logistical Specialist), 92G (Food Service Specialist) and 92Y (Unit Supply Specialist). Additionally, for Reserve Component Soldiers only, the minimum grade requirement is now E5: a change from E5(P). Current Quartermaster warrant officer accession prerequisites are listed at http://www.quartermaster.army.mil/oqmg/warrant_officer_proponency/



Quartermaster Commentary - Distribution Management - What's Really Different?

Larry L. Toler

Reading and hearing about the heroic efforts of our combat and combat service support Soldiers in Iraq and other hostile environments throughout the world is unsettling because we know that our forces are being supported by processes and systems that often cannot keep up with the pace of battle. Only the Herculean efforts of our support forces and the innovative techniques designed “on-the-fly” are enabling our combat forces to continue their fight against global terrorism.

Distribution management has been recognized as a critical support requirement since *Operation Desert Shield* and *Operation Desert Storm* in the early 1990s. During those operations after the Iraqi invasion of Kuwait, the United States sent huge quantities of supplies and equipment to the desert in an effort to build stockpiles to support the warfighting commander in his ultimate goal. In many cases, the huge stockpiles were still sitting in the ports or holding areas at the end of that conflict in Southwest Asia. Because of the extended lines of communication and lack of asset visibility,

desperately needed supplies did not reach the warfighting units until after the need had passed.

Has anything changed for our units supporting *Operation Iraqi Freedom*? According to early reports, our combat forces were critically short of food, ammunition and fuel. In reality, all of those items were readily available in theater. However, no dependable system was in place to pinpoint the location of the supplies and equipment, and there was no way for the units on the move to communicate their needs.

Moving this far, this fast, we've eaten up more fuel than anyone ever foresaw, so we have to keep going back to get more. In addition to the fuel, and of course the beans, bullets, and bandages they'll need on the way north, vehicles will break down. Things that are easy to provide when we're back in the garrison, like alternators, batteries and even tires, are like gold out here. - LT Mike Mullins, 1st Battalion, 7th Marine Regiment, Washington Post, March 24, 2003

Quartermasters and other combat service support Soldiers supporting *Operation Iraqi Freedom* worked miracles to support a warfighting force that traveled previously unequalled distances in a harsh environment on an average day, from the coalition air strikes of March 19, 2003, in Iraq to President George W. Bush's declaration of an end to combat operations on May 1, 2003. The fighting units could not stop to establish communication channels that would allow them to identify their support needs - they were involved in the deadly business of prosecuting an all-out attack on an unpredictable and wily enemy.

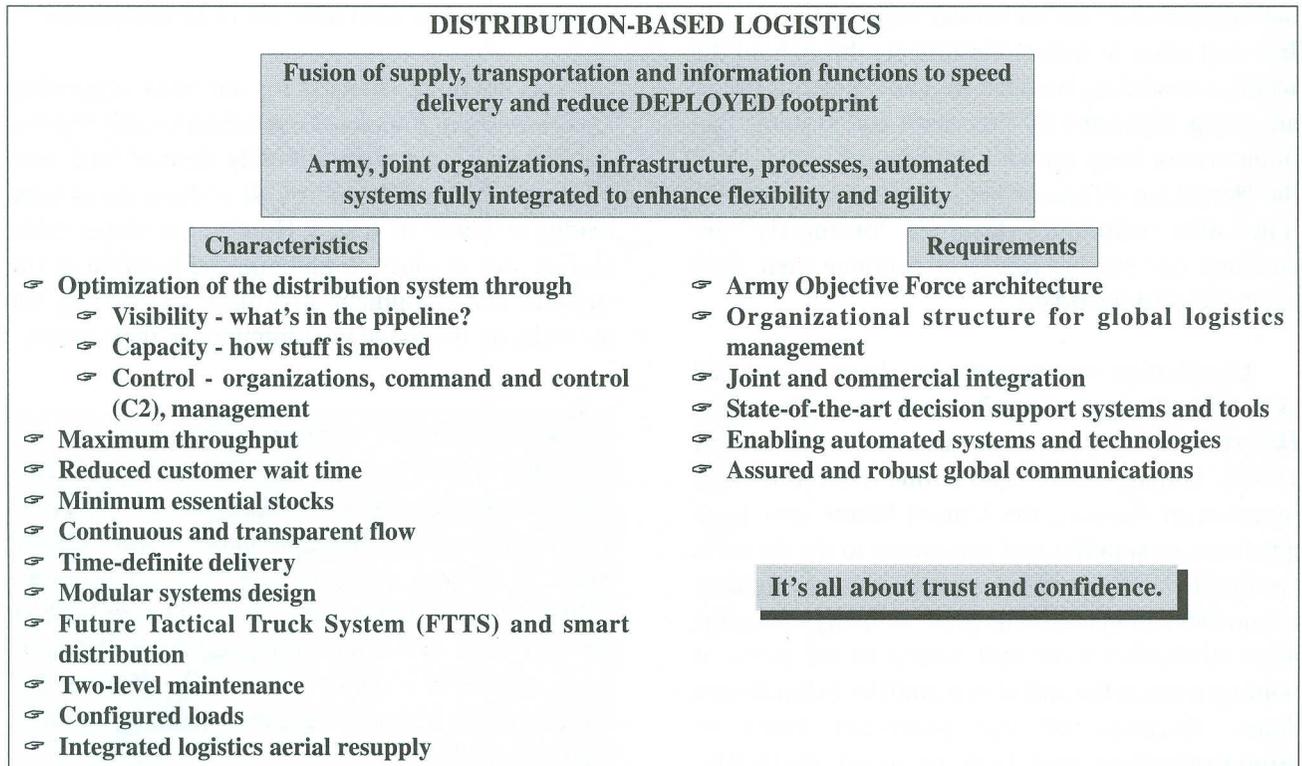
There is no war without logistics. Unless you feed your soldiers, unless you can supply them with the weapons they need, they are ineffective. - John A. Lynn, History Professor, University of Illinois in Urbana, *San Francisco Chronicle*, March 26, 2003

The lesson from *Operation Iraqi Freedom* is the same. Logistics is still vital to sustaining combat operations. The United States has the best-trained and best-equipped Army in the world. However, our support forces are still unable to maintain the pace required to support an Army adequately when it is

on the move. The law of resource allocation demands that high-priority weapon systems be funded before the support structure. Unfortunately, by the time resources become available for the support structure, it is usually too little or too late.

The Army, spearheaded by the US Army Combined Arms Support Command (CASCOM) and supported by the Quartermaster Corps, is taking action to overcome this predicament. Distribution management is still the key. However, Quartermasters must address the overall supply support requirements and system as a "process." Treating distribution management as a process will address the need to anticipate requirements and integrate systems as a solution. Distribution management will establish the various sub-elements, such as in-transit visibility, requirements prioritization and automated systems, as an integrated process. The various elements of the support structure must understand how all the working parts fit together, not just how each individual piece works.

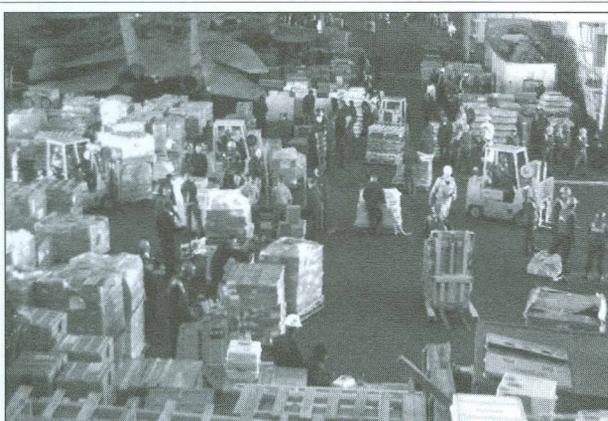
Through cooperation of the Department of the Army G4 (Logistics), the Logistics Transformation Agency, the Army Materiel Command, the Defense Logistics Agency, CASCOM and other combat



service support schools and organizations, the US Army Quartermaster Center and School is establishing a Distribution Management Training capability at Fort Lee, VA. The training capability will be used to educate Soldiers and personnel in other government agencies on the need to recognize the process rather than its individual pieces. The approach is to define clearly how automated systems such as the Unit Level Logistics System-Ground, the Standard Army Retail Supply System, or the Transportation Coordinator's Automated Information Management System fit into the organizational structure and distribution management process. The intent is to identify and teach how each function interrelates and also each function's role in distribution management. When the Global Combat Support System-Army is fielded, Soldiers will have a greatly improved tool to effectively execute the tenets of distribution management.

A logistician without communication is nothing but an aggressive watcher. - MG Terry E. Juskowiak (the 47th Quartermaster General), *Army Logistician*, January-February 2004

If we understand that distribution management is a process, we can more clearly make a case for resourcing support requirements. Articulating the need for effective communications pipelines, wireless



Continuous and Transparent Flow

Crew members of the *USS Harry S. Truman* stowed more than 500 pallets of food and supplies brought onboard during an underway replenishment with the *USNS Spica* on 21 Feb 03 during a six-month deployment to support *Operation Enduring Freedom* in Afghanistan.



Minimum Essential Stocks

Palletized equipment for an undisclosed location was waiting for transport to Ramstein Air base, Germany, on March 18, 2003, the day before coalition air strikes that began *Operation Iraqi Freedom*.

connectivity, integrated automated systems, and transportation assets to respond to the warfighters is essential to gaining support throughout the Army.

Distribution management is more than a title – it is an initiative gaining momentum throughout the force. Its goals are to optimize the entire supply chain so that precision, speed and accuracy replace the “iron mountains” of supplies and equipment that characterized previous operations. The Army must eliminate processes that add no value.

With the fast pace of today's warfighting units, there is a non-negotiable demand for a support force that can anticipate needs and meet requirements. Supported forces will not have the opportunity to put operations on hold while they request support. Support must be in the pipeline before the warfighting units even know they have a requirement.

The organizational elements necessary to execute distribution management have already been designed and many are in place today. Each organizational echelon now has an element clearly identified as a distribution management center with the requisite skills and personnel to interpret priorities and ensure the warfighter's priorities. The only remaining challenge is to ensure these organizations have the proper automation, communications and training necessary to effectively provide oversight of the process.

The Army's Future Force support concepts are built around distribution management principles. Combat replenishment operations as well as Sustainment and replenishment operations will be able to leverage the benefits gained through recognition of distribution management as a process. The concept of "pulsing" logistics support based on knowledge of the requirements will enable combat forces to remain in the fight longer - and to return to the fight more quickly.

The cost of distribution management is manageable. It will cost no more to institutionalize distribution management than what the Army has in the Program Objective Memorandum today. Distribution management is the integration of the various pieces of the supply chain so everyone

understands and can execute their part of the process. The Army may even generate savings in the future by managing more efficiently what is available and spending less on unneeded systems that add no value to the process.

Distribution management is a process that the Army must train and execute immediately. The various pieces of the whole are available today. Success will depend on the Army's ability to integrate individual functions into a working process and the ability to train Soldiers and other support personnel on that process. CASCOT, supported by the Quartermaster Corps, will lead these integration efforts and develop a distribution management training program that can be integrated into all other combat service support training institutions.

Larry L. Toler is Deputy to the Commander, US Army Quartermaster Center and School, Fort Lee, Virginia. He previously was Chief of the Force Integration Division, Directorate for Combat Developments for Quartermaster, US Army Combined Arms Support Command at Fort Lee. He is a certified professional logistician and has a master's degree in business management from the Florida Institute of Technology and a bachelor's degree in business administration from the University of Alabama.

Refocusing for the 21st Century Mission Statement

The Quartermaster Corps - Logistics Warriors providing focused logistics support to sustain America's Army in victory today and into the 21st Century.

Provide:

Supply Support - Major end items, repair parts, rations, water, petroleum, individual and organizational clothing and equipment, personal demand items, administrative supplies, unclassified maps distribution, tactical field exchange, reclamation, salvage, property disposal, fortification and barrier material, and material to support military and nonmilitary programs.

Field Services - Shower, laundry, fabric/light textile repair, field feeding, tactical field exchange and mortuary affairs.

Aerial Delivery Support - Parachute packing, air item maintenance, aerial delivery, rigging and sling loading.

Materiel and Distribution Management - Materiel and distribution-based logistics management.

Combat Developments - Systems, concepts, force structure and material developments.

Doctrine Training, and Professional Development of - Active Army, Reserve Component and civilian personnel; other services; and allies in Quartermaster proponent and common skill areas.

The Sun Never Sets on the 55th MMC TSC

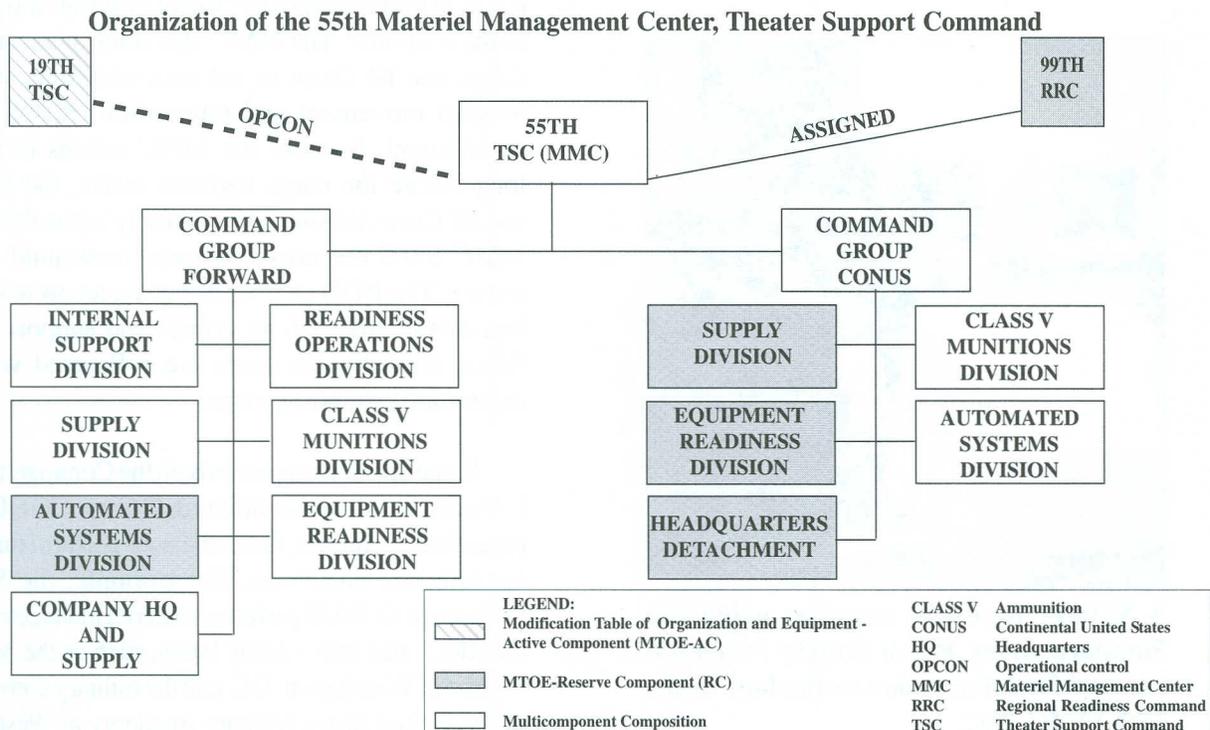
COL Dempsey D. Kee

LTC Richard C. Staats

The sun never sets on the mission of the 55th Materiel Management Center, Theater Support Command (55th MMC TSC). The 55th MMC TSC is a multicomponent unit with an active peacetime and an even more intensive wartime mission. The 500-plus Soldiers and civilians of the 55th MMC TSC are responsible for the following:

- Ensuring the wartime readiness of the Eighth United States Army and more than 18 major subordinate commands throughout the Korean Theater of Operations (KTO).
- Providing Reserve Component (RC) support through split-based operations to 4 training divisions, RC Regional Readiness Commands (RRCs) and more than 20 subordinate commands in the eastern half of the continental United States (CONUS).
- Recommending and advising theater commanders on courses of action based upon the logistical capabilities and limitations of wartime operations. Coordinating and directing theater combat service support functions for all classes of supply and for maintenance and logistics systems.
- On order, executing Army Prepositioned Stock-4 and War Reserves management, providing common item support to other services, and integrating logistical support for Time Phased Force Deployment Data (TPFDD) units upon contingency operations.

One of the greatest strengths and challenges for the 55th MMC TSC is being a multicomponent unit. The 55th is composed of Active Component (AC) Soldiers, RC Soldiers, Korean Augmentation to the US Army (KATUSA), Department of the Army civilians (DACs), and Republic of Korea (ROK) civilians. The command is organized as shown:



Wide Range of Functions

The Internal Support Division performs the functions that are normally the responsibilities of a battalion or brigade staff. Such functions include operations, training, administration, pay and security.

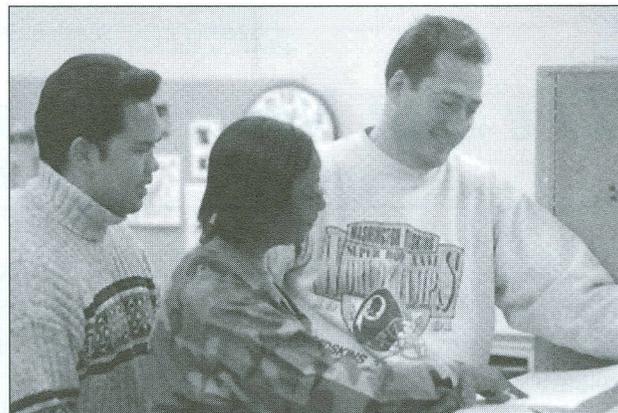
The Automated Systems Division (ASD) enables and maintains the information technology (IT) vital for the MMC to perform its mission. The ASD's IT functions run the gamut from system administration through minor electrical repairs.

The Supply Division monitors and manages these classes of supply: I (rations), II (general supplies), III (petroleum, oil and lubricants), IV (construction and barrier materiel), VI (personal demand items) and VII (major end items). This division uses the Standard Army Retail Supply System (SARSS) as its key IT tool for both inventory and quality management.

The Equipment Readiness Division manages and maintains the theater's equipment assets. Division duties range from advising the TSC on policy for retrograde and repair by echelon to the management of the theater's maintenance workload. This division uses the Standard Army Maintenance System (SAMS) as its key IT tool.



A Soldier manages supplies using the Standard Army Retail Supply System, a key tool for information technology in the 55th MMC TSC.



Department of the Army civilians, contractors and military personnel work side by side in the 55th MMC TSC.

The Class V Division manages ammunition minus special munitions. These supply duties include quality control of Class V (ammunition) stocks and the monitoring of smart munitions. This division uses the Standard Army Ammunition System (SAAS) as the key enabling IT.

Readiness Operations Unique

The Readiness Operations Division (ROD) is unique because the ROD consists of a main team and liaison teams that travel to significant customer and throughput locations. For example, the 55th sends teams to ports to expedite critical materials movement to the customer. The MMC also sends teams to the I Corps and III Corps to aid with reception, staging, onward movement and integration (RSO&I) and sustainment. Because the MMC arrives in theater long before the corps logistics assets, the I Corps and III Corps liaison teams actually act as the corps' MMC until the corps support command MMC arrives. The ROD also sends liaison teams to critical logistics points such as storage and support nodes. Often, these liaison teams are collocated with the theater area support groups.

Some divisions appear in both the Command Group Forward and the Command Group CONUS. In peacetime operations, these divisions perform functions for different customers. For example, the Supply Division in CONUS performs materiel management for the RRCs and active Army bases, such as the Military District of Washington, DC, and the military community of the United States Military Academy at West Point,

NY. The Supply Division in Korea performs materiel management for US forces in Korea.

The 55th MMC TSC is ready now. If mobilized, the first RC Soldiers would be deployed within the first several days. The entire unit would mobilize within a very short period.

The 55th MMC TSC is equipped for split operations and practiced at performing them. Although not all the 55th Soldiers would be deployed to Korea for a crisis, all of the mobilized 55th Soldiers would be tied into a network to work on Korean logistics support.

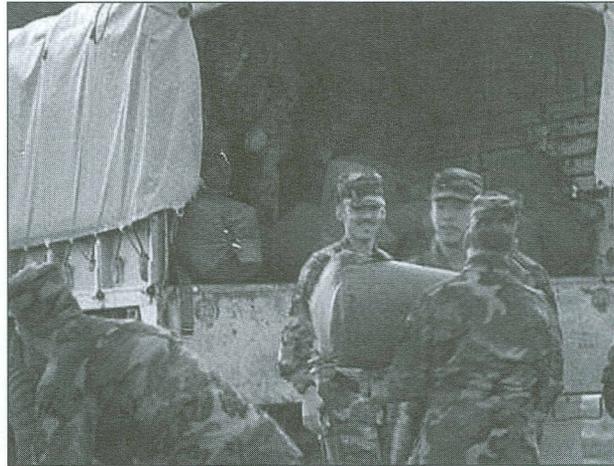
Longer Term Focus

There is an old military adage that tactics win battles, but logistics wins wars. The MMC is concerned with today's readiness and tomorrow's capability. The ability to focus on the longer term is a critical capability that the MMC brings to the battlespace. While the commander of the 2d Infantry Division is concerned about the next three to five days of the battle, for example, the theater commander and the 55th MMC are looking 30 days out and beyond.

The 55th MMC TSC is designed to manage the supplies and maintenance operations across an entire theater. This management could include support to more than 1 million personnel in all uniformed services, allies and coalition forces, as well as supplies to the noncombatant civilian personnel. Also, the MMC has the unique role of interfacing between the warfighters' needs at the operational level and the capabilities of the national and strategic logistics centers such as the National Inventory Control Points, the Army Materiel Command, the Defense Logistics Agency, and the Army Depots System Command.

Multicomponent Structure Benefits

The 55th MMC TSC benefits from its multicomponent structure. The personnel on active duty bring experience from a variety of recent, operational assignments worldwide, while the civilians and RC Soldiers add their levels of experience and continuity to the MMC's mission.



Soldiers from the 55th MMC TSC train for future deployment.

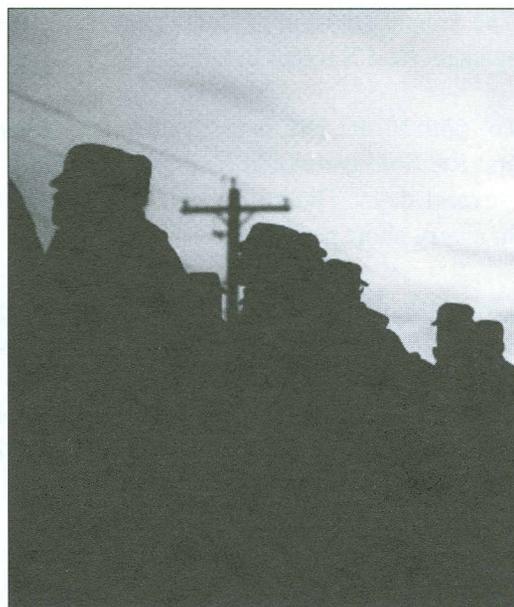
Also, many RC Soldiers work in civilian capacities that mirror the technical skills used in their military duties. The 55th TSC MMC is located in the Washington, DC, area. Some of the RC Soldiers work in national logistics support and policy organizations. For example, one former 55th Commander, MG Celia L. Adolphi, worked in the Department of the Army G4 (Logistics) while she was in command. The current commander of the main element is the Program Manager for Strategic Logistical Support, Office of the Secretary of Defense.

The 55th keeps technical skills current through real-world missions in Korea and through Production Based Training (PBT) in CONUS. In PBT, RC Soldiers come in twice per month during their regular drills to perform maintenance and materiel management for the CONUS customer base, a good portion of the eastern United States.

The 55th maintains close ties between the forward and main elements. Annually, the main element participates in two major overseas exercises with the forward element. Exercise RSO&I takes place in the early spring, and Ulchi Focus Lens (UFL) takes place toward the end of summer. Also, the main element sends Soldiers to Korea each quarter to learn about the new procedures and priorities in the KTO. The Soldiers are selected for these quarterly visits based on their ability to learn and to pass what they have learned to the other Soldiers in the main element.

In addition to the real-world and contingency missions of the 55th in Korea and CONUS, the MMC still supports other real-world exercises and operations. By early 2004, the MMC will have deployed more than 60 personnel to *Operation Enduring Freedom* and *Operation Iraqi Freedom* in Southwest Asia. These 55th Soldiers range in rank from lieutenant colonel to private in more than a dozen military occupational specialties. The 55th also sends a cell annually to the 9th Theater Support Center's Japanese-US exercise called Yama Sakura, and the unit sends a cell each year to the 19th TSC's annual capstone exercise called Alamo.

The Soldiers and civilians of the 55th MMC TSC stand ready to serve the Army and the nation wherever and whenever called to do so. The sun never sets on the 55th MMC TSC mission.



The sun never sets on the mission of the 55th MMC TSC.

COL Dempsey D. Kee is Commander of the 55th Materiel Management Center, Theater Support Command, Fort Belvoir, Virginia. He received his commission in 1977 through the Reserve Officers' Training Corps program at Eastern New Mexico University. His military education includes the Quartermaster Officer Basic and Advanced Courses, Command and General Staff College, and the United States Army War College. Previous military assignments include the 240th Quartermaster Battalion, 7th Infantry Division, 200th Theater Army Materiel Management Center (MMC), 310th Theater Army Area Command, 300th Area Support Group, and 9th Theater Support Command. In his civilian work, Mr. Kee is the Program Manager for Strategic Logistical Support, Office of the Secretary of Defense, Office for Defense Continuity Support, Washington, DC.

LTC Richard C. Staats is Readiness Operations Division Chief of the 55th Materiel Management Center, Theater Support Command, Fort Belvoir, Virginia. He received his commission in 1984 from the United States Military Academy, West Point, New York. LTC Staats received his doctorate from the Massachusetts Institute of Technology, Boston, in 1994. His military education includes the Quartermaster Officer Basic and Advanced Courses, and the Combined Arms and Services Staff School. He was the Pershing Award winner for his nonresident Command and General Staff College class. His previous military assignments in European Command, US Forces Korea/Pacific Command and in the continental United States have ranged from platoon through theater level/Department of the Army, from 1st and 2nd Infantry Divisions through Theater Support Commands. He was recently selected for command of the 9th Logistics Support Team. In his civilian work, Dr. Staats advises senior appointed and career executives in the military and intelligence communities, including direct reports to the Secretary of Defense.

CORRECTION: The editor incorrectly identified the location of Bagram Air Base in a photograph caption in the article "The 593d Corps Support Group at Fort Lewis – Supporting A Spectrum of Military Interests" by CPT Mark A. Spear in the Autumn 2003 edition of the *Quartermaster Professional Bulletin*. Bagram Air Base is in Afghanistan.

(Continued From Inside Front Cover)

From the Acting Quartermaster General

feeding requirements, our cooks don't get much chance to 'do their thing,' but where we have field feeding operations the 'Golfs' are doing great things under tough conditions, AND they are proud of the work they are doing. Our Mortuary Affairs Specialists (92M) have been far too busy. I visited a team at Baghdad International Airport.... They have had too much business. I want them to be unemployed. I want them to be bored because they have nothing to do, but that isn't reality. In reality, they are busy, but they do their profound work with the dignity and respect we have come to expect from them. I haven't seen many Parachute Riggers (92R), but the handful I did visit recently were living and working in the worst of conditions and yet they uttered not one complaint. 'I Will Be Sure, Always' has taken on an added dimension over here. We can be duly proud of these young people, as well. The most popular Quartermasters in the theater are the Laundry and Textile Specialists (92S). Did you ever notice how important these folks become when you haven't had a shower for a week? The 'Sierras' are doing the Lord's work and proudly, I might add. I met a reserve Field Service Company recently, the 'Tough Hombres' from Texas. All proud Quartermasters. Likewise, our Water Dogs have been busy. These great Soldiers, the Water Treatment Specialists (92W), are simply magnificent troopers; innovative, tough and focused. Our Unit Supply Specialists (92Y), talk about tough work. The units have equipment spread 'from hell to breakfast' and are fighting to keep their units properly equipped to stay in the fight. Unfortunately, I haven't had the opportunity to see the Petroleum Laboratory Specialists (92L) in action, but the reports are good.

'Sir, you don't remember me....'

Our officers, warrant officers and noncommissioned officers are doing well. It has been fun for me to see young lieutenants over here who graduated from Quartermaster Officer Basic Course just months ago. They come up to me and say, 'Sir, you don't remember me, but....' Funny thing is, I do remember most of them. Warrants, as well. And our great noncommissioned officers, we can all be proud of the work they are doing.

All our troopers are staying focused and doing tough work in hard places, Active and Reserve Component alike. They are a tribute to the training they received from the staff and faculty of the USAQMC&S. Thanks for your continued service, dedication and professionalism.

A total of 23 Quartermaster US Army Reserve and Army National Guard units have been alerted for deployment in support of *Operation Iraqi Freedom II*. These units will replace forces already on the ground. I know they will do well and provide the best logistical support possible.

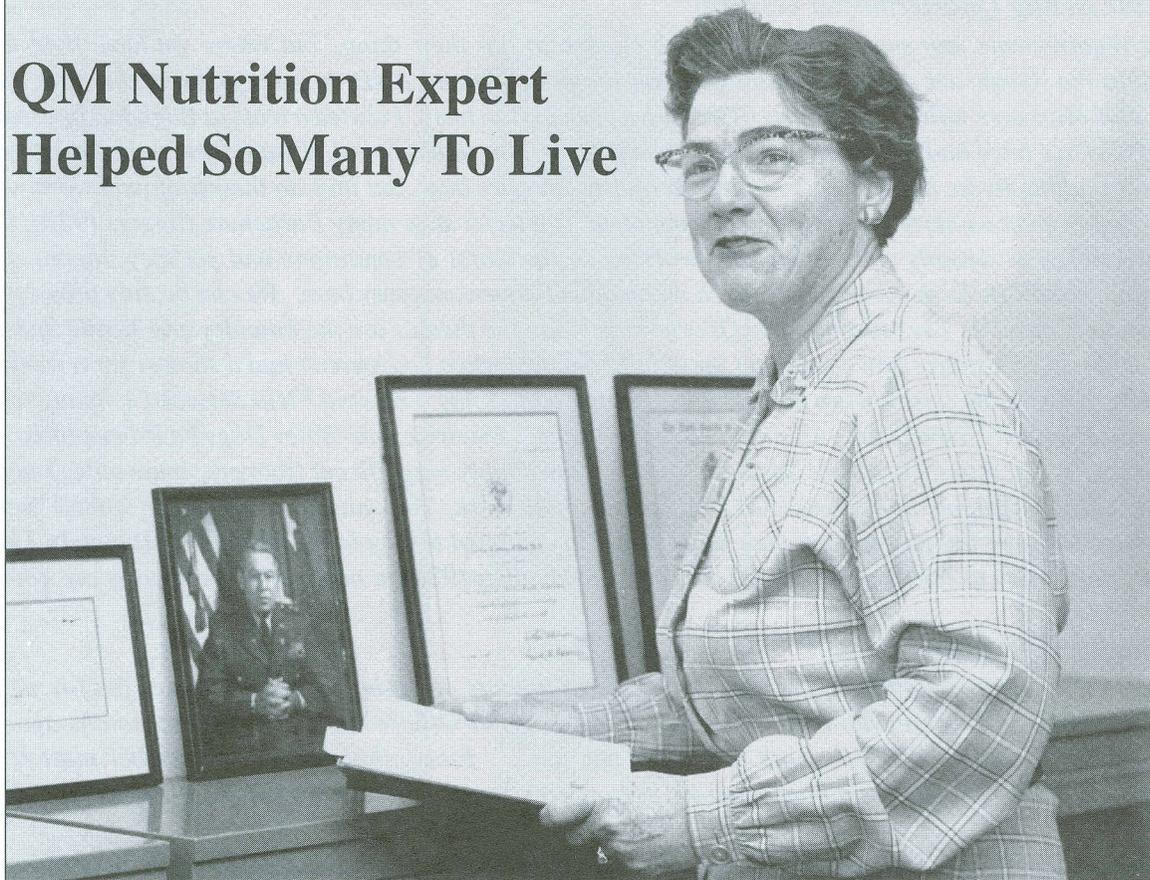
Soldierization Process Continues

The USAQMC&S is tasked with the responsibility of continuing the soldierization process of transforming "trainees" into Quartermaster Soldiers capable of fueling, feeding and sustaining our warfighters. On 12 Nov 03, we selected CW3 Ernesto Velez as Instructor of the Year and recognized 29 individuals as Distinguished Instructors for their efforts in training Soldiers. These individuals are examples of the highest standards of professionalism and leadership. Their dedication to the school's training mission is a great credit to the advancement of the Quartermaster Corps.

The Quartermaster Corps bid farewell to three general officers in 2003. On 3 Oct 03, Major General Hawthorne L. Proctor retired from active duty after 35 years of military service, including service as the 46th Quartermaster General. The Quartermaster Corps also bid farewell to Brigadier General Lloyd T. Waterman and Brigadier General Jesus A. Mangual in a joint retirement ceremony on 12 Dec 03 at Fort Lee, VA, "Home of the Quartermaster Corps." They retired from active duty after a combined total of 63 years of military service.

(Continued on Page 43)

QM Nutrition Expert Helped So Many To Live



Miss Jane C. Ebbs had no idea where fortune might take her upon leaving the University of Chicago in 1942 for a career in federal service. She was, after all, driven not by self-interest but patriotism. And a belief that she could do more to help our country at war by bringing her vast expertise to bear inside the government rather than stay in academia.

Having already achieved a reputation as a gifted researcher, Miss Ebbs joined a host of other renowned nutritionists in the US Department of Agriculture. From the war's beginning they had been wrestling with such key issues as centralized food procurement, a Master Menu and minimum daily requirements for military personnel. Indeed what made World War II unique was this wholesale blending of science and technology into the war effort – including efforts to feed troops the best way possible, under every circumstance imaginable.

Within months Miss Ebbs was transferred from the Department of Agriculture to the War Depart-

ment, and was sworn into the Quartermaster Corps' Subsistence Division, under the leadership of then-Brigadier General Carl A. Hardigg. There she continued working similar projects. Until that day, in late October 1943, when General Hardigg summoned her to his office and told her a staff car was waiting to take them to a secret meeting in the Pentagon.

The Hidden War. What Miss Ebbs didn't know, but was about to find out, was that a Victory Plan for winning the war in Europe was well on its way to completion. And that a part of that plan called for providing food, clothing and other forms of humanitarian relief to desperately needy civilians in the wake of Allied success on the continent.

Nothing quite like this had ever been tried in previous wars, certainly not on the scale now envisioned. President Franklin D. Roosevelt issued a directive that all key agencies (the State Department, Agriculture Department, and others) were to support this effort as needed. It was the

Army's job to take the lead, to do the actual planning and execution of relief on the ground. Moreover, everyone involved in these highly classified proceedings – Miss Ebbs included – was sworn to absolute secrecy.

For the next year and a half she and her US and British colleagues developed "SECRET," "TOP SECRET" and "EYES ONLY" logistics plans for civilian relief for every country the Allies looked at invading. With little to go on, they had to, in effect, "write the book" as they went: analyze population data, develop Food Ration Tables, look at agricultural and industrial capabilities and distribution means, and consider workable alternatives for food items known to be in short supply, to mention just a few challenges. In the meantime, newly formed Civil Affairs units were preparing to execute the plans devised by these technical experts.

Their meticulously developed plans were ultimately carried out, first in the Mediterranean, then on the continent. Countless lives were no doubt saved as a result. However, it took almost 40 years for the public to learn the details of this monumental relief effort, with the publication of Miss Ebbs' 1991 book entitled *The Hidden War*.

Decades of Selfless Service. In the years immediately following World War II, hunger, poverty and devastation gripped the defeated nations of Europe and Asia. A worldwide drought in 1946 severely undercut crop production. More than a third of Europe's major industries lay in ruins. More than 60 million Germans were out of work and an estimated 100 million were going hungry. It was also Japan's worst rice harvest since 1910. Many feared that upwards of 10 million Japanese men, women and children might perish in the coming months without immediate relief. This was not only an unprecedented human catastrophe in the making, it also threatened the very fruits of victory – the long-sought peace – that the Allies had sacrificed so much for.

Miss Ebbs went to both Germany and Japan, as a representative for the Quartermaster Corps, during that fateful period. She aided Occupational Forces under generals Douglas MacArthur and Lucius D. Clay in heading off disaster. Among other things,

they worked to alter native people's eating habits and to introduce them to more plentiful food groups.

Throughout the 1950s Miss Ebbs served as the Special Feeding and Nutrition Advisor to The Quartermaster General in Washington – a job that took her to Korea during the Korean War, to China and elsewhere around the globe. When the new Defense Supply Agency (later Defense Logistics Agency) was created, she was one of the few key senior officials to be brought onboard from the Office of the Quartermaster General (OQMG). For the last decade of her very active career, until her retirement in 1975, she served as a chief nutritionist and administrator for the United Nations headquartered in Rome. Truly Miss Jane C. Ebbs exhibited the best of Quartermaster Values as she served the Corps, the Nation, and the World.

Author: Dr. Steven E. Anders, Quartermaster Corps Historian



FULL NAME: Jane Cotton Ebbs.

YEARS OF SERVICE: 33

HOMETOWN: Newport, RI

EDUCATION: Women's Medical College of Pennsylvania; University of Chicago

HONORS: War Dept Exceptional Civilian Service Award (1945); Fellow, American Public Health Association (1954); Fellow, Royal Society of Health (1956); Senior Member, Astronautical Society (1959); OQMG Sustained Superior Performance Award (1959); Department of Army Outstanding Performance Rating (1959); Department of Army Certificate of Achievement (1960); Department of Army Commendation for Meritorious Civilian Service (1961); Quartermaster Corps Hall of Fame (1994); Ancient Order of Saint Martin (2003).

ORGANIZATIONS: American Astronautical Society; American Chemical Society; American Dietetic Association; American Home Economics Association; Royal Society of Health; Sigma Delta Epsilon.

HOBBIES: Sailing, mountain climbing, biking.



Miss Ebbs (shown at bottom right in a specially designed uniform) led a food mission to war-torn Germany in 1945 and served until 1947 as Chief Dietary Consultant for General Lucius D. Clay, Military Governor in the US Occupational Zone (top left inset). General Clay gave her a signed portrait that read: "To Miss Jane Ebbs – Whose kind heart and professional ability have helped so many to live."



(1) Wartime subsistence planning in the Office of the Quartermaster General, 1943. (2) Inspecting food service operations at Fort Benning, GA, 1953. (3) Presenting a scholarly paper at an international conference in Rome, 1956. (4) Receiving an award from The Quartermaster General, 1960. (5) Induction into the Quartermaster Corps Hall of Fame, 1994. (6) Induction into the Ancient Order of Saint Martin, 2003.

Quartermaster Commentary – A Logistics Task Force: A Lesson in Leadership and Command Supply Discipline

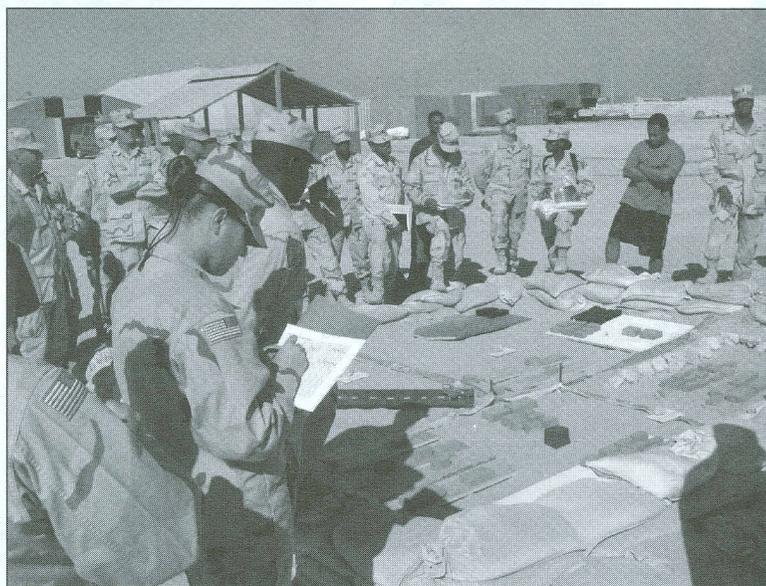
CPT Al Paul

Many believe that the Active Component and the Reserve Component do not work well together on deployments, but I tend to disagree. I learned the importance of strong leadership and the Command Supply Discipline Program (CSDP) as the S4 (Logistics) for Logistics Task Force 559, composed of both active and reserve units, during *Operation Enduring Freedom* in Southwest Asia.

Logistics Task Force 559 successfully provides command and control during *Operation Enduring Freedom* for 19 active and reserve units. Our mission is providing split-based combat service support (CSS) and base support in two separate countries to sustain United States and Coalition Forces. One site operates as a logistics operations hub to support the Central Command's area of responsibility (CENTCOM AOR) in Doha, Qatar. The other site supports base operations in Pakistan within the CENTCOM AOR.

For Logistics Task Force 559, slices from US Army Reserve (USAR) units come from as far south in the United States as the 792d Quartermaster Company, Charleston, SC; as far north as the 142d Movement Control Team (MCT), 436th Movement Control Battalion, Brooklyn, New York; and as far west as the 388th Medical Logistics Battalion, Hayes, KS. We are a product of Army Transformation, as Active and Reserve Components continue merging to provide CSS on the battlefield.

For the USAR units, the CSDP carried over from training at home stations rather than beginning upon arrival in the theater of operations. Supply discipline is a command-emphasized mindset that starts with the unit's leadership.



Logistics Task Force 559 conducted a rock drill on convoy operations immediately after deployment to Qatar for *Operation Enduring Freedom*.

The 559th had returned from *Operation Bright Star* less than 60 days before the first of four change of command inventories when the unit was given a warning order for another possible deployment. To the credit of the organization's hard work and planning, the unit completed all four inventories without either incident or reports of survey. The unit had made a concerted effort throughout the fiscal year to complete 10 percent inventories, consistently update shortage annexes, and conduct military occupational specialty (MOS) density training once a month through Sergeant's Time Training (STT). These are just a few ways the 559th strived for a solid CSDP.

As a staff proponent, the 559th mission is to assist the commanders so that they are successful and, in turn, we all are successful. Upon receiving the task organization and gaining an understanding of the follow-on mission, a first step toward success was to

begin working with the S3 (Operations Officer) on requirements for the subordinate units.

In general, units could have difficulty accomplishing or meeting some prerequisites. With the assistance of the property book officer (PBO), cross-leveling can be one answer to some of the problems. Also, cross-leveling immediately fosters a team-building atmosphere and a sense of belonging that not only enhances unit cohesion but also improves productivity.

For Logistics Task Force 559, a CSDP is critical to the company commanders and supply sergeants maintaining organizational property located in two separate countries and properly accounting for *Operation Enduring Freedom* property. Property for *Operation Enduring Freedom* is procured either through supply channels or through local purchases on the economy by the contracting officer and/or a field ordering officer (FOO) and pay agent teams for items costing less than a specified dollar amount. This property remains in theater for the unit's future relief or another rotational task force.

Upon arrival into the theater of operations, a unit must set up a quality CSDP program that ensures accountability. All personnel and equipment for the 19 units in Logistics Task Force 559 were flown into theater. The task force commander mandated that all commanders complete a 100 percent inventory of all organizational equipment, minus the sensitive items inventoried daily, within 30 days of arrival. That set the tone for supply discipline and the future of the 559th during *Operation Enduring Freedom*. The 559th personnel made it their business to get out and assist the commanders and supply sergeants review and understand split organizational hand receipts.

Logistics Task Force 559 deployed without a PBO and without a Standard Property Book System-Revised (SPBS-R) Standard Army Management Information System (STAMIS). A manual property book account had to be established. The noncommissioned officer in charge (NCOIC), a senior 92Y (Unit Supply Specialist) on orders as the PBO, was appointed to oversee all property book matters. Army Regulation 710-2 (Inventory Management Supply Policy Below the Wholesale



Soldiers in Logistics Task Force 559 washed and cleaned more than 277 vehicles in three days, along with customs inspections, while conducting wash rack operations in theater.

Level), DA Pamphlet 710-2-1 (Using Unit Supply System (Manual Procedures)) and Army Regulation 735-5 (Policies and Procedures for Property Accountability) remained the best allies through difficult days and uncertainty. I myself quickly found out the big difference between a garrison S4 and an operational S4.

An operational S4 has a myriad of tasks that include working with contracting officers, resource managers, prime vendors and the budget and also overseeing unit movement. This is a difficult task when assisting with the movement of equipment from 11 different states. All in all, the 559th had to work in concert with the Command Forces Land Component Command Contracting Officer (CFLCC KO) team; Combined Joint Task Force-180 Resource Manager (CJTF-180 RM); Task Force 82d Finance Team; CFLCC C4 (Command and Control, Communications and Computers) and CFLCC Resource Manager; Joint Operation Planning and Execution System (JOPES); CENTCOM-Qatar Directorate of Logistics and numerous other organizations throughout the theater of operations to ensure mission success. The 559th established control measures for tracking of purchased items, nonexpendable and expendable durable items that need proper accounting. The 559th accounted for items with serial numbers and ensured that all requests were annotated by the PBO. All supply

requests were prepared on a DA Form 3953 (Purchase Request and Commitment) and received an accounting citation from the resource manager. Additionally, all requests went through the S4 for proper accounting and were processed through the supply support activity (SSA) for the 559th to check the availability of supplies throughout the supply system.

To ensure checks and balances, the task force deputy or commander had overall approval for all local purchase items costing more than a certain dollar amount. To ensure synchronization and avoid abuse, the 559th established weekly supply meetings with the executive officers and/or the supply sergeants of each company as part of the battle rhythm.

The bulk of Active Component units receiving 559th base support consisted of the 62d Quartermaster Company, Fort Hood, TX; 94th Maintenance Company, Fort Stewart, GA; staff elements from Headquarters and Headquarters Detachment, 559th Quartermaster Battalion, Hunter Army Airfield, GA; and 16th Field Services Company, Fort Lee, VA. These units formed a forward logistics element (FLE) hundreds of miles away. Also, 14 hours a day and 7 days a week, support to the 559th external customers never stopped. The 559th support operations section, SSA, maintenance and other sections continued to provide seamless support that was transparent to the customer. Because of the versatility and flexibility of this logistical operation, every moving piece supported the warfighters.

After serving six-plus months overseas during *Operation Enduring Freedom*, I often think back to how Logistics Task Force 559 supported more than 48 customers all over the AOR in two continents. Although the active and reserve units had never worked together before, the 559th came together to form a logistics hub providing and transporting all classes of supply around the theater.

Also, although command supply discipline was only one integral part of many other components that contributed to mission successes, a good CSDP teaches many lessons. The most important lesson is that command emphasis remains the center of gravity for success. Units must plan and prepare before arriving in the theater of operations.

The most important lesson is that command emphasis remains the center of gravity for success.

Leadership continues to be a combat multiplier on the battlefield. This dynamic enhances command and control, improves synchronization and adds flexibility to ensure mission success.

Throughout deployment, the 559th continued to train. The leadership and Soldiers conducted ranges for maintaining weapons proficiency, performed physical training, administered Army Physical Fitness Tests (APFTs), and maintained 18th Airborne Corps Fit-To-Fight standards by completing a 12-mile road march. The 559th provided base support for the road march conducted in the two separate countries, Qatar and Pakistan.

We often wondered why the commander of Logistics Task Force 559 was having all the units go through this. The answer was simple. No matter how many differences in duties and missions, training remains the core for any unit. Training brought out improved tactical and technical proficiency, camaraderie, esprit de corps, and most of all - unit cohesion. The working connectivity was apparent. Many of the senior leadership shared one common theme for the make-up of our organization. That theme was that the 559th was a model for how its leaders and Soldiers will continue to operate on the battlefield of the future.

CPT Al Paul, a Quartermaster, received his commission through the Reserve Officers' Training Corps. He served during Operation Enduring Freedom as part of Logistics Task Force 559 in Doha, Qatar. Also, he served as the S4 (Logistics)/Task Force S4 for the 559th Quartermaster Battalion, Hunter Army Airfield, Georgia, for 18 months. A recent graduate of the Combined Logistics Captains Career Course, Fort Lee, Virginia, he is currently enroute to the 3d Brigade, 3d Infantry Division, Fort Benning, Georgia.

Proposed Force Provider Company Redesign

MAJ Eddie Rosado

Soldiers are relaxing in an air-conditioned Tent Extendable Modular Personnel (TEMPER) shelter watching the action-packed movie *Black Hawk Down* on a wide screen television, munching on freshly popped popcorn and enjoying a refreshing cold drink. The next TEMPER is full of Soldiers vigorously exercising. Some are lifting free weights while others are working out on exercise machines or logging miles on treadmills. The exact location of these Soldiers is unknown.

The Soldiers are not at a training center or a rest and recuperation (R&R) site in the continental United States but in Uzbekistan at Camp Stronghold Freedom enjoying the semi-comforts of home within Force Provider modules. Force Provider modules make up the Army's containerized tent cities that can be shipped by air, land or sea and combined in various ways to meet different needs for base camps. Force Provider management is split between the logistics and engineering communities. Quartermaster Companies operate the modules. Newly discovered Force Provider capabilities have increased demand for the modules after successful mission accomplishment by the Force Provider companies deployed from Uzbekistan to Afghanistan during *Operation Enduring Freedom*.

Support 275 to 3,000-plus Personnel

A Force Provider module in Uzbekistan consists of 103 air-transportable Triple Containers (TRICON), ten 20-foot International Standards Organization (ISO) containers, and 27 skid-mounted generators to provide Soldiers with temperature-controlled billeting, hot meals, laundry services, showers, latrines, and Morale Welfare and Recreation (MWR) facilities. Today's task-organized military units require modular base camps that can support between 275 and 3,300-plus personnel.

Initially developed after *Operation Desert Storm* in the early 1990s to provide troops a brief rest from combat, a Force Provider module has organic power generation, water/waste distribution systems and fuel storage. Force Provider modules also can be configured to support a humanitarian mission or a reception, staging, onward movement and integration (RSO&I) site.



Communication Site at Camp Stronghold Freedom in Uzbekistan

The standard in current operations for setting up a Force Provider module is 10 to 12 days on 6 to 10 acres of land. Set-up time is based on terrain and operational timelines. The recurring number for planning in the Central Command's area of responsibility (CENTCOM AOR) is 600 Soldiers per Force Provider module, which includes the Quartermaster operators.

In Uzbekistan, Force Provider modules at Camp Stronghold Freedom were operated and maintained by two US Army Reserve (USAR) companies: the 542d Force Provider Company, Erie, PA, and the 802d Force Provider Company, Columbus, GA. The two USAR Force Provider companies are Type B units that consist of 44 supervisory personnel. The rank structure of a Type B unit is predominantly mid-level officers and senior noncommissioned (NCO) officers. An Authorized Level of Organization (ALO) 1 Force Provider company consists of 435 personnel of all military ranks. For a Type B USAR company, the primary responsibilities are directing and

sustaining the operation of Force Provider modules. A Type B unit must have Force Provider platoons, combat service support (CSS) Soldiers, logistics civilian augmentation or host nation support.

The 542d and 802d, as Force Provider Type B companies, operated and maintained four Force Provider modules and three Air Force Harvest Eagle modules with 77 Soldiers. The Camp Stronghold Freedom base camp, on the average, was supporting about 3,500 Soldiers on a daily basis.

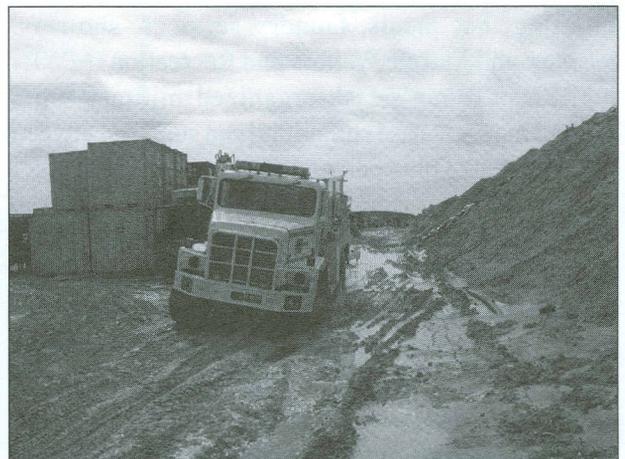
These USAR Force Provider Soldiers were called to perform above and beyond their Force Provider missions, as they supplied fuel and water support for the entire Camp Stronghold Freedom site. The Force Provider companies were performing complete base camp support instead of supporting only a Force Provider base camp. An extended base camp mission was neither the intended design nor intended structure for the Force Provider modules and Soldiers.

In addition, elements of the Force Provider modules and Soldiers were moved from Uzbekistan to sites in Afghanistan during *Operation Enduring Freedom*. The sites were Bagram and Mazar-e Sharif. The Bagram site used Force Provider fuel, dining facility and laundry systems, while the Mazar-e Sharif site used Force Provider water and laundry systems. Also, in the early stages of *Operation Enduring Freedom*, the 542d Force Provider Soldiers supported Special Operations forces in Kandahar with showers.

The initial Force Provider design had a system developed with zero mobility after setup.

The movement of elements of Force Provider to parts of Afghanistan introduced a new capability for Force Provider - forward mobility into battle areas for use by more Soldiers. The Force Provider companies issued more than 2 million gallons of fuel and water and laundered more than 674,000 pounds of laundry at the Uzbekistan site. The Force Provider Soldiers provided 2 million gallons of water support and more than 1 million gallons of fuel support to the Bagram area. The Mazar-e Sharif site was provided with 119,000 pounds of laundry support from January to March 2002. The 542d and 802d Force Provider companies deployed to the *Operation Enduring Freedom* area in December 2001 and redeployed to their home stations in June 2002.

Army leadership is quickly accepting the Force Provider as the living standard in a base camp for Soldiers deployed in current operations and future operations. Currently, 35 of the 36 authorized modules are deployed worldwide (CENTCOMAOR) with another 12 refurbished Force Provider modules scheduled for procurement. The current Army Acquisition Objective (AAO) for Force Provider is 36. Headquarters, Department of the Army funded purchase of a 37th module to keep the production line open. The 37th module was scheduled for completion in October 2003.



Results of a heavy rainfall at Camp Stronghold Freedom, Uzbekistan, where there is a mixture of US Army Force Provider modules and US Air Force Harvest Eagle modules and equipment

Force Provider's continued deployment for current and future operations will require a revised concept and structure to be responsive to the warfighter. The first steps in redesign are making all Force Provider companies as self-sufficient as possible and making the equipment more lightweight.

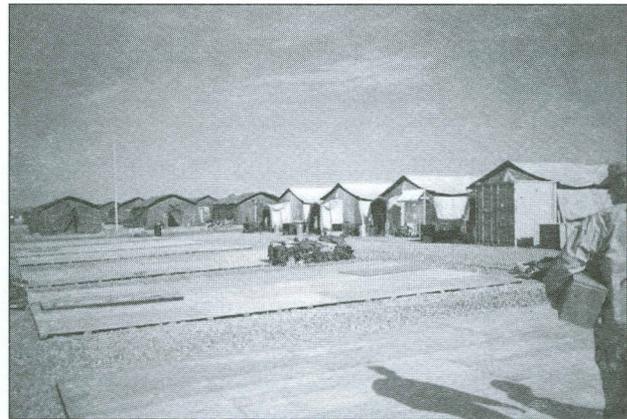
The Army structure has six Force Provider companies, and five are in the USAR as Type B. The sixth Force Provider company is not Type B but in the Active Army. The sixth has a company headquarters, support operations and maintenance personnel, and a Force Provider platoon.

The USAR also has five Force Provider platoons that are not organic to the USAR Type B companies. The USAR companies need augmentation by Force Provider platoons, CSS Soldiers, logistics civilians or host nation support. Quartermaster and Engineer units must support a Force Provider company. The Engineers have a crucial supporting role in erecting and maintaining the Force Provider site. Quartermaster units must provide fuel and water support. The Force Provider company has had no direct operational control of the Quartermaster and Engineer assets. Doctrine states that the Force Provider site receives direct support/general support (DS/GS) from units directed by the operation headquarters. A Force Provider unit without proper augmentation will have difficulty conducting base camp operations.

The proposed Force Provider company redesign is an ongoing initiative with the US Army Combined



US Army Force Provider and US Air Force Harvest Eagle modules in Uzbekistan at Camp Stronghold Freedom



Force Provider billeting preparing for displacement to another area of operation

Arms Support Command, Directorate of Combat Developments for Quartermaster, Integrated Concept Team in conjunction with an AR 5-5 (Army Studies and Analyses) study sponsored by Headquarters, Department of the Army, G4 (Logistics) with a potential start date of 1 Dec 03. The proposed Force Provider company redesign has a headquarters section, support operations section, three Force Provider platoons, a support platoon, services platoon and an engineer platoon. The three Force Provider platoons will deploy with a service, support and engineer section. The current structure has a headquarters and support operation section.

The main revisions in the present Force Provider structure will be in the platoons and the support, services and engineer sections. The proposed sections will be embedded in the Force Provider structure, instead of as augmentation pieces as required in the current structure. The redesigned Force Provider Company will have Force Provider platoons, which will consist of a Force Provider light platoon, a medium platoon and a heavy platoon. The Force Provider light platoon, supporting up to 550 Soldiers, will be designated as a rapid deployer for operations of 15 to 90 days. The light platoon will provide billeting, showers, laundry, latrine services and limited dining operations.

The Force Provider medium platoon will support operations for 90 days to 18 months or more. The medium platoon will support 550 to 3,000 Soldiers with billeting, showers, latrine, laundry, dining facilities and MWR services. The Force Provider

heavy platoon will support operations of 18 months or more. The heavy platoon primarily will support brigade-sized elements.

The heavy platoon will offer the same services as the medium platoon, except that most Force Provide services will be in semipermanent structures with a focus on complete base camp operations. The type of semipermanent structure has not been decided. Semipermanent structures are being considered because Force Provider TEMPER tents will be exposed to an excessive amount of wear and tear during 18 months or more of operations.

The support platoon will have three separate sections/squads with repair, liquid logistics and power generation capabilities. The repair section consists primarily of electricians, plumbers, Quartermaster equipment operators/repairers, and heating, ventilating and air conditioning (HVAC) operators/repairers. The liquid logistics section will be responsible for fuel and water operations. Power generation for the Force Provider site will come from a local grid or organic generators.

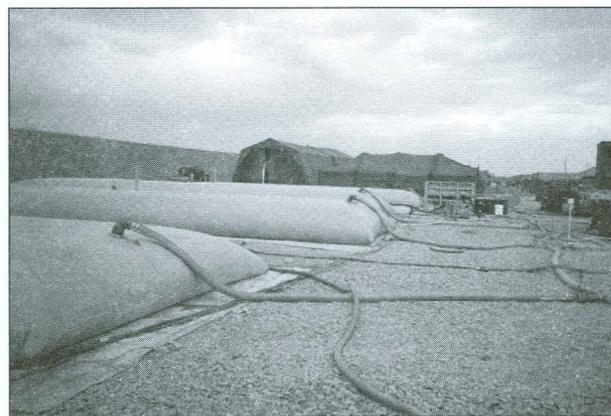
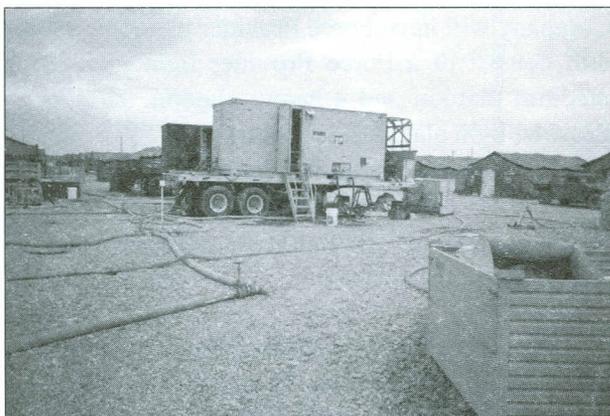
The services platoon will have three sections. The services section will consist of hygiene, MWR and food service personnel. The hygiene personnel will be responsible for laundry services, showers and latrines. The MWR personnel will focus on exercise, entertainment and computer-equipped tents. The computer or "cyber" tent will enable a Soldier to make telephone calls or E-mail friends and family.

The engineer platoon is critical to any Force Provider base camp from the onset. The engineer platoon will include the capability to conduct horizontal (leveling of roads, airfields and site preparation) and vertical engineering operations (buildings and prefabricated buildings). Capabilities will expand with materials handling equipment and a maintenance and equipment operator's team. Additionally, a helipad operation will be added to the engineer platoon for air operations.

The current Force Provider headquarters' rank structure is capable of running a full base camp support operation. The commander of a Force Provider company is a major in rank. The remainder of the headquarters staff has captains, lieutenants and senior NCOs. A revamping of the specialties in the areas of the engineer and logistical functions will enhance the redesign to sustain and maintain base camp operations.

More Flexibility and Responsiveness

In summary, the proposed redesign will give the Force Provider system more flexibility and responsiveness based on the operational needs of the warfighter. Future operations will not always require an entire Force Provider company to deploy. A redesign that focuses on modularity enables Force Provider to be responsive to a full spectrum of operations with the appropriate amounts of systems and Soldiers. The Directorate of Combat Developments for Quartermaster and the Program
(Continued on Page 29)



Water purification unit (left) and collapsible fabric tanks for water storage (right) at the Force Provider Site at Camp Stronghold Freedom in Uzbekistan

Hot Aircraft Refueling - Second to None!



CPT Matthew J. Sheiffer

The Aviation Brigade of the 2d Infantry Division provides the division commander with mobility and lethality unmatched on the modern battlefield. However, behind this unqualified force multiplier must be the ability to conduct sustained operations. The success of this mission rests in the hands of the organizational and direct support units whose mission is to keep an aviation brigade ready to “Fight Tonight.” In one recent exercise, the 2d Infantry Division Aviation Brigade successfully adapted current doctrine to complete a logistically intensive air assault operation. The execution of the air assault highlights a number of hot aircraft refueling issues of interest to the support community.

Exercise Strike ARTEP

In early October 2003, elements of the 2d Infantry Aviation Brigade deployed in support of Exercise Strike ARTEP, an annual external evaluation of subordinate units conducted by the 2d Infantry Division. One component of the exercise’s final mission was the air assault of a light infantry battalion. The mission consisted of two parts: the intelligence, surveillance and reconnaissance (ISR) insertion; and the battalion air assault. The ISR insertion occurred about 24 hours before execution of the air assault.

The Aviation Task Force (TF) designated for command and control of the operation was the 2d Battalion, 2d Aviation Regiment. This air assault battalion equipped with UH-60 helicopters received augmentation by AH-64 helicopters, CH-47 helicopters, air defense artillery (ADA), air traffic control (ATC), and logistics support for the mission.

One critical issue that quickly emerged during the planning of the air assault was the need for forward area refueling to sustain operations. To complicate matters, the mission involved the integration of multiple airframes - increasing both

the quantity of fuel required and the complexity of the mission. These issues quickly overwhelmed the organizational combat service support capabilities of the battalion. In response, the battalion turned to its direct support unit - the 602d Aviation Support Battalion (ASB) - for assistance.

During routine operations, the 602d ASB operates the Division Rapid Refuel Point (DRRP) from Cochran Army Airfield at Camp Stanley in the Republic of Korea. The DRRP supports both aviation brigade assets as well as all other aircraft operating in the division area of operations (AO). Also, the 602d ASB provides bulk petroleum storage and distribution to the two organic aviation battalions and division cavalry squadron assigned to the aviation brigade.

Design and Doctrine

By design and doctrine, the Aviation Brigade of the 2d Infantry Division is capable of operating and manning two RRP’s for UH-60 operations, three Forward Arming and Refueling Points (FARPs) for AH-64D attack operations, and two FARPs for OH-58D scout operations – with the ASB providing the DRRP in the aviation support area (ASA). These equally important missions required close coordination to resolve conflicting support requirements. Since the Aviation TF can only operate and man two RRP’s, a third was required from the 602d ASB to execute the support mission for the air assault. Also, the DRRP had to be repositioned in order to provide bulk petroleum support to the division’s cavalry squadron gunnery exercise.

Adapting Doctrine to Battlefield Realities

Doctrinally, according to FM 3-04.111 (Aviation Brigades, dated 21 Aug 03 and superceding FM 1-111), sources of fuel for aviation assets operating in the division AO are the Brigade Rapid Refueling Point (BRRP) and the DRRP.

Brigades employ rapid refueling points to refuel other unit aircraft. The rapid refueling point services aircraft as quickly as possible, allowing CS [combat support] missions to continue. Rearming operations are not conducted at this site unless a Level III threat requires it. This practice allows more arming assets forward. (FM 3-04.11, Appendix F)

Stationary in nature, the division rapid refueling point locates in protected rear areas of the DSA [division support area]. It is manned by the aviation support battalion (ASB) or is task organized within the aviation brigade. It supports organic and transient aircraft...As with the brigade, the division rapid refueling point does not rearm aircraft. (FM 3-04.111, Appendix F)

Aviation brigades also use FARPs to promote increased time on station. (Increased time on station refers to time on target. Units deploy the FARPs as close to the forward line of defense as possible to minimize turnaround time of aircraft.) Deploying FARPs into the aviation brigade AO reduces the turnaround time necessary for aircraft arming and refueling. Organizational assets conduct the FARP operations described in Appendix F of FM 3-04.111 for the purpose of supporting specific mission objectives.

Turnaround Time

To execute the Exercise Strike ARTEP air assault, Aviation TF planners determined the need for multiple FARPs to decrease turnaround time for the aircraft executing the intelligence, surveillance and reconnaissance (ISR) insertion and air assault. Also, planners decided upon multiple FARPs to maximize time on station for the attack aviation elements providing security for the two missions. In addition, airfield constraints required separate FARPs because of restrictions on the size and number of aircraft that could operate out of each area.

The plan presented during the Aviation TF operations order (OPORD) and rehearsal called for use of the DRRP to support the ISR insertion and the employment of three separate, geographically dispersed FARPs - one to support each type of aircraft - to support the air assault (Figure 1). Assets to operate each FARP came from three different units. Class III (petroleum,

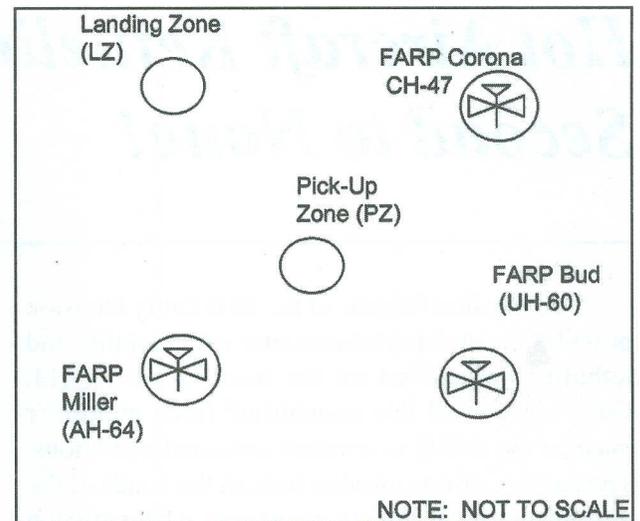


Figure 1. Air Assault FARP Employment

oils and lubricants)/Class V (ammunition) platoon assets from the attack battalion operated FARP Miller (all AH-64 helicopters). Class III platoon assets from 2d Battalion, 2d Aviation Regiment expanded the DRRP operated by the 602d ASB to five points to become FARP Bud (all UH-60 helicopters). Class III/V platoon assets from the 602d ASB operated FARP Corona (all CH-47 helicopters). All Class III/V assets were under operational control (OPCON) of the headquarters and headquarters company (HHC) of the Aviation TF throughout the operation.

As with all refueling operations, a critical planning factor for Aviation TF was FARP resupply. The plan called for all FARP assets to deploy at 100 percent of operational capacity. However, two of the three FARPs required resupply on the day of the air assault in order to execute their mission. Serving as the division RRP, FARP Bud required resupply to ensure that normal flight operations not associated with the air assault were not jeopardized. In addition, FARP Miller supported AH-64 movement to the tactical assembly area (TAA) and also required resupply. Only FARP Corona deployed with sufficient supplies to execute the mission. Responsibility for all resupply missions fell to the 602d ASB, with execution through unit distribution specified by the Aviation TF.

The intelligence, surveillance and reconnaissance insertion occurred on schedule about 24 hours before the air assault. The UH-60 and AH-64 aircraft

executing the mission lifted off at about 1930 hours, executed the insertion and refueled. The aircrews did not identify any logistical constraints. A three-Soldier crew operating the DRRP provided complete support for the hot refueling. The noncommissioned officer in charge (NCOIC) of the DRRP was an experienced Soldier in the rank of specialist (promotable) with more than five months in the unit, and the two Soldiers were both new arrivals straight from advanced individual training (AIT) with less than one month in the unit.

The DRRP consisted of Fuel System Supply Point (FSSP) components configured into a two-point aviation refueling facility (Figure 2). The DRRP used two 10,000-gallon collapsible fuel tanks and the 350-gallon per minute (GPM) pump and filter separator that make up the FSSP. The layout of the DRRP looked similar to the layout of a Forward Area Refueling Equipment (FARE) system, but operated on a much larger scale. The three-Soldier crew was on the third day of a weeklong shift at the DRRP and had executed a number of crew drills before being certified to operate the equipment. The chief of the Class III Storage and Issue Section provided oversight of the operation.

On the morning of the air assault, while the Infantry Battalion and Aviation TF conducted troop-

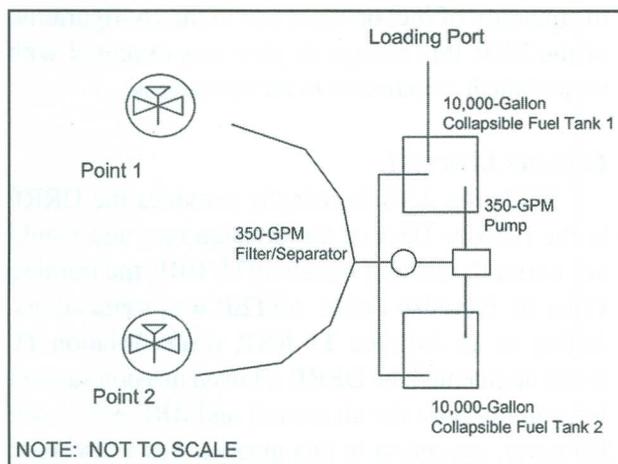


Figure 2. DRRP Configuration
(Author's Description)

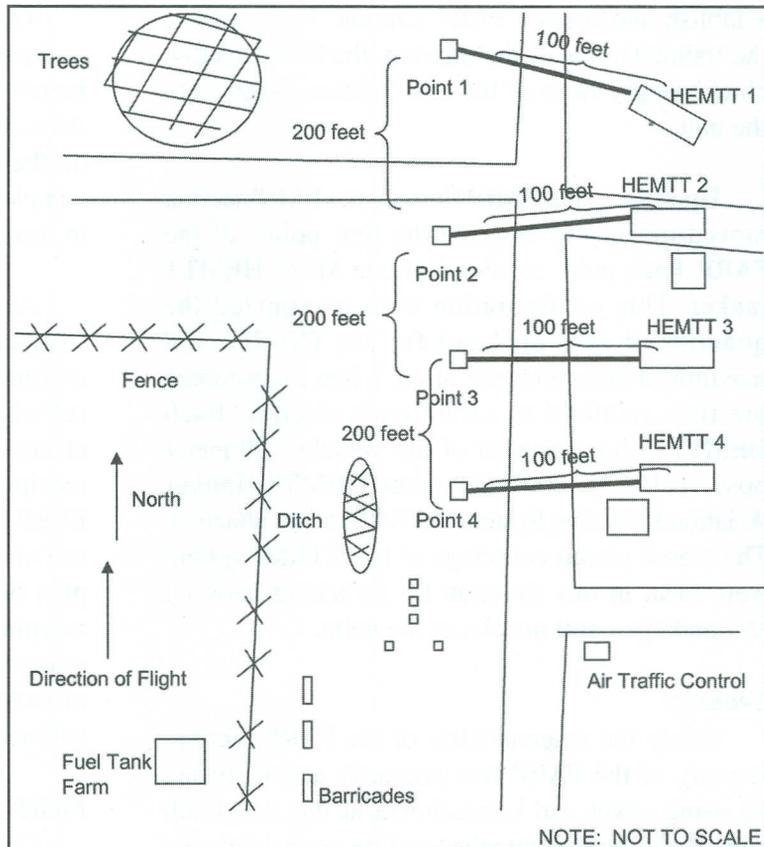


Figure 3. Corona Configuration
(Author's Designation)

leading procedures and crew rest, resupply convoys from the 602d ASB departed the ASA. The first convoy departed at 0700 and consisted of one M969 5,000-gallon fuel tanker and a high mobility multipurpose wheeled vehicle (HMMWV) providing trail escort. This convoy provided unit distribution of JP-8 to FARP Miller on schedule and returned without issue.

The second convoy departed at 0900. It consisted of two M1083 cargo trucks and four M978 heavy expanded mobility tactical truck (HEMTT) fuel tankers. This convoy moved to FARP Corona to establish a four-point CH-47 FARP (Figure 3). The FARP section chief led the convoy, and the Class III/V platoon sergeant accompanied the mission.

The third convoy departed at 1300 and consisted of three HMMWVs. The FARP officer in charge (OIC) led the convoy, which included an Air Traffic Control Section from the Theater Aviation Brigade and a field litter ambulance from the Aviation TF. A total of 9 vehicles and 27 Soldiers deployed to

establish and operate FARP Corona. To maximize the training value of the mission, the FARP section chief brought many of the new Soldiers assigned to the unit.

Upon arrival at FARP Corona, the FARP section moved quickly to emplace the four points of the FARP. Each point consisted of one M978 HEMTT tanker. This configuration both maximized the quantity of fuel on hand for the CH-47s and maximized hose pressure of each line to minimize the time required to refuel each aircraft. Each HEMTT point consisted of the vehicle's 50-meter hose reel with three 50-meter HEMTT Tanker Aviation Refueling System (HTARS) hoses attached. The closed circuit couplings of the HTARS system were ideal in this situation for switching between D-1 and open port nozzles at the point.

Security

Solely the responsibility of the FARP section, security of the FARP was primarily accomplished by using cover and concealment at the site. Each vehicle was pushed into the tree line, so that only the end of the hose line was visible on the landing zone (LZ). Security of the FARP always is a concern for FARP personnel. In most cases, FARP personnel are tasked with providing their own security. Additional assistance is based on the threat level.

The aircraft had to fly in a row to enter and exit the FARP due to site constraints. If the FARP was able to rotate 90 degrees, the aircraft could enter and exit the FARP individually – reducing the wait time for other aircraft to complete their refueling. This is commonly referred to as a “drive through FARP.”

A four-aircraft CH-47 flight arrived at FARP Corona at about 1600 and shut down. The helicopters would use FARP Corona as a laager (protected) site until required for the air assault. Upon arrival, the flight safety officer certified the FARP, and the FARP Section topped off each aircraft. This cold aircraft refueling included over-the-wing open port refueling to top off the fuel cell on both sides of the aircraft, in addition to the refueling each aircraft using the D-1 nozzle at each point. The cold refuel provided the additional fuel required for the air assault mission.

The final bulk resupply mission of the day occurred at about 1700, when the DRRP received petroleum resupply from assets remaining in the ASA. At that time, more than 10 hours since departure of the first convoy, all resupply missions were complete. All FARPs were now certified and prepared to receive aircraft.

At about 2040, the CH-47 flight departed FARP Corona to execute the air assault. The aircraft returned two hours later and executed a hot aircraft refueling before shutting down again to await clearance to move to their next laager site. Upon receipt of that clearance, the aircraft departed the FARP. Then the FARP Section disassembled and stored all equipment and initiated a rest and security plan before movement back to the ASA the next morning. The Soldiers returned at 0940 the next morning after executing two tactical road marches of more than 30 kilometers each and issuing 2,700 gallons of JP-8 fuel in support of the air assault.

FARP Bud

Upon launch of the CH-47 flight from FARP Corona, FARP Bud became active and received UH-60 flights returning from the first lifts of the air assault. FARP Bud now consisted of the two points of the DRRP augmented by a three-point HEMTT FARP executed by the Aviation TF Class III Platoon. Refueling proceeded until the closure of FARP Miller because of weather conditions. At that point in the mission, all AH-64 assets were diverted to FARP Bud. However, because of the DRRP personnel's familiarity with refueling multiple types of aircraft and the quantity of fuel on hand due to the configuration of the RRP, this change in plan was executed with no logistical constraints to air operations.

Lessons Learned

While the ASB doctrinally provides the DRRP in the ASA or DSA of the division rear and would not normally act as a battalion/TF RRP, the training value of Exercise Strike ARTEP was tremendous. Acting as an Aviation TF RRP, while Aviation TF assets augmented the DRRP, allowed mission support for training both the air assault and RRP personnel. However, execution in this manner was a deviation from normal operations. The DRRP has the primary

mission for the ASB's RRP assets, and the capability to push fuel to multiple locations is limited.

By doctrine, FARPs and battalion/TF RRP forward in the brigade areas must obtain their support from the nearest brigade support area (BSA) and forward support battalion (FSB). The FSB's fuelers and ammunition transfer point (ATP) must support the FARP and RRP resupply in most operations. The doctrine is flexible enough to allow pushes of resupply from corps, main support battalion and ASB assets. ASB resupply assets are limited, and FARPs/RRPs must resupply from the nearest source to continue to rapidly support mission requirements.

To summarize, the unique employment of ASB assets and the training and experience of the 602d Aviation Support Battalion Class III/V Platoon during support of the air assault operation proved an innovative and resourceful solution to addressing petroleum supply issues. However, while the course

of action definitely conserved organizational assets, the unique employment of ASB assets had the potential cost of future logistical constraints if sustained operations and support from both direct support and organizational assets had been required.

CPT Matthew J. Sheiffer is Commander, Headquarters and Supply Company (HSC), 602d Aviation Support Battalion, Camp Stanley, Republic of Korea. His most recent assignments include Brigade S4 (Logistics), 8th Personnel Command in Korea; S1 (Adjutant), 296th Brigade Support Battalion in the Stryker Brigade Combat Team; and 31 months service as a Platoon Leader in both combat arms and combat service support units. He is a graduate of the Combined Arms and Services Staff School (CAS3), Combined Logistics Captains Career Course (CLC3), Mortuary Affairs Officer Course, and Petroleum Officer Course. He has a bachelor of arts degree from the College of William and Mary in Williamsburg, Virginia.

(Continued From Page 2)

News From the Regiment

CSM Jose L. Silva has been selected as the 6th Regimental Command Sergeant Major for the Quartermaster Corps. CSM Silva, currently serving as the 10th DISCOM CSM for the 10th Mountain Division at Fort Drum, NY, is deployed to Afghanistan for *Operation Enduring Freedom*.

For more information on the conference, refer to the Quartermaster Corps Homepage online at www.quartermaster.army.mil.

Command Sergeant Major Don E. Wells is serving as the Acting Regimental Command Sergeant Major for the US Army Quartermaster Center and School, Fort Lee, Virginia.

(Continued From Page 24)

Proposed Force Provider Company Redesign

Manager for Force Sustainment Systems are currently working the initiative to create a Force Provider that supports the Soldier so well that the warfighter can continue to watch an action-packed movie in a climate-controlled tent after a hard day of work in the field.

MAJ Eddie Rosado was a Quartermaster Force Integrator, Directorate of Force Programs, Office of the Chief, US Army Reserve, Arlington, Virginia, when he wrote this article. He previously served as Quartermaster Training Officer and Logistics Analyst, US Army Reserve Command, Fort McPherson, Georgia, and S3 (Operations Officer), 6045th Garrison Support Unit, San Jose, California. His military education includes the Air Defense Artillery Officer Basic Course, Quartermaster Officer Advanced Course, Army Logistics Executive Development Course and the Army Command and General Staff College. He has a bachelor of arts degree in business administration from William Paterson State College, Wayne, New Jersey, and a master of science degree in adult and continuing Education from Kansas State University, Manhattan, Kansas.



SAFETY SAVES SOLDIERS



Risk Management, Hazards and the Material Safety Data Sheets (MSDS)

Michael L. Davis

Safety Specialist Assigned to the US Army Quartermaster Center and School, Fort Lee, VA

The Army's Risk Management procedure is an effective tool for preserving and protecting Army resources, both personnel and equipment. The process helps both leaders and individuals to identify hazards and shows them how to avoid, control or even eliminate the hazards from an operation.

Identifying and assessing hazards to determine risks can be difficult if the developer of the Risk Assessment does not use the tools available. One tool - frequently not used - is the Material Safety Data Sheet (MSDS). As an example, many developers of Risk Assessments neglect to include hazards associated with fuels. They forget that all fuels are hazardous chemicals. These chemical hazards can be found on the MSDS.

To continue with the example of fuel hazards, Military Aviation Jet Fuel JP-8 (better known as just JP-8) is a typical fuel with an MSDS for reference. Although JP-8 is used in many operations, many units do not identify its hazardous effects or their controls on Risk Assessment Sheets.

The MSDS for JP-8 contains a great deal of safety information, which both leaders and Soldiers need to know. The MSDS shows the hazards of working with JP-8. The MSDS also provides further critical information such as the effects of JP-8 on eyes and skin, what happens upon ingestion or inhalation, warnings about use, effects of chronic use and possible medical conditions aggravated by exposure.

EXAMPLE ON JP-8 MSDS: EMERGENCY OVERVIEW CAUTION! OSHA/NFPA COMBUSTIBLE LIQUID – SLIGHT TO MODERATE IRRITANT – AFFECTS CENTRAL NERVOUS SYSTEM – HARMFUL OR FATAL IF SWALLOWED.

The MSDS for JP-8 also contains immediate first aid measures for all Soldiers involved in the operation:

EXAMPLE ON JP-8 MSDS: IN CASE OF CONTACT WITH EYES, IMMEDIATELY FLUSH WITH CLEAN, LOW-PRESSURE WATER FOR AT LEAST 15 MINUTES. HOLD EYELIDS OPEN TO ENSURE ADEQUATE FLUSHING. SEEK MEDICAL ATTENTION.

The Fire Fighting Measures section of the MSDS provides important information on flammable properties, flash point, fire and explosion hazards data, extinguishing media (small and large fires), and firefighting instructions:

EXAMPLE ON JP-8 MSDS: VAPORS MAY BE IGNITED RAPIDLY WHEN EXPOSED TO HEAT, SPARK, OPEN FLAME OR OTHER SOURCE OF IGNITION. WHEN MIXED WITH AIR AND EXPOSED TO AN IGNITION SOURCE, FLAMMABLE VAPORS CAN BURN IN THE OPEN OR EXPLODE IN CONFINED SPACES. BEING HEAVIER THAN AIR, VAPORS MAY TRAVEL LONG DISTANCES TO AN IGNITION SOURCE AND FLASH BACK. RUNOFF TO SEWER MAY CAUSE FIRE OR EXPLOSION HAZARD.

Information on environmental hazards and accidental release measures are also contained in the MSDS for hazardous materials. The Handling and Storage section has information on handling precautions, storage precautions and work/hygienic practices.

EXAMPLE ON JP-8 MSDS: SPECIAL SLOW LOAD PROCEDURES FOR “SWITCH LOADING” MUST BE FOLLOWED TO AVOID THE STATIC IGNITION HAZARDS THAT CAN EXIST WHEN HIGHER FLASH POINT MATERIAL (SUCH AS FUEL OIL) GOES INTO TANKS PREVIOUSLY CONTAINING LOW FLASH POINT PRODUCTS.

The Exposure Controls and Personal Protection section of an MSDS gives information on engineering controls and on personnel protective equipment (PPE) for such individual areas as eye, skin protection and respiratory protection.

EXAMPLE ON JP-8 MSDS: EYE/FACE PROTECTION – SAFETY GLASSES OR GOGGLES ARE RECOMMENDED WHERE THERE IS A POSSIBILITY OF SPLASHING OR SPRAYING.

The MSDS also provides information on hazards identified as physical and chemical properties, stability and reactivity data, toxicological properties, ecological effects, disposal considerations, transportation procedures and regulations. The MSDS description of the hazards of using JP-8, for example, need to be included on the unit’s Risk Assessment Sheet. The MSDS is the beginning of a good Risk Assessment and needs to become part of the risk assessment document. The MSDS should be the first source consulted for compliance to standards and identification of hazards.

Supervision and controls do not work when the hazards of an operation are not identified to protect the Soldiers performing the mission.

VISION

The Quartermaster Corps – The Warfighters’ Logistician today and into the 21st Century!!

- **Logistics Warriors: Technically and Tactically Proficient.**
- **Exploiting Technology, Situation Understanding, Logistics Automation, and Distribution Agility to Anticipate and Provide Precision Logistics.**
- **Replacing Logistics Mass with Logistics Velocity.**
- **Reshaping the Way the Quartermaster Corps Supports and Sustains Army XXI and Army After Next, and the Warfighting Commanders in Chief.**



CAREER NEWS

Professional Development

The US Total Army Personnel Command (PERSCOM) has merged into the US Army Human Resources Command (HRC). The HRC combines the Active Component and Reserve Component personnel commands into one command. Quartermasters now access the content of the former PERSCOM online web site from the new HRC home page at <https://www.hrc.army.mil/>. For more information about Quartermaster Corps officer, warrant officer and noncommissioned officer issues, access the Office of the Quartermaster General web site at www.quartermaster.army.mil/oqmg. Access www.us.army.mil to set up a free E-mail account with Army Knowledge Online.

Greetings from the Human Resources Command

LTC Tracy A. Cleaver, Chief, Quartermaster Officer Personnel Management

Tracy.Cleaver@hoffman.army.mil, DSN 221-5266

As of 2 Oct 03, PERSCOM no longer exists, so look for <https://www.hrc.army.mil/indexflash.asp> if you are trying to locate us online. The Army combined the Active Component and Reserve Component personnel commands under one command called the US Army Human Resources Command (HRC). PERSCOM is now HRC-Alexandria (Virginia). This change will have no immediate impact on the Soldiers in the field. The long-term benefits will have a dramatic impact on Army readiness.

Congratulations to all newly selected Quartermaster majors. The Quartermaster selection rates can be attributed to the quality of officers in the field and their hard work. The Quartermaster selection rate was 93 percent - right at the Army average of 93.8 percent.

Reminders About Preparation for Promotion Boards

Photographs. We have just completed the captains' board scrub, and about 80 percent of Quartermasters in the promotion zone did not have official Army photographs in their files. We need every leader and officer to assist in preventing this in the future. We HIGHLY recommend that all officers - from second lieutenant to lieutenant colonel - maintain their photographs in their personnel files. With the way today's Army is operationally engaged, a slightly dated picture (photograph as a second lieutenant for the captains' board, for example) is better than no picture.

Unsigned Board Officer Record Briefs (ORBs). Feedback from recent boards tells us that an unsigned ORB in a Soldier's file sends a clear message. An unsigned ORB tells board members that an officer does not care. This perception could play a determining factor in whether or not an officer gets selected for promotion, command or school. Every officer in the zone for a promotion board needs to go to his personnel service detachment to update his ORB, sign a "Board ORB" and have it sent to the Quartermaster Branch at HRC-Alexandria. Make sure the clerk prints out a "Board ORB" and not a regular ORB. The easiest way to identify this "Board ORB"? A "Board ORB" does not show any marital status or spouse information.

Mandatory Retirement Dates. In recent years, the Army has granted Officer Candidate School waivers to some officers with more than 10 years of active federal service. The issue at hand is getting mandatory retirement waivers beyond 20 years of service so these Soldiers can compete for promotion to major, Advanced Civil

Schooling and other premier programs that require a substantial active service obligation. Leaders and the officers themselves must submit those waiver requests early. These requests take a considerable amount of time to get through the Army G1 (Personnel) for approval. Early requests will open up more opportunities for the officers and strengthen Army readiness.

Continue the open lines of communication. We will work hard at keeping you competitive and our Army ready.

Battalion Commands, High School Stabilization, and Cohort Year Groups

MAJ Timothy D. Brown, Lieutenant Colonel Assignments Officer

Timothy.Brown@hoffman.army.mil, DSN 221-5269

Results from the Lieutenant Colonel (LTC) Battalion Command Board, which convened 30 Sep 03, should be released in January 2004. We expect release of the command slate in the April-May 2004 time period. Battalion command is extremely competitive. In an average year, about 70 to 75 percent of officers in the primary zone are selected for LTC. Of that 70 to 75 percent promoted, only 16 to 17 percent are selected for battalion command. An officer can get six looks for command.

Battalion Command Categories

To help answer some of your questions, I added a link to the Battalion Command Slate web site. Access it by using your AKO login and password. You will see the battalion command slates for Quartermaster Branch, the 90A multifunctional commands, and other branches. You will normally see two slates in each of the categories. One slate will be for an even-numbered fiscal year (FY), such as FY04, and one will be for an odd-numbered FY, such as FY03 or FY05. If your cohort year group is an even number such as 1988, then you will compete for commands in the even-numbered fiscal year. The same applies to odd-numbered cohort year groups and fiscal years. By reviewing the lists, you can what battalions are potentially available when you are eligible for battalion command. The Combat Service Support Battalion Command board meets in October of each year and selects officers for commands available the next fiscal year. For example, the battalion command board meeting this October (FY04) is for change of command dates in Summer 2005 (FY05). The following is a listing of those categories:

Battalion Command Categories	Area of Concentration
6E-Supply Units Tactical	92B, 92A
6ER-Supply Units Training and Strategic Support	92B, 92A
6G-POL (petroleum, oils and lubricants) Units Tactical	92F
6GR-POL Units Training and Strategic Support	92F
6S-Multifunctional Support Battalion Tactical	15D,67,88,90,91,92
6SR-Multifunctional Support Battalion Training and Strategic Support	15D,67,88,90,91,92
6X-Institutional (Garrison/Base Support Battalion)	AS DISTRIBUTED
6Y-Institutional (US Army Recruiting Command)	AS DISTRIBUTED

High School Stabilization

MILPER Message 03-158 released on 1 May 03 provides instructions on how to apply for High School Senior Stabilization. You must apply no later than the start of the student's junior year, and not earlier than March 1 of the student's sophomore year (apply between March 1 and September 1). This application window also applies to students in year-round schooling programs. Officers are still eligible for a permanent change of station before the start of the student's junior year.

Officers initiate a DA Form 4187 (Personnel Action) requesting high school stabilization through their unit commanders. The DA Form 4187 will include the following information: (1) high school student's name and social security number (must be enrolled in the Defense Enrollment Eligibility Reporting System or DEERS); (2) letter/memorandum attached to the DA Form 4187 from the school with projected graduation date of high school student; (3) indication of officer's scheduled training during the high school academic year, such as temporary duty (TDY) enroute, on the DA Form 4187 because HRC-Alexandria will manage training on a case-by-case basis; and (4) this statement by officers outside the continental United States (OCONUS) whose date of expected return from overseas (DEROS) is before the requested stabilization date: "I will extend my overseas tour to meet the stabilization requirement. Based on my new DEROS, I understand that I must still meet the service remaining requirement to qualify and be eligible for the OCONUS to CONUS assignment."

Officers Not on Assignment Instructions (AI). Officers not on AI should apply within the application dates listed in the chart following these directions. If the Soldier is placed on AI during the application process (placed on AI before HRC-Alexandria receives the request for stabilization), the AI will take precedence. The Soldier's eligibility will be determined according to Army policy for officers on AI.

Officers on AI. Officers on AI to a dependent-restricted tour may still make a permanent change of station (PCS). The officer may return to the same installation where stationed before completing the dependent-restricted tour (Homebase/Advanced Assignment Program or HAAP) or PCS upon return to a new location. Disapproval authority for officers will remain with the Director, Officer Personnel Management Division, HRC-Alexandria. Officers on AI to a CONUS tour or to a with-dependent OCONUS tour may still PCS if the family can arrive and in-process before the start of the student's junior year. Report dates may be adjusted to accommodate the Soldier's arrival before the start of the school year. Officers may request change of assignment to a dependent-restricted tour to stabilize the family at the current location. The officer must initiate this action.

Graduation Date	Apply Not Earlier Than	Apply Not Later Than
2005	1 Mar 03	1 Sep 03
2006	1 Mar 04	1 Sep 04
2007	1 Mar 05	1 Sep 05
2008	1 Mar 06	1 Sep 06

Cohort Year Group (YG)

Several officers have noticed that the YG shown on their Officer Record Brief (ORB) in the Basic Year Group (BYG) block has changed. This has caused confusion among some officers and commands. Earlier this year, a software update to the database of the Total Officer Personnel Management Information System (TOPMIS) II changed the year shown from Cohort YG to Basic YG. For many officers, these two year groups are the same, but for other officers they are quite different. The BYG block on the ORB now shows the FY that an officer first started active duty. This is not necessarily the Cohort YG that determines when an officer is eligible for boards and that commands use as one criterion for slating majors to branch-qualifying jobs. The Cohort YG is determined by date of rank. HRC assignment officers have asked for the Cohort YG to be added to the ORB.

Contact Information for Lieutenant Colonels

Mailing addresses, telephone numbers and E-mail addresses frequently change and become outdated. I know to which command you are assigned, but that does not equate to knowing your contact information. I have been sending out mass E-mails each month. 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. Also, remember that Quartermaster Branch uses Army Knowledge Online (AKO) E-mail as our official account to correspond with you. Please take the time to look at your AKO account or have E-mail forwarded to your unit account.

FY03 Boards and Branch Qualification Requirements

LTC Keith Sledd, Major Assignments Officer

Joe.Sledd@hoffman.army.mil, DSN 221-5267

Many of you remain deployed during *Operation Iraqi Freedom* and *Operation Enduring Freedom* in Southwest Asia or elsewhere in support of the global war on terrorism. Many of you will deploy in 2004. Units all over the Army continue to experience a high operational tempo. It does not look like the pace will change for some time.

Also, many of you by now have heard that US Army Total Army Personnel Command (PERSCOM) has merged into the US Army Human Resources Command (HRC). This change will have no immediate effect on you or on the support you receive from Quartermaster Branch. The assignments for Summer 2004 with report dates between June 1 and September 30, 2004, have been posted. Eligible officers have been contacted. About 126 of the 514 current Quartermaster majors will PCS in Summer 2004.

FY03 Major Promotion Board

Congratulations to the 95 Quartermaster captains selected for promotion to major. The FY03 board results were released 3 Sep 03. Again, the clear trend for selection to major was overall performance. An officer's performance as a captain remains the discriminator for selection for major. In the primary zone, the board selected officers with at least a mix of above center of mass (ACOM) and center of mass (COM) OERs as captains. Officers with all COM OERs as captains were not selected for promotion.

Everyone has heard the standard line that a "COM OER does not equal a COM file." Along with most of you, I have always been a little skeptical. The latest board results reaffirm that a COM OER does not kill a career. The board members did not immediately equate a COM with a downturn in performance. The bottom line for selection was a mix of COM and ACOM OERs - ideally with at least **one ACOM in company command**. The following table summarizes the promotion results for captain to major in FY02 and FY03:

MAJ Promotion Results			
	Above the Zone	Primary Zone	Below the Zone
FY03 Army - MAJ	155/406 (38.2%)	1,353/1,442 (93.8%)	122/1,802 (6.8%)
FY03 QM - MAJ	11/39 (28.2%)	80/86 (93.0%)	4/101 (4.0%)
FY02 Army - MAJ	143/502 (28.5%)	1,314/1,468 (89.5%)	108/1,603 (6.7%)
FY02 QM - MAJ	7/43 (16.3%)	72/82 (86.7%)	3/94 (3.2%)

Branch Qualification Requirements

Majors frequently contact me with questions about branch qualification. Questions range from what jobs are branch-qualifying to how many months are needed for branch qualification. These questions are answered in DA Pamphlet 600-3 (Commissioned Officer Development and Career Development) dated 1 Oct 98. Chapter 26, beginning on page 157, covers the gamut for Quartermaster officers from lieutenant to colonel. It discusses professional development, self-development, and branch qualification for each rank. Promotion and selection boards use DA Pamphlet 600-3 to determine if an officer is branch qualified and should be recommended for selection. The pamphlet gives officers the requirements to be competitive for promotion at each level. DA Pamphlet 600-3 is currently under revision with a projected release date of Summer 2004. Until the updated version is released, the current pamphlet will be used by promotion and selection boards. Branch qualification for Quartermaster majors is discussed on page 160, paragraph (3), subparagraph (c) "Branch Qualification" of the current DA Pamphlet 600-3.

Quartermaster majors must complete two requirements for branch qualification: (1) complete Command and General Staff College (CGSC) through either the resident or nonresident course and (2) complete a minimum of 12 months with a goal of 24 months in branch-qualifying jobs. After completing these two requirements, Quartermaster majors are considered branch qualified. Not all jobs for majors are branch-qualifying. Chapter 26 of DA Pamphlet 600-3, paragraph (3)(c) defines branch-qualifying positions as “battalion executive officer; brigade/group/functional battalion S3; brigade/group/battalion support operations or logistics operations officer; commander; group/DISCOM/brigade executive officer; or chief of a brigade/regimental MMC. Officers must complete Command and Staff College (MEL 4) to be branch qualified.”

I do not assign you to a branch-qualifying job. I assign you to a major command (MACOM), and the MACOM then assigns you internally based on command requirements. Each MACOM uses similar ways to slate field grade officers. Each MACOM G1 (Personnel) will prepare a field grade slate in the December/January timeframe using the officers currently on station and the projected inbound officers. The field grade slate identifies the duty position for each officer for both branch and non-branch-qualifying jobs. The MACOM will consider many individual factors when slating for branch-qualifying jobs. These factors include completion of CGSC, time on station, Cohort YG and experience, among others. Getting a branch-qualifying job is very similar to getting into company command. There is usually a backlog of officers. CGSC completion is one of the most important factors considered, and officers will not usually be slated until completion. Once developed, the slate is briefed through the chain of command until approved by the MACOM commander, usually in the February/March timeframe. The slate is updated as new inbound officers are identified or unexpected losses occur. Most majors will not be slated for a branch-qualifying position upon their first year at their duty stations. Most will be placed on staff until slated for a branch-qualifying position. An officer potentially may be slated for a branch-qualifying position upon arrival based on seniority as a major and upcoming selection boards.

The Army Chief of Staff’s goal is for majors to get 36 months time on station with 24 months in branch-qualifying jobs. Several factors affect how quickly an officer is slated for branch qualification. The biggest one is CGSC completion. **I strongly encourage everyone to enroll in CGSC and complete it if not selected at first look.** Officers essentially have 5 1/2 years to get branch qualified before their lieutenant colonel promotion board.

If you are at a location with branch-qualifying opportunities, you can potentially branch qualify there. If your location does not have branch-qualifying opportunities, you can PCS to a location that does. If you decide to wait for your second CGSC board results, you have wasted a year of time. You must still complete CGSC and, depending on your time on station, may only get one branch-qualifying opportunity. The longer you wait to branch qualify, the less time you have to pursue other nominative assignments available to branch-qualified majors such as working on Department of the Army Staff and competing for Reserve Officers’ Training Corps professor of military science positions.

FY03 Command and Staff College (CSC) Selection Board

The FY03 CSC Selection Board adjourned in September 2003. This board considered YG92 officers for their second looks and YG93 officers for their first looks. Results from the board should come out in the December 2003/January 2004 timeframe.

Foreign Military CSC. Only a few officers are selected for foreign CSCs each year. Last year, Quartermaster Branch had one officer selected for the Western Hemisphere Institute for Security Cooperation (WHINSEC) at Fort Benning, GA. Officers who want to attend a foreign military staff college must submit a memorandum listing the desired foreign CSCs to the president of the CSC board. The memorandum must be received in the Department of the Army (DA) Secretariat before the board convenes each year.

Sister Service CSC. Officers who want to attend a sister service school (US Air Force, Marine or Navy) must write a memorandum listing the desired sister schools and send it to me at Quartermaster Branch, ATTN: AHRC-OPC-Q (LTC Sledd), 200 Stovall Street, Alexandria, VA 22332-0416. *The CSC Selection Board does not select sister service schools.*

Quartermaster Branch selects and the HRC director approves the officers to attend sister service CSCs. The selection process is the same each year. Once the CSC list is released in December/January, Quartermaster branch will slate officers for sister service CSC using weighted criteria. The best-qualified officers are then selected to attend sister service CSCs because these officers represent not only Quartermaster Branch but also the Army. Usually these officers are the sole Army representative in their small groups and must understand the Army at the operational as well as the tactical levels. The selection criteria include performance, experience, completion of nonresident CGSC, branch qualification, formal logistics training, experience with sister services, education, and non-Quartermaster experience. The criteria are scored and developed into an order of merit list (OML). Quartermaster Branch then slates officers for attendance based on the OML and the officers' preferences. An officer does not need to meet all the criteria to compete, but not meeting all criteria reduces the chances for selection.

Once the CSC results are released, the DA will issue slating guidance for officers selected to attend CSC within four to six weeks of the list's release. The guidance for slating varies slightly each year. Essentially, during the slating process, officers are placed into one of six priorities for attendance with priority one the highest and priority six the lowest. Slating into these categories is based on the DA guidance that considers duty location, time on station and other individual criteria. The slating for the current academic year may include officers all the way to priority six. Also, a priority one officer may not be slated because of special circumstances such as currently serving in a branch-qualifying job. Officers not selected are deferred until the next academic year for revalidation by the next CSC selection board.

The Two Rs... Not the Three Rs

MAJ Todd S. Bertulis, Branch-Qualified Captain Assignments Officer
Todd.Bertulis@hoffman.army.mil, DSN 221-5268

Greetings from the newly flagged US Army Human Resources Command (HRC), formerly known as PERSCOM. As always, feel free to contact me via E-mail or telephone if you still have concerns about any of the topics covered in this article.

Today, the vast majority of assignments for branch-qualified captains will be in US Army Recruiting Command (USAREC) and Active Component/Reserve Component (AC/RC). Many Quartermasters have E-mailed me about specific Reserve Officers' Training Corps (ROTC) positions throughout the United States. I expect VERY few, if any, positions from cadet command. ROTC positions are not the priority these days because it seems these jobs are now getting contracted out or are moving to the Active Duty Guard and Reserve (AGR) community. Please do not bank on having many ROTC positions to choose from.

After looking at a sample of the assignments I should expect for Summer 2004, it seems to me that the global war on terrorism dictates assigning officers to jobs associated with "building the bench" for future conflicts throughout the world. Branch-qualified captains from all branches will play their roles in the war by serving in USAREC assignments recruiting young men and women for future service and in AC/RC positions preparing US Army Reserve and Army National Guard units for their turn down range. Very few will work developing future officers in ROTC or at the US Army Military Academy, West Point, NY.

FY04 Major Promotion Board

I urge you to begin the preparation process for the March 2004 major's board today. It's now easier than ever to keep your file squared away: get a new photograph now if you just PCSed, make sure your ORB is up to date with your local personnel servicing battalion - if need be, get "incoming personnel" off your current duty title. Make sure your physical data is within five years. If your security clearance is more than nine years old, submit a request with your security office to renew and update your information. Only the security community has access to update your security information. HRC assignment officers cannot update that part of your ORB. Again, please begin to update your ORB.

According to my records, the following are the dates of rank in each zone:

AZ 19970930 and earlier

PZ (Cohort YG 94) 19971001 - 19980930

BZ (Cohort YG 95) 19981001 - 19990930

Release to Your Functional Area

Several officers have contacted me for release to take an assignment in their functional areas. I wish it were simple enough to release you right away. However, HRC must first meet the Army requirements for the Quartermaster assignments worldwide. After looking at the numbers of requirements and the number of officers available to move, I then begin the process of putting together your files so that we can begin the process of determining which officers are released. All officers are considered. Just understand that Soldiers who took a hardship tour with the intent on getting released upon return will be acknowledged as well as those officers who have advanced degrees or training in the field of interest. Many officers request release to their functional area, but please understand that not all of you will be able to work in your functional area. Final numbers will depend on the number of valid assignments required for fill and the actual number of available officers to assign.

Association of the United States Army (AUSA) Convention

I was privileged to attend AUSA convention in Washington, DC, for the first time in my career in 2003. I strongly recommend attending if you get the opportunity. One of the highlights of my day was a speech given by General Peter J. Schoomaker, the Army Chief of Staff. Among other things, he discussed the need to get the word out about how great our Soldiers are doing. To support his intent, I ask all of you to E-mail me any photographs along with short stories about our great Quartermaster Soldiers. I will work to get them posted to the HRC website. Also, please consider putting together articles for the various Army journals to share your experiences.

In addition, General Schoomaker discussed the need to infuse "jointness" into the Army culture. He wants the joint training centers and the Battle Command Training Programs to incorporate sister services into rotations and warfighter exercises on a regular basis. He repeated the intent to begin unit-manning initiatives and to balance the Reserve Component and Active Component in the combat support (CS) and combat service support (CSS) communities.

Branch Transfers

CPT Manu Yasuda, Lieutenant/Non-Branch Qualified Captain Assignments Officer

Manu.Yasuda@hoffman.army.mil, DSN 221-5645

A branch transfer permanently changes an officer's branch. Most transfers processed through HRC are voluntary transfers requested from the individual officers through their chains of command. It is the decision process behind the voluntary requests that many officers do not understand, and they are often caught by surprise when their requests are disapproved.

The regulation states that Regular Army officers applying for a branch transfer must have completed three years of active federal commissioned service, and US Army Reserve officers must be accepted for conditional voluntary indefinite status. It is always possible to request an exception to policy when the basic eligibility requirements have not been met. However, requests may be returned without action if they lack justification.

A variety of factors are considered when reviewing branch transfer requests. The factors, outlined in paragraph 4-2 of AR 614-100 (Officer Assignment Policies, Details and Transfers), include branch alignment, civilian and military education, special qualifications and needs of the Army. Each case is reviewed to determine if it meets the basic eligibility requirements before any other factors are considered.

Two key factors are the branch alignment by year group in the officer's current and requested branch and the current needs of the Army. It is HRC's policy not to support transfers between shortage branches or into overage branches. Both the gaining and losing branches "vote" the file to determine whether a branch transfer is in the best interests of the Army. If both branches vote "yes," the branch transfer is approved. If the gaining or losing branch votes "no," the director of Officer Personnel Management Directorate makes the final decision.

All aspects of the requester's career are considered when assessing the request for transfer, including the officer's overall performance and career potential within the requested branch. Although the needs of the officer are carefully considered, it is important to understand that the needs of the Army, readiness and health of each branch are paramount.

Voluntary Indefinite Status for Other Than Regular Army Officers

CPT Frowene Harvey, Future Readiness Officer

Frowene.Harvey@hoffman.army.mil, DSN 221-5281

I get many questions about the voluntary indefinite (VI) status for other than regular Army (OTRA) officers. Here is some useful information on how this change in status works. OTRA officers are considered for VI status at the same time they are considered for promotion to captain. If selected for promotion, they are simultaneously selected for VI.

Officers selected for retention are extended on active duty until offered integration in the Regular Army (RA) upon promotion to major. Officers who do not accept RA but who entered active duty before 14 Sep 81 may remain on active duty in a VI status until completion of 20 years of active federal service (AFS).

An officer's first year in a VI status is a probationary period. Headquarters, Department of the Army may initiate action to revoke an officer's VI status for cause during this period. The officer must be notified in writing of this action and given an opportunity to provide rebuttal information. The HRC's commanding general will review the officer's file and any rebuttal submitted before deciding whether or not the officer's VI status should be revoked. After the one-year probationary period, an officer can be eliminated only in accordance with AR 600-8-24 (Officer Transfers and Discharges).

Warrant officers are considered for VI status by the appropriate field promotion authority concurrent with eligibility for promotion to chief warrant officer two (CW2). Warrant officers not recommended for promotion to CW2 are therefore not recommended for continuation on active duty and are subject to separation in accordance with AR 600-8-24.

Warrant Officer Division Remains Ready To Provide 'Rock Steady' Support

CW4 Gary A. Marquez, Career Manager for Quartermaster Warrant Officers

g.marquez@us.army.mil, DSN 221-7839 and (703) 325-7839

On 2 Oct 03 the US Army Total Army Personnel Command, better known as PERSCOM, and the US Army Reserve Personnel Command (AR-PERSCOM) were combined to form the US Army Human Resources Command (HRC).

Headquartered in Alexandria, VA, the HRC is the part of the total transformation of the Army. The emphasis behind the union of the two commands is providing more streamlined personnel support to all the Army's elements. Future plans are to merge the Army National Guard and Civilian Human Resources Agency with the HRC.

The merger is a work in progress. It may take time for Soldiers in the field to see real and noticeable change. Several studies are underway to reduce overly bureaucratic processes.

Nevertheless, the Warrant Officer Division (WOD) remains intact and ready to provide the "rock steady" support that it always has. The points of contact remain the same. The Quartermaster Warrant Officer Career Manager remains CW4 Gary A. Marquez at DSN 221-7839 or (703) 325-7839. The FAX number is DSN 221-5232 or (703) 325-5232. Access my HRC web site at <https://www.ahrc.army.mil/OPwod/marquez.htm>. The mailing address is US Army Human Resources Command, 200 Stovall Street, ATTN: AHRC-OPD-WOD, Alexandria, VA 22332.

Warrant Officer Promotion Boards

The FY03 Warrant Officer Promotion Board reconvened 24 Oct 03 and was scheduled to adjourn 24 Nov 03. Results should be available within 90 days of the board's adjournment. The FY04 Promotion Board is scheduled for 4-26 May 04 and will not be changed because of the reconvening of the FY03 board.

Preparation for the FY04 board begins NOW! The following are the zones of consideration:

Board	Above the Zone	Primary Zone	Below the Zone
2004	30 Sep 99 and earlier	1 Oct 99 through 30 Sep 00	1 Oct 00 through 30 Sep 01
2005	30 Sep 00 and earlier	1 Oct 00 through 30 Sep 01	1 Oct 01 through 30 Sep 02

Three things of primary importance are the official photograph, Officer Record Brief (ORB), and the Official Military Personnel File (OMPF). Begin today reviewing your ORB and OMPF to ensure that awards, decorations and badges match and are worn on your official Department of the Army photograph. Ensure that newly received awards are posted to your ORB, OMPF and are worn on your official photograph. Retake your physical examination and post it to your ORB.

Warrant Officer Deployments

More than 60 percent of Quartermaster warrant officers are either deployed, returning from a deployment or are preparing for a deployment. Because of this and the constant requirement to maintain strength levels in Korea and Germany, Soldiers will only receive 90 days of stabilization at their home stations upon return from deployments. I know that this is tough and hard on families. However, Army requirements must be met.

HRC absolutely will consider your deployments and time away from home and family before making any type of assignment. Consider, "yes." Change, "maybe not." Some officers who are scheduled for the Warrant Officer Advanced Course or Staff Course may be deferred, but no need to worry. They will be rescheduled and will remain competitive for the next higher grade before coming into the zone of consideration.

Enlisted Career Branch Managers Still There To Assist

*CPT Jeffrey M. O'Sadnick, Deputy Branch Chief, Enlisted Personnel Management, Quartermaster Assignments Branch, US Army Human Resources Command
Jeffrey.Osadnick@hoffman.army.mil, DSN 221-9791*

As of 2 Oct 03, the US Army Total Army Personnel Command (PERSCOM) was reflagged to become the US Army Human Resources Command (HRC). This change has no effect on the support you receive from the Quartermaster Branch. The Quartermaster Branch's mission remains the same:

- Assign and develop quality Soldiers to meet the Army's worldwide operational needs.
- Manage military occupational specialties (MOSs) to ensure adequate inventory of noncommissioned officers (NCOs) and Skill Level 1 Soldiers to meet readiness requirements of the Army for today and the future.
- Maintain close coordination with the branch proponent.

The Quartermaster Branch accomplishes this mission by managing the assignments and professional development of about 48,000 Quartermaster Soldiers, averaging nearly 1,000 assignments per month. Although we manage quite a few people, we work hard to accommodate your assignment preferences while supporting our Army's changing requirements. You, the Soldier, play a very important role in the assignment process when you become more involved.

For example, speak to your assignment manager well in advance of your permanent change of station (PCS). Inform your career manager of your career and location preferences, and provide any information that may influence your next move. It is highly recommended that you access www.us.army.mil to establish a free Army Knowledge Online (AKO) account that will allow access to your personnel records and the latest professional information, as well as to HRC's new ASK (Assignment Satisfaction Key) site. Through ASK, a Soldier can view or update assignment preferences and personal contact information and also review current assignment instructions. Enlisted assignment managers use your ASK preferences when considering your next assignment. They also consider ASK preferences *BEFORE* the preferences of Soldiers who do not use the system. Therefore, it is to your advantage to update your preference on ASK. Remember, you are still your best career manager.

Below are the telephone numbers and E-mail addresses by MOS for the Quartermaster enlisted career managers at HRC. I encourage you to E-mail or call them.

Commercial (703) 325-XXXX DSN 221-XXXX

92F (Petroleum Supply Specialist)

92F10	bordenl1@hoffman.army.mil	X-9683	Team A
92F20	petersj@hoffman.army.mil	X-7394	Team A
92F30	petersj@hoffman.army.mil	X-7394	Team A
92F40	barrettc@hoffman.army.mil	X-2780	Team A
92F50	barrettc@hoffman.army.mil	X-2780	Team A

92L (Petroleum Laboratory Specialist)

92L	bordenl1@hoffman.army.mil	X-9683	Team A
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92W (Water Treatment Specialist)

92W	petersj@hoffman.army.mil	X-7394	Team A
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92A (Automated Logistical Specialist)

92A10	hookss@hoffman.army.mil	X-8290	Team B
92A20	hookss@hoffman.army.mil	X-2708	Team B
92A30	gaskinss@hoffman.army.mil	X-8407	Team B
92A40	gaskinss@hoffman.army.mil	X-8407	Team B
92A50	rodrigun@hoffman.army.mil	X-9709	Team B

92G (Food Service Specialist)

92G10	bowiep0@hoffman.army.mil	X-9681	Team A
92G20	greenk@hoffman.army.mil	X-9707	Team A
92G30	lybargel@hoffman.army.mil	X-9764	Team A
92G40	lybargel@hoffman.army.mil	X-9764	Team A
92G50	harrisc@hoffman.army.mil	X-2705	Team A

92M (Mortuary Affairs Specialist)

92M	geronimo.blancaflor@hoffman.army.mil	X-8237	Team B
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92R (Parachute Rigger)

92R	geronimo.blancaflor@hoffman.army.mil	X-8237	Team B
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92S (Laundry and Textile Specialist)

92S	gatesc@hoffman.army.mil	X-9758	Team A
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92Y (Unit Supply Specialist)

92Y10	lucinda.lewis@hoffman.army.mil	X-2707	Team B
92Y20	wilcoxsa@hoffman.army.mil	X-9783	Team B
92Y30	charles.smith@hoffman.army.mil	X-8403	Team B
92Y40	orchowss@hoffman.army.mil	X-6101	Team B
92Y50	garzaj@hoffman.army.mil	X-8294	Team B

Quartermaster Statement of Values

Values comprise the fundamental principles by which Quartermasters will live and treat others. It is part of our ethos - a way of life. In addition to championing the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personnel courage, Quartermasters also embrace the following values:

- **Innovation** - Creative, bold solutions; thinking “outside the box” to revolutionize logistical support.
- **Battle Focus** - A commitment to always keep Soldiers’ needs as the top priority. Providing the warfighter with the right supplies, in the right quantities, at the right time and place to assure victory.
- **Leadership** - A commitment to lead, train, mentor and coach Quartermasters today and into the 21st Century. Leading by example today and building for tomorrow.
- **Teamwork** - Committing the best talents of every team member to achieve the Quartermaster Corps’ strategic goals without concern for who gets the credit for the outcome; selfless service; contributing to the legacy, tradition and mission of the Corps.

(Continued From Page 13)

From the Acting Quartermaster General

BG West has selected CSM Jose L. Silva as the next Regimental Command Sergeant Major. CSM Silva comes to Fort Lee from 10th Division Support Command (DISCOM), 10th Mountain Division.

Before closing this note, I am asking Quartermaster leaders to take a look at the structure of our Corps and provide input for our Functional Review. The Quartermaster Corps Functional Review with the Army G1 (Army Chief of Staff, Personnel) is scheduled for 30 Mar 04. If you have personnel or military occupational issues, you can contact me or contact LTC Gary R. Grimes, Chief of the Office of the Quartermaster General, at gary.grimes@us.army.mil, (804) 734-4178 or DSN 687-4178.

We will continue to train and grow leaders and imbue them with Army Values and the Warrior Ethos spirit. Please keep our Soldiers, Sailors, Airmen and Marines in your prayers as they maintain peace and combat terrorism around the world. The sacrifices they are making to accomplish the mission are critical to the security and freedom of our country. We at the USAQMC&S are ready to assist them in any way possible.

COL William A. Jenks is serving as the Acting Quartermaster General and Acting Commandant of the US Army Quartermaster Center and School, Fort Lee, Virginia, while Brigadier General Scott G. West, the 48th US Army Quartermaster General, is deployed during Operation Iraqi Freedom. Most recently, COL Jenks served as Commander of 23d Quartermaster Brigade at Fort Lee. His other past assignments include Firing Platoon Leader, Hawk Battery, 1-44th Air Defense Artillery Battalion, Kunsan, Korea; Platoon Leader, Company Executive Officer and Company Commander, 407th Supply and Service Battalion, 82d Airborne Division, Fort Bragg, North Carolina. He also had assignments as a Petroleum Officer, Logistics Staff Officer and Materiel Management Center Operations Officer, 2d Support Command, Nelligen, Germany; Assistant Inspector General for Training and Logistics, III Corps, Fort Hood, Texas; Deputy Director of Supply, Anniston Army Depot, Anniston, Alabama; Director of Logistics and Combat Support Squadron Executive Officer, 11th Armored Cavalry Regiment, Fulda, Germany; G4 (Logistics), US Army Special Operations Command, Fort Bragg; Logistics Staff Officer, J4, US Special Operations Command, MacDill Air Force Base, Florida; Commander, 262d Quartermaster Battalion, Fort Lee; and Chief, Office of the Quartermaster General, Fort Lee.

Soldier's Creed

I am an American Soldier.

I am a warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

Directory - Points of Contact

US Army Quartermaster Center and School

The Quartermaster General BG Scott G. West scott.west@us.army.mil	(ATSM-CG) 734-3458	Operations and Training Mgt Directorate Nancy Briggs nancy.briggs@us.army.mil	(ATSM-AC-O) 734-4402
Acting Commander COL William A. Jenks william.jenks@us.army.mil	(ATSM-CG) 734-3458	Army Center of Excellence, Subsistence LTC Donald P. Vtipil Jr. donald.vtipil@us.army.mil	(ATSM-CES) 734-3007
Assistant Commandant COL Douglas J. Fontenot douglas.fontenot@us.army.mil	(ATSM-AC) 734-3759	Mortuary Affairs Center Tom D. Bourlier tom.bourlier@us.army.mil	(ATSM-MA) 734-3831
Deputy to the Commander Larry L. Toler larry.toler@us.army.mil	(ATSM-CG-DC) 734-3480	Aerial Delivery and Field Services Department Theodore J. Dlugos theodore.j.dlugos@us.army.mil	(ATSM-ADFSD) 734-5370
Acting Command Sergeant Major CSM Don E. Wells don.e.wells@us.army.mil	(ATSM-CSM) 734-3248	Logistics Training Department LTC Charles W. Bonnell charles.bonnell@us.army.mil	(ATSM-LTD) 734-3195
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A 64th Transportation Company Gun Truck responds to enemy fire on a 124th Transportation Battalion convoy along Route 19 near An Khe, Vietnam, October 1967

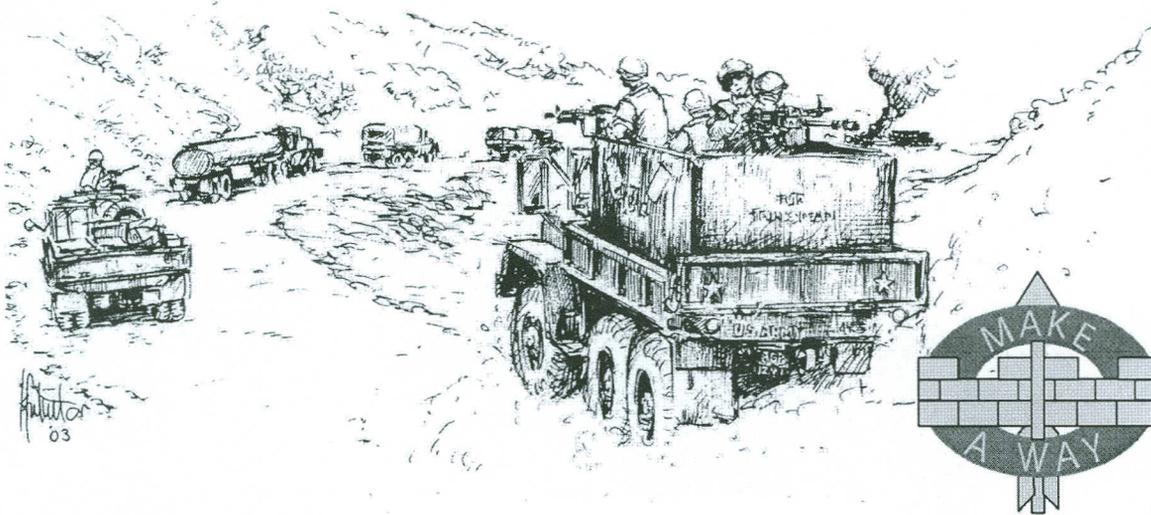


Illustration and Lineage by Keith Fukumitsu

524th Corps Support Battalion

Constituted 1 May 1936 in the Regular Army as Headquarters and Headquarters Detachment, 3rd Battalion, 48th Quartermaster Regiment.

Activated 10 February 1941 in support of the US Army Infantry School, Fort Benning, Georgia.

Redesignated 1 April 1942 as Headquarters and Headquarters Detachment, 3rd Battalion, 48th Quartermaster Truck Regiment.

Reorganized and redesignated 2 December 1943 as Headquarters and Headquarters Detachment, 124th Quartermaster Battalion (Mobile) in Australia.

Converted, reorganized and redesignated 1 August 1946 as Headquarters and Headquarters Detachment, 124th Transportation Corps Truck Battalion at Yokohama, Japan.

Inactivated 25 May 1947 at Yokohama, Japan.

Redesignated 26 November 1966 as Headquarters and Headquarters Detachment, 124th Transportation Battalion and reactivated 1 February 1967 at Fort Devens, Massachusetts.

Inactivated 17 May 1971 at Fort Lewis, Washington.

Reactivated 16 April 1986 at Schofield Barracks, Hawaii.

Redesignated 16 October 1993 as the 524th Corps Support Battalion at Schofield Barracks, Hawaii.

*** EAST INDIES * PAPUA * NEW GUINEA * LUZON ***

*** CONTEROFFENSIVE, PHASE III * TET COUNTEROFFENSIVE ***

*** COUNTEROFFENSIVE, PHASES IV-VI * TET 69/COUNTEROFFENSIVE * SUMMER-FALL 1969 ***

*** WINTER SPRING 1970 * SANCTUARY COUNTEROFFENSIVE * COUNTEROFFENSIVE, PHASE VII ***

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