

Quartermaster

PROFESSIONAL BULLETIN
SPRING 1997 PB 10-97-1
SUPPORTING VICTORY

**The
Highest
Honor**



**Senior Quartermaster
Shapes Army's Future**



From The Quartermaster General



Major General Henry T. Glisson

Unfortunately, this will be my last introduction of the *Quartermaster Professional Bulletin*. I am being reassigned to command the Defense Logistics Agency at Fort Belvoir, VA. As you can imagine, I leave with mixed emotions. Serving as your Quartermaster General has been an absolutely exhilarating experience. Representing Quartermasters is easy because of the fantastic work you all do every day. I will miss that camaraderie and the opportunity to work with you to reshape and lead our Corps into the 21st Century.

New Quartermaster General

I take comfort, however, in knowing that my replacement, MG James M. Wright, will not miss a beat. He is a renowned logistician who has served in a wide range of assignments at the tactical, wholesale, and Department of the Army level. No one is more experienced or qualified to be the 45th Quartermaster General. I ask that you give him the same support you so generously gave to me. I leave knowing that the Quartermaster Corps is still the Logistics Force of Choice—today and into the 21st Century. There is nothing Quartermasters cannot do. I am proud to have represented you. Some final thoughts. . .

There has never been a time in our history when staying in touch with the Quartermaster Corps was easier. In addition to reading the *Quartermaster Professional Bulletin* and *The Quartermaster General's UPDATE*, information about our Corps is readily available on the worldwide computer web. Search the key word quartermaster on any search engine or type <http://lee-dns1.army.mil/quartermaster>. I encourage you to visit our web site to

stay informed. Visit the Quartermaster Museum online. Ask questions or send in your good ideas. Currently, you will find useful information such as the *Quartermaster Officer Professional Development Guide* posted to the home page. In the next few months, we will add a *Quartermaster Warrant Officer Professional Development Guide* and a *Quartermaster Noncommissioned Officer Professional Development Guide* to the web. Please stay in touch.

On 14 Jan 97, the President of the United States awarded the Medal of Honor (Posthumously) to Private George Watson, a Quartermaster soldier, for his uncommon valor in combat that claimed his life in the Pacific Theater during World War II. PVT Watson is the 33d Quartermaster to receive our nation's highest military honor. In this edition you will find an article detailing this event. As Quartermasters, we are proud of our heritage and our history of selfless service to the nation. The honor bestowed on the late PVT Watson is long overdue, but nonetheless reminds us of the sacrifices we have made as a Corps.

New Patron Saint

I am particularly pleased to announce that the Quartermaster Corps has adopted a patron saint. On 7 Feb 97, after seeking input from senior Quartermaster leaders, we named Saint Martin of Tours as our patron saint. To commemorate this, we are establishing the latest in our Regimental honors program, the Order of St. Martin. This program will be similar to the Order of St. Barbara for the Field Artillery and the Order of St. George for Armor. We expect the first presentation of this honorary award during our first week-long schedule of Quartermaster Regiment events 17-21 June.

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PROFESSIONAL BULLETIN



Supporting Victory

The Quartermaster General
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INSIDE BACK COVER: LTC Keith K. Fukumitsu, Quartermaster, created the inside back cover art for this edition. He is currently assigned as the Chief of Logistics Policy and Operations for the National Guard Bureau, Washington, DC.

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Quartermaster NCO Academy



Command Sergeant Major Larry W. Gammon

It is always an honor to be able to address you great Quartermaster soldiers. Most of you are probably not aware, but February 1997 marked the 10th year that our Quartermaster NCO Academy has been in existence. Our Quartermaster NCO Academy is a vital part of our NCO Education System that has produced the NCOs who are the backbone of the greatest Army in our history.

The NCO Academy's mission remains constant: to provide command, control and supervision of activities for the discipline, health, morale and welfare of Advanced (E6(P) and E7) and Basic (E5(P) and E6) Course NCOs. The NCO Academy conducts both common core and technical training totally in the small group method of instruction for seven Advanced NCO Course (ANCOC) military occupational specialties (MOSs) and nine Basic NCO Course (BNCOC) MOSs in the Quartermaster Corps. A commandant, who is a command sergeant major, commands the academy which has two companies, one for ANCOC and one for BNCOC MOSs.

Training 1,700 Quartermasters Every Year

The NCO Academy trains about 700 ANCOC and 1,000 BNCOC NCOs per year. For training the total force, the breakdown of the population is 65 percent active duty, 23 percent US Army Reserve, and 12 percent Army National Guard. Armywide this equals about 15 percent of all NCOs trained in Army NCO Academies.

The Quartermaster NCO Academy has greatly improved its facilities. In January 1993, a BNCOC billet was completed and improved the quality of life for NCOs. In November 1994, the ANCOC billet was completed. Each has 164 rooms. Along with the new billets, a new 58,000-square foot training facility

opened in January 1996, consisting of 36 classrooms, 12 automation laboratories, a technical library, an auditorium with a seating capacity of 270, and an administrative area. Also, an enlisted club, a new gymnasium and new dining facility are located within a few hundred yards of the NCO Academy. I think this shows real commitment by the Quartermaster leadership in support of our Quartermaster NCOs.

Computer Internet Address

In this computer age, if you would like more information about the Quartermaster NCO Academy, the Internet address is <http://lee-dns1.army.mil/quartermaster/ncoa.html>. Student information, welcome letters, student guides, pre-attendance checklists, billeting information, and meal information can be obtained through the world wide web address.

Now that I have given you a rundown on the Quartermaster NCO Academy, let me ask for your assistance in making our academy even better. Number one, I ask the senior NCO leadership to get directly involved in ensuring that your NCOs are ready to come to the academy. Three areas need your special attention: (1) ensuring that the NCO is financially ready to attend (NCOs should have a government American Express Card issued or all advance temporary duty authorized to defray the costs while attending the academy), (2) ensuring that the NCO is within the height and weight standards and can pass a standard Army physical training test, and (3) contacting your school's branch if your NCO is not going to attend the scheduled class for any reason. Your school's branch should notify the NCO Education System Branch through the Army Training Requirements and Resources System (ATTRS).

(Continued on Page 3)

Senior Quartermaster Logistician, J4, at the Pentagon

(continued from the inside front cover)

This edition of the *Quartermaster Professional Bulletin* contains an article about the senior Quartermaster serving on active duty today, LTG John J. Cusick, the Director for Logistics, J4, on the Joint Staff. Our most recent conflicts and certainly our future ones will be joint force operations. In that context, the J4 staff is responsible for many important joint forces initiatives that will enhance our war-fighting ability well into the 21st Century. How appropriate that a US Army Quartermaster soldier and distinguished General Officer is leading the way to achieving our Joint Vision 2010.

Finally, I wish to formally recognize our new Regimental Command Sergeant Major, CSM Larry W. Gammon. This superb soldier who joined us from the 45th Corps Support Group in Hawaii has hit the ground running as your Command Sergeant Major. On 30 Jan 97, CSM Gammon completed Airborne School at Fort Benning, GA, and was awarded the silver jump wings of a paratrooper, demonstrating the dedication and determination of a professional Noncommissioned Officer.

Again, thanks for all of your great support. It has been an honor and privilege to serve as your Quartermaster General. See you on the high ground!

Major General Henry T. Glisson, named Commander of the Defense Logistics Agency, was the 44th US Army Quartermaster General. He has held a wide variety of command and key staff positions. His previous assignments include Commander, US Army Soldier Systems Command; Commander, Defense Personnel Support Center, Defense Logistics Agency; Executive Officer and Special Assistant to the Department of Army Deputy Chief of Staff for Logistics; Commander, Division Support Command, 4th Infantry Division; Chief, Quartermaster Branch, US Army Military Personnel Command; Commander, 87th Maintenance Battalion, 7th Support Group, United States Army, Europe; Commander, Materiel Management Center, 1st Infantry Division; Executive Officer, 701st Maintenance Battalion; S3 (Operations), Division Support Command, 1st Infantry Division; Officer in Charge of the Cadet Mess, United States Military Academy at West Point, New York; command and staff assignments with the 25th Infantry Division; Advisor in the US Military Assistance Command, Vietnam; and Platoon Leader for the 549th Quartermaster Company (Air Delivery), Japan.

Happy 10th Birthday to NCO Academy

(continued from page 2)

Filling Empty Seats

This ATRRS notification will assist greatly in filling empty seats and saving the Army money. The no-show rate of our Quartermaster NCO Academy is far too high.

In closing, I wish the Quartermaster NCO Academy a great 10th birthday and hope there are many more to come. Remember, this is our NCO Academy for all Quartermasters, and we need your help to ensure its very successful future.

Supporting Victory!

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

To access the Quartermaster Home Page on the computer Internet, type: <http://lee-dns1.army.mil/quartermaster>. Also, now the latest version of the *Quartermaster Officer Professional Development Guide* is available on the home page by typing: <http://lee-dns1.army.mil/quartermaster/qmdevlp0.html>.

WWII Quartermaster Hero Awarded Medal of Honor



Dr. Steven E. Anders

President Harry S. Truman once said, "I would rather have that medal than be president of the United States." General George S. Patton likewise declared, "I'd give my soul for that decoration."

They were referring, of course, to the Medal of Honor, our nation's highest award for bravery in combat.

In the the last 135 years since its inception during the Civil War, a total of 3,427 Medals of Honor have been awarded. Recipients include some of the most illustrious figures in American military history – Sergeant York, Audley Murphy, Jimmy Doolittle, and General Douglas MacArthur, to name just a few. All have earned the title "Hero," and the right to be called "bravest of the brave."

At a crowded White House ceremony on 13 January 1997, President William J. Clinton bestowed this coveted award on seven African American veterans of World War II. Only one of the newest recipients, 77-year-old Vernon J. Baker, a platoon leader with the 92d Infantry Division was still alive to receive his award in person. The others had died during the war or in the decades since and were represented by next of kin.

The honorees, as might be expected, mainly served with combat arms units—infantrymen, tank-

ers, forward observers, and the like—with one notable exception. Private George Watson, of Birmingham, AL, was a Quartermaster soldier.

Background. Unfortunately no pictures of Private Watson have yet been found, and there are no known next of kin. What is known about him is this:

Private Watson joined the Army in September 1942, completed his initial entry training at Fort Benning, GA, and was assigned to the 2d Battalion, 29th Quartermaster Regiment, bound for the Pacific Theater when he met his untimely demise. His unit was on board the Dutch Steamer *USAT Jacob* near Porloch Harbor, New Guinea, on 8 March 1943, when suddenly they came under devastating attack by Japanese bombers.

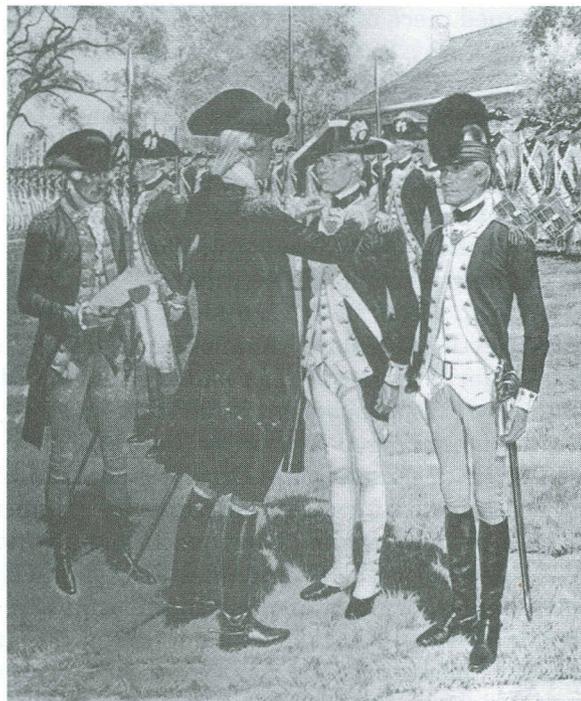
After sustaining several direct hits, the ship had to be abandoned, even as enemy fire continued to rain down. For many of those left floating helplessly in the water, not knowing how to swim or too injured to help themselves, and paralyzed by fear, survival appeared unlikely. It was at that precise moment and under those very harrowing circumstances that Private Watson demonstrated the utmost courage under fire.

Private George Watson

Citation: For extraordinary heroism in action on 8 March 1943. Private Watson was on board a ship which was attacked and hit by enemy bombers. When the ship was abandoned, Private Watson, instead of seeking to save himself, remained in the water assisting several soldiers who could not swim to reach the safety of the raft. This heroic action, which subsequently cost him his life, resulted in the saving of several of his comrades. Weakened by his exertions, he was dragged down by the suction of the sinking ship and was drowned. Private Watson's extraordinarily valorous actions, daring leadership, and self-sacrificing devotion to his fellowman exemplify the finest traditions of military service.

Forsaking any thought of his own safety, he swam back and forth across that deadly scene, dragging his hapless comrades to the few available life rafts that they might live. "Over and over and over again," as the President made note in his remarks, Private Watson continued saving others, "until he himself was so exhausted, he was pulled down by the tow of the sinking ship."

Private Watson's selfless actions and extraordinary valor – in the famous words, "at the risk of life, above and beyond the call of duty" – certainly warrant his being awarded the Medal of Honor. Henceforth, his name will be forever linked with those at the very top of the pyramidal roll of honor and remembered for all time by freedom-loving men and women.



In 3 May 1783, the first US award authorized for individual gallantry—a heart-shaped piece of cloth called the Badge of Military Merit—was given Revolutionary War soldiers in Newburgh, NY.

Medal of Honor Recipients

<i>Major Wars</i>	<i>Total</i>
Civil War	1,520
Indian Wars	428
Spanish-American War	109
World War I	124
World War II	440
Korean War	131
Vietnam War	239

**Source: Congressional Medal of Honor Society, Mt. Pleasant, SC.*

Righting 50-Year-Old Wrongs

Fifty years ago, President Harry Truman, in one closing act of World War II, presented a number of Medals of Honor in the largest-ever ceremony of its kind. But no blacks were involved. More than 1.2 million African Americans served in the military during World War II. They could be found in every major theater, often in the thick of combat, and received all awards including a number of Distinguished Service Crosses, our nation's second highest award. But no blacks were among the 433 Medal of Honor recipients for World War II. As far as the records showed, none had even been put in for the award.

In 1992 the Army contracted with a team of distinguished military historians assembled by Shaw University in Raleigh, NC, to search the records anew. The 272-page "Shaw Study" concluded that racial segregation and prevailing attitudes toward

blacks in the 1940s had indeed perverted the system, making it all but impossible for them to receive the Medal of Honor. After an exhaustive review of all valorous awards to blacks in World War II, the study recommended that a small number of Distinguished Service Cross recipients be upgraded to the Medal of Honor. In 1995 a Senior Army Decorations Board found that seven of the names submitted met all the criteria for the upgraded honor.

Since the statute of limitations for giving the medal to World War II veterans had long since run out, it took an act of Congress to secure final approval. But the persistence paid off. "History has been made whole," the President remarked during the White House ceremony, "and our nation is bestowing honor on those who have long deserved it."

A Brief History of the Medal of Honor

"A soldier will fight long and hard," observed Napoleon Bonaparte in 1815, "for a bit of colored ribbon." That observation has led most modern armies to adopt a system of valorous awards and military decorations.

In the United States military, the first award authorized for individual acts of gallantry was a

heart-shaped piece of purple cloth called the Badge of Military Merit. Established by General Washington in 1782, only three soldiers are known to have received it during the Revolution. The Badge faded from existence after the war, and reemerged in a much altered guise a century-and-a-half later (in 1932) as the now familiar Purple Heart.

No nationally recognized award for valor existed between the time of the Revolutionary War and the Mexican War. Then, in 1847, a Meritorious Service Citation Certificate (more commonly called the Certificate of Merit) was created for enlisted soldiers who distinguished themselves while fighting in Mexico. This award also ceased as soon as the war ended.

With the outbreak of the Civil War in 1861, interest in establishing some sort of medal for gallantry drew enthusiastic support early on. But the Union Army's General-in-Chief Winfield Scott rejected the notion outright, arguing in effect that it smacked of European style elitism and other forms of pretentiousness. Undeterred, the Navy continued to press its case. On 21 December 1861, President Abraham Lincoln signed an act authorizing 200 new Medals of Honor for sailors.

Six months later, on 12 July 1862, the Army followed suit by establishing a Medal of Honor for enlisted personnel only (privates and noncommissioned officers who distinguished themselves by gallantry in action, or exhibited other "soldierly qualities"). As much as anything, the original purpose of the Medal of Honor was to improve the efficiency of troops. Early recipients were not required in every instance to have demonstrated unsurpassed bravery.

Congress passed an amendment in March 1863 making officers eligible to receive the Medal of Honor. In fact, very few of the awards went to officers during the war. The vast majority of officers appealed for and received their medals retroactively in the postwar decades, especially in the 1890s. Between 1891 and 1896, 67 awards went to officers for gallantry in the Civil War. In 1897 new regulations tightened standards of eligibility, requiring more eyewitness accounts and shortening the time span for recommending the award.

By the turn of the century, there was growing suspicion that many previous awards had been inappropriately granted. That could be explained in part because between 1862 and 1917 the Medal of Honor was the *only* award available. For a commander to put forth any show of recognition, it was the Medal of Honor or it was nothing. The commonest citations in the Civil War were for capturing or defending one's "colors," or actively intervening to

Some Additional Facts...

- **The first Medals of Honor went to six Union raiders captured during the "Great Locomotive Chase."**
- **Twenty-four African Americans earned the Medal of Honor in the Civil War. (The first was Sergeant William Carney who saved the regimental colors of the 54th Massachusetts in an attack on Fort Wagner, SC, on 18 July 1863.)**
- **One Civil War veteran was not aware that he had won the Medal of Honor until he read his name in an encyclopedia 23 years later!**
- **Mary Walker, a civilian contracted Army nurse in the Civil War, is the only woman ever awarded the Medal of Honor.**
- **Only two Medals of Honor have been awarded for feats in peacetime—to General Adolphus Greely in 1935 for his Arctic exploration, and Charles Lindbergh in 1927 for his famed transatlantic flight.**
- **Nineteen men received the Medal of Honor *twice*.**
- **Unlike the British Victoria Cross and the French Legion of Honor, only US citizens are eligible to be awarded the Medal of Honor.**

save the life of a fellow serviceman—acts rarely thought to merit the Medal of Honor from today's perspective.

A review board convened in 1916 to examine in detail all recipients of the Medal of Honor up to that time and wound up revoking some 911 awards. The so-called Purge of 1917 marked a decisive first step in elevating the Medal's status. From then on, much like the British Victoria Cross, the Medal of Honor has become increasingly difficult to earn. And its recipients are held in ever higher levels of esteem.

Dr. Steven E. Anders is the Quartermaster Corps Historian.

'Logisticians in all the Services recognize that the quality of joint logistics support can be significantly improved. We know we can work more efficiently; and, most importantly, we have the technology, opportunity and high-caliber people to make a genuinely revolutionary change in how we support the warfighter.'



Standing Guard During Deployment

Senior Quartermaster Logistician Shapes Joint Warfare at Pentagon

LTG John J. Cusick, the Army's senior Quartermaster on active duty, daily influences the future of joint warfighter actions and processes as Director for Logistics, J4, Joint Staff. Combat service support initiatives—ranging from Focused Logistics to clearly defined mortuary affairs roles in a joint theater—place Quartermasters in the forefront of planning for the Army's future.

Joint Vision 2010: The J4 staff is developing the Focused Logistics Action Plan to support *Joint Vision 2010: Force of the Future*. In broad terms, the Chairman of the Joint Chiefs of Staff, General John M. Shalikashvili, USA, foresees his *Joint Vision 2010*

as how America's armed forces will use personnel and leverage technology for even higher standards in joint warfighting. A joint force—"persuasive in peace, decisive in war and preeminent in any form of conflict"—is the Chairman's vision for the 21st Century. High-quality, trained soldiers will be even more essential in the 21st Century, as the US Forces rely on their skills to make the best of technology in fighting and winning future wars.

In specific terms, the J4's staff is developing a Focused Logistics Action Plan to support General Shalikashvili's *Joint Vision 2010*. The target date is July 1997 for final publication of the J4 plan that

fuses logistics, information and transportation technologies for force projection in the 21st Century.

There are several key J4 staff initiatives, working with the commanders in chief (CINCs), Services and Defense agencies, that are critical to the successful implementation of Focused Logistics. These and other J4 initiatives to make US Forces the world's premier deployers include the following actions of particular interest to Quartermasters:

Global Combat Support System

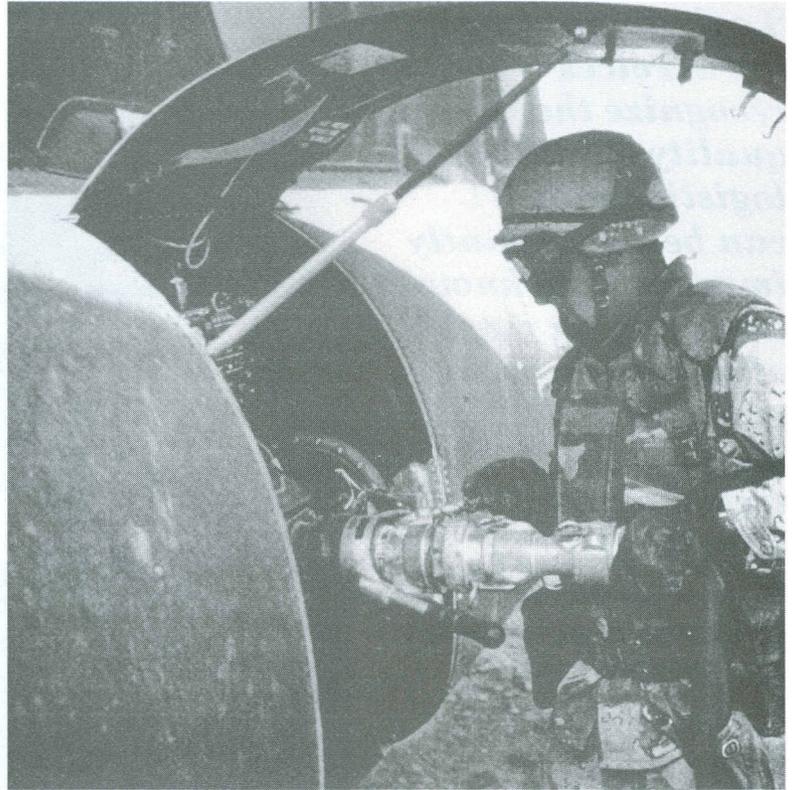
Upon arrival at the Pentagon in April 1996, the J4 became the functional proponent for a critical new initiative in FY97: the Global Combat Support System (GCSS). GCSS will fill the joint logistician's computer screens with an integrated view of manpower and personnel, logistics, medical, financial and acquisition combat service support activities. GCSS is neither a new software application nor a single system nor a replacement for the military or Department of Defense computer systems. Instead, when fully fielded and implemented, GCSS will relay real-time information across combat support functions and between combat support and command and control functions. GCSS will allow both the combat support community and the warfighter to tailor information and to use applications that have the same look and feel in war and peace. GCSS will plug the warfighter into a single, worldwide defense network.

GCSS will build on the technical developments and integration strategies that already exist in a Global Command and Control System to take advantage of lessons learned. Services and agencies will use the Defense Information Infrastructure/Common Operating Environment (DII/COE) and Shared Data

'Advancements in strategic lift, both sea and air, will go a long way toward providing deployability—a vital element of our future military strategy.'

Environment (SHADE) standards to upgrade existing systems in order to "plug and play" into GCSS.

Strategic Sealift Mobility: *Joint Vision 2010* considers information technologies critical to enhanc-



Quartermaster refuels a CH-47 helicopter during Operation Support Hope.

ing sealift capabilities that will lighten deployment loads, assist pinpoint delivery systems and extend the reach of logistics systems already in place. The J4 staff has seen monumental progress in building US strategic sealift capability.

The Department of Defense remains on track for sealift requirements predicted well into the 21st Century. Various programs under J4 oversight include Large Medium Speed Roll-on/Roll-off (LMSR) ship procurement to augment the ships contained in the Ready Reserve Force. Also, the space capacity requirements of the Afloat Prepositioned Force (APF) and the Army War Reserve (AWR) afloat package have made significant strides toward matching industry capabilities with Department of Defense needs. Recent approval of the Voluntary Intermodal Sealift Agreement

(VISA) has ensured industry and military cooperation.

The J4 mobility analysis team published the first-ever Intratheater Lift Analysis last summer. This study is important because successful force pro-

jection depends not only upon strategic mobility, but also upon reuniting personnel and their equipment and then moving these resources to a location in theater where they can become combat-ready. While much attention has been paid to the strategic lift segment of deployment, this analysis quantified the theater transportation assets required to move forces from the ports of debarkation to the fight.

Also, the J4 is the sponsor for Joint Reception, Staging, Onward Movement and Integration (JRSOI) doctrine. The Army is the lead agent for this joint doctrine that will provide the joint force commander, and the Service component commanders and their staffs, with common procedures for JRSOI at all levels from combatant command to the Service forces.

Strategic Air Mobility: The J4 ardently supports continued purchase of the C-17, the nation's

newest airlift aircraft and replacement for the aging C-141. The J4 backed full funding for the C-17 program and a multiyear purchase of 80 C-17s, bringing the total number of aircraft currently programmed for purchase to 120. This multiyear buy saved \$1.025 billion on aircraft procurement. The C-17 can carry large, oversized cargo to small, austere

'The US Air Force Lean Logistics and the Army Velocity Management programs are literal springboards for quantum improvements in logistics support.'

airfields, as demonstrated recently during *Operation Joint Endeavor* in Bosnia. The J4 staff continues to assess the ability of the 120 C-17s adequately meeting all the needs of the *Joint Vision 2010* force.

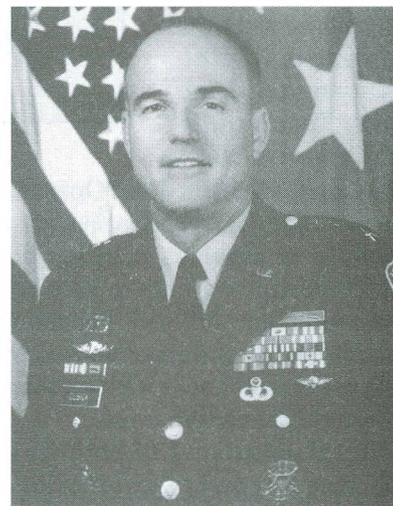
Inventory Reductions: Supply procedures in *Joint Vision 2010* emphasize reducing inventories while preserving readiness at the same time. For the J4, the

☆☆☆ *LTG John J. Cusick* ☆☆☆

The US Army's senior Quartermaster officer on active duty, Lieutenant General John J. Cusick began his military career in May 1964 when he received a commission as a second lieutenant from the University of Scranton, where he was a distinguished military graduate. He has held a wide variety of command and staff positions.

Lieutenant General Cusick is currently the Director for Logistics, J4, the Joint Staff, Pentagon. Before this assignment, he was the Commanding General of the US Army Aviation and Troop Command in St. Louis, MO. Other key assignments include duty as Director for Supply and Maintenance, Office of the Deputy Chief of Staff for Logistics, Washington, DC; Commanding General, US Army Quartermaster Center and School and the 42d Quartermaster General, at Fort Lee, VA; Commanding General, Defense Personnel Support Center, Philadelphia, PA; Commander, 1st Corps Support Command, XVIII Airborne Corps, Fort Bragg, NC; Commander, 82d Airborne Division Support Command, Fort Bragg, NC; and Commander, 407th Supply and Service Battalion, 82d Airborne Division, Fort Bragg, NC. He was promoted to Lieutenant General and appointed as the Director for Logistics, the Joint Staff, in April 1996.

Lieutenant General Cusick's awards and decorations include the Distinguished Service Medal, the Defense Superior Service Medal, the Legion of Merit, the Bronze Star, the Defense Meritorious Service Medal, the Joint Service Commendation Medal, the Army Commendation Medal, the Expert Infantry Badge, the Master Parachutist Badge, and the Parachute Rigger Badge.



LTG John J. Cusick
Senior Quartermaster

most significant issue is reducing delivery and repair pipelines. Aggressive pursuit of these pipeline reductions will result in smaller inventories both in theater and in the continental US. Rapid and dependable resupply of repair parts from the Department of Defense or commercial sources are the keys to these reductions. Pipeline reductions will reinforce Department of Defense/Defense Logistics Agency efforts in progress, such as Velocity Management, to reduce logistics cycle times and to cut the cost of owning weapons systems.

Medical Readiness: The J4 has played a major role in the shaping of Joint Health Services Support for the future battlefield. The J4 staff established health service support as a tenet of Focused Logistics. The J4 continues to foster the development of medical initiatives such as light and highly mobile hospitals, immediate first care and forward surgical teams, and enhanced care enroute. Highly effective joint conferences and workshops brought together the medical experts from all Services. Advanced medical technologies have also felt J4 influence in the care of tomorrow. Use of the Medical Analysis Tool, Total Asset Visibility (TAV), tele-medicine and computer simulations will significantly increase the readiness of medical units and enhance the speed and accuracy of medical logistics with the theater.

Mortuary Affairs: A significant achievement for the J4 was sending Joint Publication 4-06 (Joint Tactics, Techniques and Procedures (JTTP)

for Mortuary Affairs in Joint Operations) to the field in December 1996. The publication, actually dated 28 Aug 96 because of previous printing delays, establishes JTTP for mortuary affairs in joint operations to a joint force commander and staff. For the first time, the Services have clearly defined roles and responsibilities, replacing contentiousness with consensus on a team approach to this sensitive issue.

Joint Publication 4-06 outlines procedures for the search, recovery and evacuation (to include the tracking of remains), tentative identification, processing and/or temporary interment of remains in theaters of operations. The publication also addresses decontamination procedures for handling contaminated remains and provides for the handling of personal effects of deceased and missing personnel.

Priorities for Commanders in Chief (CINCs): The J4 staff plays a major role in shaping Service programs to meet the future needs of the CINCs. Focusing on logistics/sustainment functions critical to the

integrated joint warfight, CINC input is relayed to a process called the Joint Warfighting Capabilities Assessment (JWCA) that examines CINC priorities. Because most issues reviewed during the typical JWCA cycle are logistics-oriented, J4 actions are critical when defining joint initiatives to meet the future needs of the CINCs. For example, one recent JWCA issue included securing funds from the Office of the Secretary of Defense for fuels infrastructure projects to support mobility enroute to key strategic bases.

The Joint Monthly Readiness Review (JMRR) is the keystone of the Chairman's Readiness System. It is the one forum that provides a high-level, macro-view of readiness vulnerabilities across CINC and Service lines. In the JMRR, Service assessments of major combat unit preparedness and support area trends are combined with CINC and combat support agency reports on the ability to support assigned tasks. Focus is on functions critical to the integrated joint warfight, such as mobility, logistics/sustainment and infrastructure. In a second process, the J4 is responsible for recording CINC-expressed deficiencies and following them up for solution or visibility of accepted risk. Several current J4 initiatives directly resulted from CINC inputs to these two processes.

'... there is unanimous agreement on the need to clearly define roles and responsibilities in these critical elements of force projection.'

Theater Logistics Command and Control (C2): Experiences from *Operation Desert Shield/Storm* in the early 1990s and today's training exercises led to the idea that the creation of a joint theater logistics C2 will lead to faster, smarter and more efficient logistics support. The J4 staff, working with Service and theater logisticians, is studying a theater logistics command and control structure that uses an existing support organization from one of the Services. Such an organization would have control of all the common user resources in a theater and provide unity of command from the outset of operations to redeployment. The C2 organization would have joint staffing by assignment of a cadre of personnel from each Service during peacetime. Battle-rostered augmentees would flesh out this C2 organization and maintain necessary proficiency through participation in joint training exercises.

Theater Distribution: Theater Distribution is the joint version of the Army's Battlefield Distribu-

tion concept. Both concepts address the long-standing pattern of problems that logisticians have faced in supporting force projection operations. Two of the key tenets in Theater Distribution are applying the best business practices to military distribution op-

sign work on more than \$200 million of fuel projects for FY2000.

Joint Doctrinal Publications: The J4 has been Joint Staff Doctrine Sponsor for seven new publications. Joint publications currently under development include Common User Logistics; Reserve Callup; Joint Reception, Staging, Onward Movement and Integration; Logistics in Multinational Operations; Engineering Operations; Theater Distribution; Health Service Support in Joint Operations; Patient Movement in Joint Operations; and Joint Deployment/Re-deployment Doctrine.

'The logistics footprint of the future will be a more precise balance between Just in Time and Just in Case = Just Enough. Developments in Automatic Identification Technology (AIT) are just now beginning to emerge that will provide automated tracking assets throughout the world.'

erations, as well as mixing military and commercial communication systems to improve the velocity of logistics information. The J4, as the doctrine sponsor, is currently working with the Army, as lead agent, to develop the joint doctrine, organization and procedures to establish and run a centralized joint distribution system.

Fuels Infrastructure: Because of the overall reduction of overseas bases as part of the 1990s military drawdown, the J4 staff and the combatant commanders conducted a review of the overseas enroute infrastructure necessary to support strategic mobility deployment operations. The cost of replacing the deteriorating fuel facilities and lack of military construction funding came to the forefront of their review. The J4 made the refueling infrastructure a Joint Staff priority. His leadership led to an additional \$34.4 million added to the fuels military construction budget in FY98 to fix problems at two strategic locations and to begin de-

The Director for Logistics and J4 staff generate initiatives and solve issues daily for joint warfighters. Quartermaster leadership is defining how to train personnel for joint operations and best use technology for *Supporting Victory* so that the military is "persuasive in peace, decisive in war and pre-eminent in any form of conflict."



Learning To Rig Equipment for Airdrop

Professional Dialogue

What do you mean, 'How am I going to fix it'?

LTC Claude W. Shipley

One of the difficulties in bringing about change in an organization is that you must do so through persons who have been most successful in that organization, . . . To such persons, you see, it is the best of all possible organizations, because look who was selected by it and look who succeeded most within it. Yet these are the very people through whom we bring about improvements. Author Unknown

The synergism brought to our soldiers' and leaders' learning curves with the introduction of the after action review (AAR) has been significant. Former Army Chief of Staff (Retired) General Gordon R. Sullivan was correct about positive impact upon the Army when he said that "AARs have enabled us to measure ourselves and units against a standard and take an honest look at ourselves."

Observing an AAR at the task force level reveals the great strength in our Army's ability to use self-discovery as a powerful learning tool. The officers and noncommissioned officers (NCOs) understand their doctrine and their tactics, techniques and procedures (TTP), willingly discuss their mistakes, what they learned, and then take ownership to improve their area of responsibility. The positive nature of a properly conducted AAR is evident: with all that talent present, a viable solution is discovered. The issues and their solutions are absorbed by the other soldiers, so that they may learn from their buddy's newfound knowledge. The end result of an AAR is a better trained, more confident unit able to execute essential battle tasks to standard.

After observing continental US (CONUS) logistics units for 18 rotations at the National Training Center (NTC), Fort Irwin, CA, I see that many units appear unaccustomed to the last requirement of an

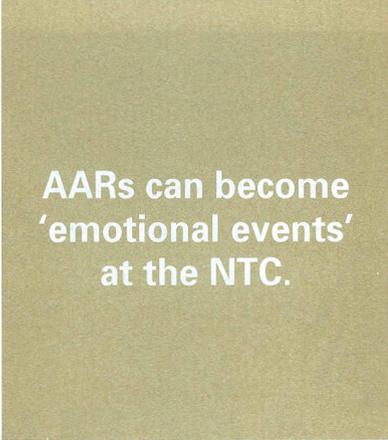
AAR: ascertain how to improve/sustain the task under discussion. FM 25-101 (Battle Focused Training) is clear on this point. FM 25-101 states: "The AAR is a structured review process that allows training participants to discover . . . how it [the task under discussion] can be done better."

Surveys by logistics trainers at the beginning of an NTC rotation indicate that units believe they are conducting doctrinal AARs at home station. Unfortunately, when units are asked how to fix a problem area, the AAR concept begins to unravel. Many units, to include my own when I was in command, too often identify only the tasks to sustain or improve and never quite move forward to what happened, why it happened, and *how to sustain/fix the task*—the most important part of an AAR!

When logistics units arrive at the NTC with such a concept of an AAR as their baseline, soldiers have a "significant emotional event" during a platoon, company or battalion AAR. (A year ago, formal AARs were conducted only at the level of a forward support battalion. We now conduct AARs at platoon level because we now have more observer/controllers at the NTC.)

The facilitator for AARs will ask platoon leaders for their ideas on how to sustain/improve the task under discussion. Junior leaders and soldiers, only too willing to want to learn, do provide their input many times. However, far too often, the higher the leaders are in rank, the less likely the leaders will positively react to this perceived attack. Their attitude is that unit failings are perceived as their own failings. That is right, but "unit failings" are not permanent with the AAR process. We can fix failings and shortcomings in order to execute tasks to standard.

So, what is the problem? Why do we not want to learn and to improve ourselves and our units? Lead-



AARs can become
'emotional events'
at the NTC.

ers do...but they rarely achieve closure on how they are going to "fix" the task, then make changes and check themselves again.

Leaders need to apply the AAR doctrine in FM 25-101 and TC 25-20 (A Leader's Guide to After-Action Reviews). Other anecdotal information from my AAR experiences and video-teleconferences with our technical schools' student classes indicates that three other areas possibly add to the perceived problem: (1) poor knowledge of mission training plans (MTPs) and /or lack of TTP that provide standards to assess the unit's mission essential task list (METL), (2) unwillingness to discuss mistakes and to recognize that we are *not* in a zero defect Army, and (3) leaders not taking ownership to improve their areas of responsibility.

It is from MTPs and TTP (which I admit are sometimes not written very well or are not present) or a unit's tactical standing operating procedures (TACSOP) that observers can assess the execution of a unit's METL. Author Peter F. Drucker once stated:

Achievement is never possible, except against specific, limited, clearly defined targets. Only if targets are defined can resources be allocated to their attainment, priorities and deadlines set, and somebody be held accountable for results.

How can you assess your unit with no discernible standard? (Or is the *HOOAH* factor of "Can Do!" generally being applied?) Furthermore, you must know your unit's METL supporting battle tasks, collective and individual tasks in order to establish standards and then strive to achieve them.

Our technical service schools spend precious time teaching lieutenants and captains most of the basic logistics requisites to prepare them for their follow-on assignments. Institutional instruction is only one leg of the Army's triad for leader education. Self-development and operational assignments also are necessary to continue the education process. It is not uncommon for officers to indicate that they have not looked at their unit's MTP and, more often, to acknowledge that they do not know what the standard is for their most essential METL task: provide combat service support to the

brigade combat team. Current Army Chief of Staff General Dennis J. Reimer stated:

We must never fall off of standards. Ensure that AARs are conducted after every training event. This is how we learn. The AAR process is what separates us from the world's armies.

At unit level, I recommend that battalion commanders and command sergeants major (CSMs) plan, prepare and conduct AARs as part of their Officer Professional Development/NCO Professional Development (OPD/NCOPD). Many logisticians do not understand how to doctrinally conduct an AAR. Also, how to conduct AARs is not taught in all of our technical schools for officers and NCOs. The emphasis on teaching the AAR process should be against the task's standard, the appropriate "conditions" in a combat environment and how to improve or sustain the unit's performance. An AAR ensures that given appropriate "conditions," the participants understand how to sustain a task conducted to standard or how to improve execution of a task if not performed to standard.

The lack of knowledge about standards is typified most often during an AAR at the NTC when lieutenants state that they cannot recount their platoons' essential battle tasks. The failure to use Army training doctrine and reinforce what is taught in school can create leaders who believe success is wholly dependent upon making things happen and keeping the boss happy. The actual understanding of what makes a unit combat-ready and how to perform essential battle tasks

to standard is far too often not imparted to our junior leaders, officers and NCOs.

What might hinder the development of standards-based assessments for battle tasks during an officer's operational assignment is the poor implementation of training meetings. Junior officers frequently state that they do not conduct training meetings at platoon level, thereby leaving out important input from NCOs. The company training meetings are essentially directive in nature and not participative, as outlined in TC 25-30 (A Leader's Guide to Company

Training Meetings). The officer is often to blame for this situation. It is common for a lieutenant or captain to state that he has not looked at the booklet since

The AAR process separates us from the world's armies.

leaving a basic or advanced course. Their NCOs have often attempted to set up worthwhile platoon training meetings, but have given up after being rebuffed.

From my interaction with many junior leaders at the NTC, it appears that battalion commanders do not reinforce training meetings as a tool to ensure implementation of training doctrine and as a tool to develop standards for task performance and assessment for discussion at the quarterly training brief (QTB). (Would you believe there are some division support commands that do not conduct company-level QTBs?) Senior leaders (commanders and CSMs) should require training meetings because they are necessary for training management at every level. Senior leaders should mentor their junior leaders two levels down on how to properly conduct the meetings using TC 25-30 as a guide. Leader involvement is vital to training management.

To develop the standards for a unit's METL, all leaders have to get out the books on their own time and learn how to develop standards for key supporting battle tasks. Commanders and CSMs can assist with reading programs as adjuncts to their OPD/NCOPD programs. By being prepared doctrinally, a leader will be more confident in an AAR, especially when the discussion departs from doctrine. Doctrine is a starting point for all discussions on METL accomplishment. (If you have a better way, then by all means share your way with everyone else, including the doctrine writers—especially if you have a worthwhile TTP.) Doctrinal or TTP knowledge will allow you to enter the discussion without embarrassing yourself. Experience through trial and error will show you how to use the doctrine or TTP to support your customers.

An atmosphere of "willing discussion" is appropriate because we often hear that the Army's workplace is one of zero defects. At least many believe that they operate in such an environment. What better way to prove in your unit that mistakes are acceptable in training than through properly conducted AARs? Also, using the doctrinal AAR model would be a good start in establishing a positive command climate—far better to act and make mistakes in training than not to act for fear of making a mistake during training. Counsel your leaders that all we expect from our subordinates is continued improvement. Failure to improve through making mistakes

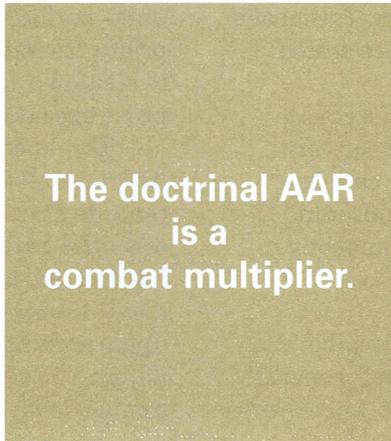
should be dealt with appropriately, because the leader is probably not learning.

Units can learn to become ineffective if not held accountable to established standards. However, this should not have anything to do with zero defects and its attendant negativism. Open, honest discussion of errors would encourage all ranks to provide input on how to become a better unit. Leaders at all levels would be able to learn and improve upon their skills, while their soldiers are comfortable in providing their leadership with feedback.

Now comes the hard part. So far, this article discussed "What happened?" and "Why did it happen?" Now the discussion must turn to "How can it be fixed?" Ownership at all levels of leadership (chain of command) is necessary. All of our technical service schools (officer and NCO) should teach AARs as a part of the

Army's training management doctrine. Students should conduct their own AARs. Students should be required to provide feedback on fixing/sustaining the task under discussion: the most important part of an AAR. Leaders at all levels should review the AAR doctrine and see if it is followed in their unit. Also, our Pre Command Course (PCC) should review the Army's training doctrine (specifically the AAR process) to reinforce AARs to our future battalion/brigade commanders as a superb combat multiplier for learning.

If your logistics unit has rotations at the NTC, you might want to review the Army's doctrine on AARs. Definitely read Chapter 11 on "Growing the Learning Organization" in the book *Hope Is Not a Method*, watch a few of the brigade combat team AARs and then review your own unit-level AARs. To "sustain and improve" without determining the requisite fixes for the tasks or to "improve" without determining how to sustain those tasks already to standard is not an AAR designed for unit improvement. That AAR method only identifies the problem and rarely fixes anything. If the task under AAR discussion is their area of responsibility, teach your leaders not to wait for the facilitator to ask for their input. The doctrinal AAR is a combat multiplier for rapid increases in learning for everybody during an AAR. Units with a sense of learning—training and making mistakes plus AAR participation to fix the tasks not to standard—are definitely "winning." These units perform very well at the NTC.



The doctrinal AAR
is a
combat multiplier.

A caution for all leaders: recognize that AARs can reveal many areas to work on and that leaders must prioritize how to resolve the issues. As General George S. Patton is credited with saying, "There are tired leaders on the battlefield; there are no tired soldiers." Too often, safety and operational readiness rates are the forward support battalion (FSB) commander's *only* priorities at the NTC.

In addition to those appropriate priorities, I recommend emphasizing the full range of multifunctional logistics, leadership skills and security operations, such as an FSB's essential battle tasks. Our soldiers can perform more tasks than we give them credit for being able to accomplish. They appreciate being given a challenge so they can learn. On rotation at the NTC, soldiers who achieve six to eight hours of sleep daily are not being pushed too hard. We should attempt to achieve the old Chinese proverb of "Sweat blood in practice, so we do not spill it during war."

Finally, Army service schools or the US Army Combined Arms Support Command should publish what critical tasks they cannot teach, but what tasks they require the leader to learn through self-development, operational assignments and combat service support leaders' OPD/NCOPD programs. What are the tasks we need to teach our combat service support leaders after their schooling? This is not an easy question, but soldiers and junior leaders want to be challenged through tough, realistic training to attain achievable, demanding standards. The art of battle command for a *tactical* logistician is mainly the balancing act of competing priorities: mission support and security operations executed to standards that ensure unit readiness.

As described in Army doctrine, the AAR process imbedded within your unit will ensure a better understanding of combat readiness. FM 25-101 states

that combat-ready units are those that can execute their METL to MTP standards. What better way to ascertain that than through another pair of eyes the AAR provides you: the leaders and the soldiers of your organization? Ensuring that a unit is combat ready should be every leader's desire. Just saying that your unit can provide mission support is not the same as achieving a "T" with your METL's essential battle tasks. Are you combat ready, or are you really not sure?

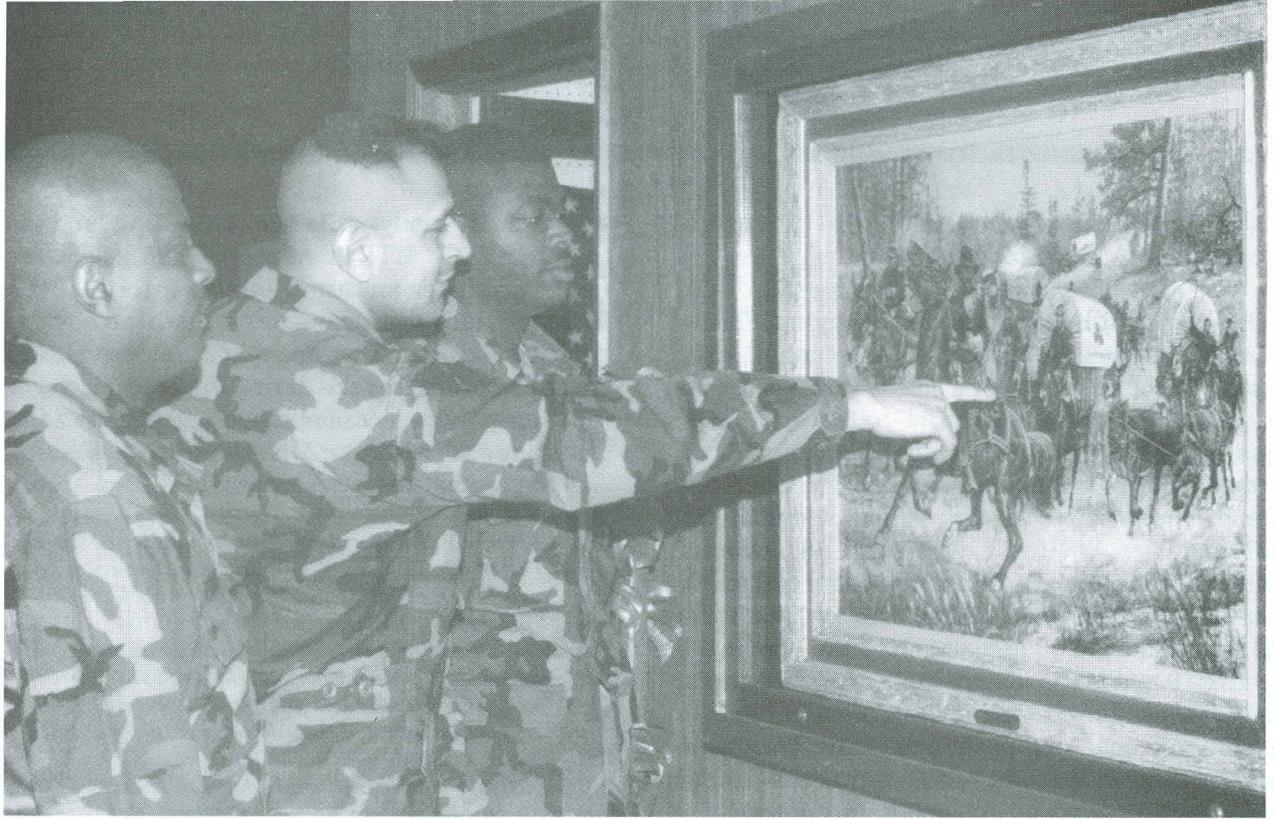
LTC Claude W. Shipley is the Senior Logistics Observer/ Controller (Goldminer 07) for the continental US logistics units with rotations at the National Training Center, Fort Irwin, California. He previously was Commander, 201st Forward Support Battalion (1st Infantry Division), Fort Riley, Kansas. He graduated from the United States Military Academy, West Point, New York, and was commissioned Regular Army into the Infantry. He branch-transferred to the Ordnance Corps in 1988. His military education includes the Infantry Officer Basic and Advanced Courses, Airborne School, Winter Warfare Training, Motor Officer Course, Infantry Mortar Platoon Leader Course, the United States Army Command and General Staff College, Logistics Executive Development Course, and then a graduate degree from the Florida Institute of Technology in Logistics Management. Assignments include Ordnance Representative to the Southern Base Maintenance Director in Khamis Mushat, Saudi Arabia, then in Riyadh to the Central (National) Maintenance Point for the Saudi Arabian Army Ordnance Corps; Support Operations Officer and Executive Officer, 708th Support Battalion (Main), 8th Infantry Division (Mechanized); Liaison Officer for the US Army Recruiting Command to the Deputy Chief of Staff for Personnel at the Department of the Army; Operations Officer for the Philadelphia Recruiting Battalion; Commander, Combat Support Company and Battalion Motor Officer, 1st Battalion, 11th Infantry (Mechanized), Fort Carson, Colorado; Security Platoon Leader, United Nations Command Support Group, Panmunjom, Korea; Executive Officer, C Company and Company Commander, B Company, 3d Basic Combat Training Brigade, Fort Dix, New Jersey.

Quartermaster Corps Purpose and Mission

Purpose: Arrange for or provide supplies, materiel management, distribution, procurement and field services to support and sustain soldiers, units and their equipment in peace and war.

Mission: Arrange for or provide in peace and war:

- ☞ Major end items, repair parts, rations, water, petroleum, individual and organizational clothing and equipment, personal demand items, storage and distribution of maps, fortification and barrier material and materiel to support military and nonmilitary programs.
- ☞ Field services including laundry and shower, fabric repair, mortuary affairs, classification, reclamation, salvage and property disposal.
- ☞ Parachute packing, maintenance and aerial delivery.
- ☞ Training and professional development of Active Army, Reserve Component and civilian personnel in proponent and common skill areas.
- ☞ Doctrine, systems and force integration to include research, development and acquisition in proponent areas.
- ☞ Post exchange and commissary support.



Students point out the armed teamsters behind LTC Richard N. Batchelder, Quartermaster awarded the Medal of Honor, in the original painting 'Lifeline to Victory' (1996) by artist Don Stivers.

The Quartermaster Museum: A Visual Classroom

Tim O'Gorman

The Army Museum System, of which the Quartermaster Museum is a part, came under public scrutiny last winter with an article in *Army Times* addressing the need for a National Army Museum. About the same time, the status of the military collection and exhibits at the National Museum of American History, Smithsonian Institution in Washington, DC, was in the news because of the concerns expressed over the lack of curatorial care of that collection and over the interpretations being given to America's military history.

Why Does the Army Need Museums?

The *Army Times* asked its readers this question, "Should the Army have its own museum?" In fact, the Army has a museum system comprised of 60 museums and historical holdings. This system maintains more than 675,000 artifacts, attracts close to 2 million visitors a year, offers over 1,500 programs yearly, and, combined, receives almost 24,000 research questions yearly. A follow-on to the *Army Times* question could as well have been, "Why does the Army need museums?" To answer this, we must look at the purpose of Army museums.

Among the 60 Army museums scattered among Army installations throughout the US, Germany, and Korea, 23 are located at US Army Training and Doctrine Command (TRADOC) schools. These "TRADOC museums" serve to support training at their respective branch schools. Other types of Army museums, such as unit and installation museums, also support the training of soldiers, most often as a reinforcement to that unit's esprit de corps. The Quartermaster Museum, a TRADOC museum, contains collections and exhibits portraying Corps missions from 1775 to the present. It also serves as a classroom where Quartermasters can view firsthand the objects representative of the Corps' long and varied history. The concept of a museum as an educational institution is not new and, in fact, can be traced to the Quartermaster Museum's beginnings.

Uniform Collection Becomes Basis

In the early 1950s, when the Quartermaster Center was at its peak during post World War II research and development, among the topics taught was the sizing and fitting of uniforms. As part of this instruction,

a collection of historical uniforms, many of which were reproductions, was assembled to teach the history of uniforms. The collection was used to demonstrate the evolution of styles, patterns, materials and production methods. This collection later became the basis for the museum that has become today's Quartermaster Museum. The origin of the museum is thus significant. Although the collections have greatly expanded, their purpose has remained the same: to train and educate Quartermasters.

Visitors to the Quartermaster Museum—almost 60,000 per year—encounter a rich collection of Army materials relating to Quartermaster Corps missions from 1775 to the present. Some of the missions portrayed are familiar, such as subsistence, aerial delivery, petroleum and water. Many, however, are not. Exhibits of the former Quartermaster missions of heraldry, remount, transportation and construction may surprise some visitors who are familiar with today's Transportation Corps, Corps of Engineers, and Institute of Heraldry. Horses and

their particular support requirements are but historical oddities, although the last Quartermaster Remount Depot closed only in 1963.

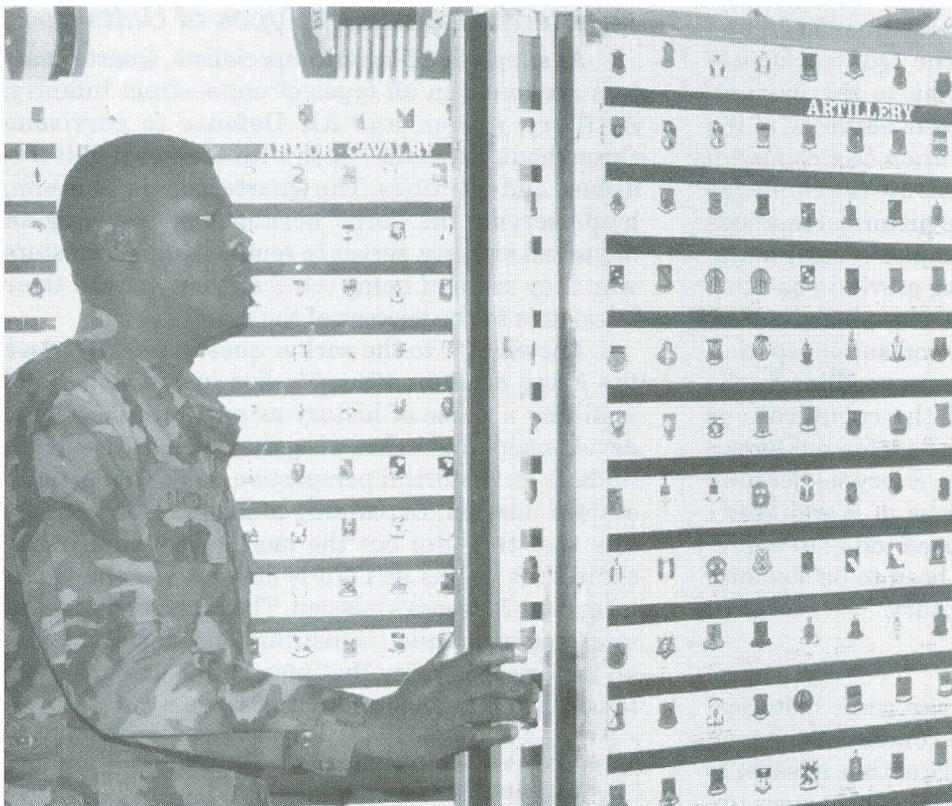
Visitors also marvel at the one-of-a-kind items in the Quartermaster Museum. General George S.

Patton's armor-plated jeep, for example, General Ulysses S. Grant's Civil War saddle, the first 50-star American flag, and the most complete set of Presidential flags on public view, are among the holdings considered National treasures. Uniform and equipment enthusiasts appreciate the "standard sample" items on exhibit: original patterns developed by the Quartermaster Corps, some of which date to the Civil War. The Quartermaster Museum, through its collections, has developed a reputation among the public and among researchers as a primary repository

for militaria. It is also considered one of the finer Army museums within the Army Museum System.

For Quartermasters, their Museum provides the setting where their past is visually portrayed. Their

Almost
60,000 Visitors
Every Year



Quartermaster studies a portion of the 15,000 pieces of insignia maintained by the museum.

museum imparts two important ingredients that contribute to their professional development: historical awareness and historical identity.

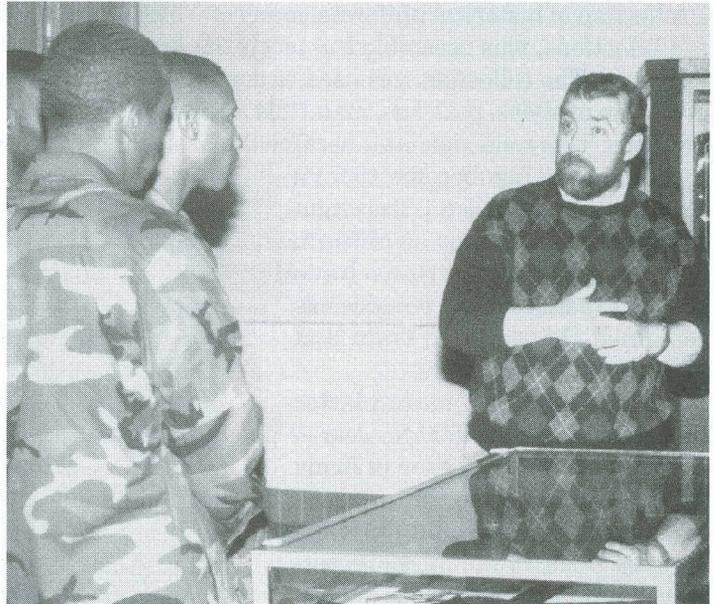
Historical Awareness

Awareness comes from seeing firsthand the tangible objects from the Corps' 222-year history. (The Quartermaster Corps marks its 222d year on June 16, 1997: 1775-1997.) No other logistics branch can claim as long a lineage as the Quartermaster Corps, and no other branch can claim as many missions. Student food service specialists learn that while menus may have changed during the last 200 years, the importance of providing food to soldiers in the field and garrison has not. Petroleum and water specialists begin to see their missions as part of a continuum, starting with the requirement to provide forage for horses and mules and continuing to today's "Fuelers of the Force." While training on the latest automated systems, supply specialists begin to understand that the problems of supply and distribution are as old as organized warfare. All Quartermasters, from mortuary affairs specialists to parachute riggers, begin to appreciate the critical importance of logistics to victory in the field and to recognize the appropriateness of the Corps' motto, "Supporting Victory."

While such awareness can come from books and classes, tangible evidence in the Quartermaster Museum brings the lessons home to the present. Ration samples, from the Civil War hardtack of the 1860s to the "Desert bar" of *Operation Desert Shield/Storm* in the early 1990s, demonstrate the challenge of providing field rations and the historical methods used to meet that challenge. Examples of early aerial delivery techniques and packaging provide a baseline by which today's supply riggers can measure how their craft has progressed. Fuel and supply specialists can contemplate the problems peculiar to the horse transportation days and the complications caused by having to transport forage for the horses as well as the supplies themselves. Every soldier need only compare the woolen uniforms of World War I with the "high tech" materials used today to appreciate how difficult it must have been to be a soldier at the beginning of the 20th Century.

Historical Identity

From historical awareness can come historical identity. Knowing the historical context of the mission demonstrates the importance of that mission to the soldiers and, in turn, helps Quartermasters un-



The curator answers questions about the Quartermaster role in the Civil War.

derstand the importance of their roles. Such identity is sometimes particularly difficult for Quartermasters to maintain because they are not assigned to Quartermaster units for the most part.

Quartermasters in All Types of Units

As support and logistics specialists, Quartermasters are found in all types of units—from Infantry, Artillery, Armor, and Air Defense to garrisons throughout the world—each with their own unit traditions and identities. The Quartermaster Museum, by preserving the Corps' heritage and fostering an historical identity, serves to remind Quartermasters who they are and helps reinforce how critical their mission is to the success of the Army.

The answer to the earlier question—"Why does the Army need museums?"—lies in the benefits of instilling a sense of history as part of professional development and in knowing that such a sense gives soldiers an historical perspective on the importance of their mission. Explaining to today's Quartermasters that they are but the most recent link in the chain that begins in 1775 is only part of the Quartermaster Museum's mission. The other, and perhaps most important part, is instilling in Quartermasters an historical identity that may better prepare them to perform missions in the 21st Century.

Tim O'Gorman is Director of the US Army Quartermaster Museum, Fort Lee, Virginia.

Conducting a Battalion External Evaluation

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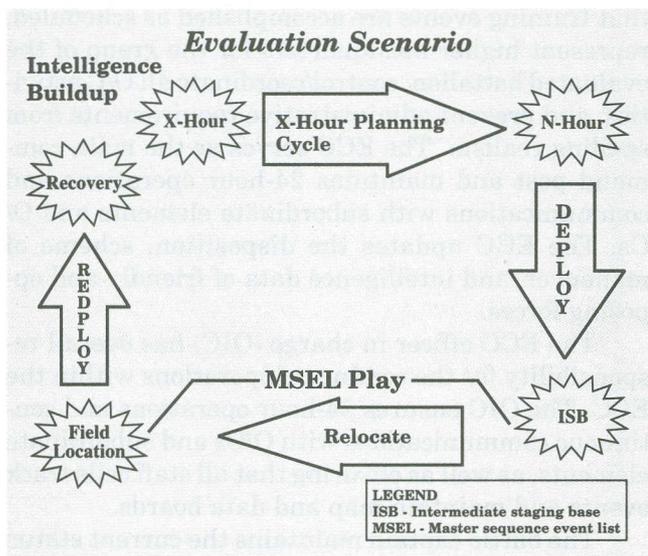
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A formal external evaluation (EXEVAL) is usually conducted by a corps support command (COSCOM) or division commander, assisted by staff, to evaluate a battalion's ability to perform its wartime mission. Such an evaluation provides the battalion commander with a candid assessment of the unit's training posture and sets the foundation for future unit training and resource allocation.

The objective of an EXEVAL is to evaluate all mission essential task list (METL) tasks using the appropriate Army training and evaluation program (ARTEP) or mission training plan (MTP). An EXEVAL should be conducted three to six months after a battalion commander takes command. This gives the commander an unbiased opinion of unit readiness. Finally, the evaluation should not be used as a performance measure of the commander's ability, but rather a detailed examination of the unit itself.



A general scenario for an EXEVAL would consist of a series of intelligence reports prepared by the G2 portraying a conflict in a foreign country that may require US forces to deploy. An alert message is sent to the battalion to require deployment to another country, allotting four to five days to plan for the operation. The battalion deploys its companies by road, rail, sea and air to evaluate their proficiency to deploy by various modes of transportation. In the foreign country, the battalion arrives at an interme-

mediate staging base (ISB) to receive in-country briefs, calibrate Multiple Integrated Laser Engagement System (MILES) equipment, receive ammunition, and prepare for future operations.

The evaluated unit reacts to a master sequence event list (MSEL) that dictates the date, time, location and resources necessary for an event. The events are structured to correspond to training and evaluation outlines (TE&Os) found in the ARTEP/MTP. The battalion is then required to relocate to a new field site and continue to react to many MSEL events until it redeploys back to garrison.

The pace set by the scenario is designed as a test of endurance as well as performance. The scenario's length, dictated by the number of tasks, has a direct effect on the quality of the evaluation. Therefore, an evaluation generally should not exceed 15 days, since the sharpness of the skills being evaluated tends to rapidly erode beyond this point.

Operations

EXEVALs allow commanders at every level to focus on and enhance combat performance. At the COSCOM/division level, the command group is deeply involved in all key decisions leading up to the evaluation, with the deputy commander serving as the senior evaluator. Group-level commanders determine the missions and scenario for the EXEVAL, while battalion and company commanders execute the assigned missions.

EXEVALs require other leaders and soldiers to observe and evaluate a unit's ability to plan, prepare, and execute the mission at hand, based on Army standards. Impartial evaluators known as observer/controllers (O/Cs) conduct detailed after action reports (AARs) after each mission, and provide the units with a take home package that documents both the AAR comments and details of the evaluation. Senior leaders must ensure that AAR feedback reinforces lessons learned and is not a forum for assessing blame. The number of O/Cs will vary depending on the unit's type and size and the scenario. Each O/C should have an experience level that mirrors or exceeds the evaluated counterpart and be trained in Army doctrine and techniques particular to the unit being evaluated. In addition to improving unit readiness, O/Cs benefit from this evaluation process by observing a battalion execute tactical missions in a realistic setting.

Opposing Forces

Opposing forces (OPFOR) place stressful demands on friendly forces by executing missions according to the directed threat scenario. The OPFOR acts under the direction of the G2, and according to the guidance provided by the exercise director, to support specified training objectives. All tactical engagements with OPFOR are enhanced in realism by the use of MILES gear. The O/Cs, trained in the exercise rules of engagement (EXROE) and battle damage assessment, continually check MILES equipment and control engagements to ensure "hits" and "kills" are accurately recorded.

Much of the administrative burden to support such a field problem is channeled away from the evaluated unit. With minimal assets provided for administrative support from the evaluated unit, the unit can focus on the tactical play and decide how to fight. The O/Cs and other required resources also are supplied by the command group and the other supporting units.

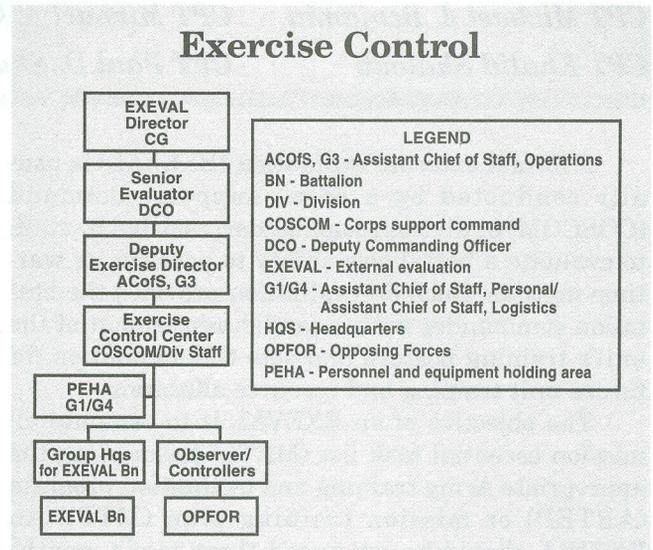
Observers/Controllers

The O/Cs do exactly what their name implies. They observe the unit's actions, provide control measures, and evaluate the unit's overall performance. Control is the direction and restraint of individual and unit activities to ensure compliance with specified rules of engagement. The O/Cs control all personnel and activities in the maneuver area by enforcing the EXROE; assessing personnel and equipment casualties/damage; and monitoring unit operations for safety, security and environmental protection. Control is normally through the chain of command of the evaluated unit and does not interfere with tactical realism.

Evaluation consists of observing and analyzing unit performance of selected tasks under prescribed conditions to determine whether specific standards are met and then providing feedback to appropriate leaders and soldiers. The O/Cs evaluate the battalion and all subordinate elements using all seven battlefield operating systems (BOS), according to standards in applicable MTPs and other doctrinal publications and standing operating procedures (SOPs). The O/C should focus not only on problems, but also ensure that some positive lessons come out of the scenario and see that soldiers are recognized for them.

Exercise Control Center

The exercise control center (ECC), the executive agent for all O/C and key staff activities during the



EXEVAL, is responsible for monitoring every aspect of tactical play. The ECC ensures that unit training objectives are accomplished safely according to established EXROE and current doctrine.

The ECC's primary responsibilities are to ensure that training events are accomplished as scheduled, represent higher headquarters for the group of the evaluated battalion, control/coordinate all O/C activities, and prevent administrative requirements from spoiling realism. The ECC serves as the main command post and maintains 24-hour operations and communications with subordinate elements and O/Cs. The ECC updates the disposition, scheme of maneuver, and intelligence data of friendly and opposing forces.

The ECC officer in charge (OIC) has overall responsibility for the conduct of operations within the ECC. The OIC ensures 24-hour operations and continuous communications with O/Cs and subordinate elements, as well as ensuring that all staff cells track events and maintain map and data boards.

The battle captain maintains the current status of operations for friendly units and the OPFOR, oversees the conduct of all operations within the ECC, and conducts shift change briefings. The G1 tracks all personnel statistics and maintains a personnel and equipment holding area. Lastly, the G2 controls the OPFOR as directed by the deputy exercise director and maintains the current disposition of enemy forces with current OPFOR information.

After Action Reviews

An AAR is a discussion of training that allows soldiers, units and leaders to discover what happened

and how overall performance can be improved. Formal and informal AARs are conducted by O/Cs throughout the EXEVAL. The AARs are the most important events during the EXEVAL. The AARs are not critiques, but professional discussions of training. They focus on the analysis of performance in light of Army standards and mission accomplishment. The purpose of an AAR is to identify future training strategies that improve readiness. The quality of an AAR depends largely on the spirit of professional dialogue established by the senior leaders of the evaluated battalion. They must clearly speak of their willingness to support their subordinates' honest mistakes during training. The AARs must reinforce learning, increase soldier interest and motivation, analyze strengths and weaknesses, involve all participants, focus on training objectives and standards, and link performance to future training.

AAR Preparation Tips

The O/C must prepare for an AAR. First, build an O/C diary which allows the documenting of observations and facts. Second, organize the O/C team and standardize procedures for debriefing during, and/or after completion of the mission. Third, compare notes and make sure no key issues are missed. Then make sketches or charts for rapid transfer of information: O/Cs are frequently rushed for time. The O/C must prepare questions and answers in advance and ensure that all training aids are neat and legible. Lastly, rehearse the AAR.

After observing the event and assembling the data collected, the O/C must decide what the critical issues are and how best to lead the participants to discover them. The O/C then develops the discussion outline to help draw those points out of the AAR participants. A good technique for developing this outline is to consider the BOS in the planning, preparation and execution phases of the mission.

The planning period is defined as the time from receipt of the higher headquarters' warning order to the issuance of a unit's own operation order, although planning also includes future operations planned before receipt of the warning order. Preparation is the time from issuance of a unit's own operation order to the beginning of the operation itself. Execution begins at H-hour and ends with change of mission. By analyzing the key issues and events of

the battle against a matrix framework that arrays the BOS against planning, preparation and execution, the O/C can quickly isolate key actions or omissions that influenced the battle and the causal relationship between them.

AAR Execution

The execution of an AAR is as important as the information the AAR relays. The location must be away from roads, groups of soldiers, and other distractions. The O/C prepares a terrain model or sector sketch large enough for everyone to see.

All soldiers must be encouraged to participate in the AAR. However, position the key leaders up front to make interaction with O/Cs easier. The O/C must identify the task, condition and standard for the mission the AAR will cover. The O/C links the steps the leaders and soldiers accomplished or did not accomplish during the planning and preparation phases to mission execution. The O/C summarizes the major teaching points and identifies why an event went well or went poorly. The O/C leads the discussion toward what the unit can do next time to fix the problem or do better. Most importantly, the O/C maintains control of the AAR. The O/C is the facilitator and must ensure the discussion does not wander from the main points.

Take Home Package

At the conclusion of the EXEVAL, the O/C must develop and publish a take home package to assist the unit in future training. This package should contain all TE&Os that were evaluated, notes from AAR preparation, comments made to higher headquarters, videotapes of AARs and training, and AAR slides. Data must be collected while it is still fresh, so the take home package is as accurate and useful as possible. Remember, this package is the basis for future training and the unit's ability to perform its wartime missions. Lastly, there are at least two ways to say everything. The O/C should leave the unit with a positive orientation.

The authors are Quartermaster graduates of Combined Logistics Officer Advanced Course 96-9/10 at Fort Lee, Virginia.

'Hooah' Logistics

CPT Jordan S. Chroman

Two C-130s circle the sparkling Mediterranean Sea in lazy arcs, the Italian sky is cloudless, all seems calm and peaceful in this sleepy part of Sicily . . . suddenly the aircraft ramps open and a small object plummets toward the deep water. It is a rubber assault boat which is quickly slowed by low velocity parachutes. Now the sky fills with paratroopers, their olive parachutes open over the blue sea as small Navy boats start tracking the descending troopers.

The place—Sicily, Italy—the mission—a joint aerial delivery, para-drop and waterborne exercise between the 5th Quartermaster Detachment (Air-drop Supply) from Kaiserslautern, Germany, the 37th Air Lift Wing from Ramstein, Germany, and the Navy's Detachment 6, Explosive Ordnance Disposal Mobil Unit 8 (EODMU 8), stationed at Sigenella Naval Air Station, Italy. This was the first time that personnel from the Army, Navy and Air Force assembled at Sigenella to conduct a truly joint waterborne rigging mission.

5th Quartermaster Detachment

Riggers and soldiers from the 5th Quartermaster Detachment deployed from Ramstein Air Force Base aboard aircraft from the 37th Air Lift Squadron, United States Air Forces in Europe. Once in Italy, about half the soldiers on board conducted an "airborne assault" onto one of the local land drop zones just outside of Sigenella. Navy Jumpmasters from EODMU 8 operated the drop zone. The remaining soldiers air-landed with assorted air items, parachutes, and a lot of "hooah." They were met by sailors from EODMU 8 who assisted with the off-loading of parachutes and equipment. The joint para-drop operations had begun.

Riggers and sailors rigged the assault boats and door bundles, and inspected parachutes. Then they conducted joint briefings in waterborne, air drop, and water jump operations followed by an extensive train-up period and mission brief.

Early the next morning Army and Navy paratroopers issued parachutes, conducted the final briefings, and completed last-minute preparations for the operation. Army and Navy Jumpmasters along with Air Force Loadmasters inspected the aircraft, and the Jumpmasters completed the Jumpmaster Personnel Inspections. The paratroopers then boarded the aircraft and prepared to make the water jump

while other soldiers and sailors began the trek to set up the water drop zone and work as the drop zone safety party.

After a two-hour flight, the aircraft circled the drop zone, a deep-water section of the Mediterranean Sea about three miles offshore. The assault boat and door bundles were dropped first, quickly followed by several sticks of paratroopers. The drop zone safety party in rubber boats and also small hard-sided boats ensured jumper safety and close control of the water drop zone.

After their descent, the paratroopers landed in the water, derigged the assault boat, secured the door bundles, and were picked up by the drop zone safety party in the small boats. While on the water, all the personnel, boats and equipment linked up and completed the airborne and waterborne portions of the mission.

Once the mission was complete, the soldiers and sailors returned to shore, hung parachutes to dry, recovered and cleaned all equipment, and conducted an in-depth after action review of the operation. All personnel then returned to Sigenella Naval Air Station for the evening. The mission ended with additional joint training sessions between Army and Navy personnel.

The three-day operation was very successful. It was an excellent training opportunity, with a truly joint twist, that was beneficial to all. All missions were accomplished and the participating soldiers, sailors and airmen were very happy with the exchange. Some important lessons were learned as a result of this operation:

- ☑ Regardless of the amount of prior planning between services, there will always be some discrepancies on "doing business."
- ☑ Personnel para-drop procedures differ between the Army and the Navy. Jumpmasters must discuss and rehearse all aspects of airborne operations before the Jumpmaster Briefings in order to instill confidence in paratroopers from all services.
- ☑ Field manuals and technical manuals differ from service to service (even when they apply to the same topic). Leaders must ensure that more time is built into timelines to allow for discussions of tactical and/or technical differences.

This exercise was yet another example of military personnel from various services working well with each other, with pride or "hooah," and with the spirit of teamwork enabling them to accomplish any mission

assigned. Exercises such as this are of great value to our Quartermaster leaders and soldiers. They build trust and confidence in our sister services and allow soldiers to see beyond the Army—into the joint arena.

CPT Jordan S. Chroman is a Distinguished Military Graduate of the University of California, Berkeley. His military education includes the Quartermaster Basic and Advanced Courses, Airborne School, Jumpmaster School, the Aerial Delivery and Materiel Officer Course, the Joint Airdrop Inspectors Course, Pathfinder School and Combined Arms and Service Staff School. He has served in various leadership positions in the 3d Battalion, 12th Special Forces Group (Airborne), E Company; 407th Supply and Transport Battalion, 82d Airborne Division; and as the Commander of the 5th Quartermaster Detachment (Airborne Support), Germany. He is currently a student in the Logistics Executive Development Course/Florida Institute of Technology, Fort Lee, Virginia.

The Quartermaster Creed

I AM QUARMASTER.

My story is enfolded in the history of this nation.
Sustainer of Soldiers . . .
My forges burned at Valley Forge.
Down frozen, rutted roads my oxen hauled
The meager goods a bankrupt Congress sent
by me . . .
Scant rations for the cold and starving troops,
Gunpowder, salt and lead.

I AM QUARMASTER.

In 1812 we sailed to war in ships my
boatwrights built.
I fought beside you in the deserts of our great
Southwest.
My pack mules perished seeking water holes,
And I went on with camels.

I AM QUARMASTER.

I gave flags to serve.
The medals and crests you wear are my design.

Since 1862, I seek our fallen brothers
from PFC to President.
In war or peace I bring them home
And lay them gently down in fields of honor.

Provisioner, transporter.
In 1898 I took you to Havana Harbor and the
Philippines.

I brought your tents, your khaki cloth for
uniforms.
When yellow fever struck, I provided hospital
supplies.
In 1918, soldier . . . like you.
Pearl Harbor, too.
I jumped in darkness into Normandy, D-Day
plus 1.
Bataan, North Africa, Sicily. I was there.

The 'chutes that filled the gray Korean skies
were mine;
I led the endless trains across the beach in
Vietnam.
By air and sea I supported the fight for
Grenada.
Helicopters above the jungles of Panama
carried my supplies.
In Desert Storm, I was there when we crossed
the border into Iraq . . . sustaining combat and
paying the ultimate sacrifice as we liberated
Kuwait.

I AM QUARMASTER.

I can shape the course of combat,
Change the outcome of a battle.
LOOK TO ME, Supporting Victory . . .
Since 1775.

*I AM QUARMASTER.
I AM PROUD.*

CID's New Weapon Against Logistics Fraud, Theft and Diversion

CPT Burt D. Moore

Advanced technology is the cornerstone of today's evolution to tomorrow's Force XXI Army. New computer software and hardware systems are currently being fielded that will give commanders the information they need to conduct effective military operations in an era when budgetary constraints demand that more be done with less. The US Army Criminal Investigation Division (CID), using Force XXI technology, will play an important role in the changes to come.

Current combat service support emphasis is moving toward implementing a proven battlefield distribution concept called intransit visibility (ITV) that gives logisticians the ability to accurately track individual supply requisitions from the manufacturer to the end users. The system provides instant status on the location of a given supply item and gives corps and theater commanders total asset visibility. The ITV system is based on electronic tags that transmit data to receivers which then replay the information to a control center via satellite. The United Parcel Service (UPS), for example, uses a similar system to track customer merchandise.

SARSS and SARSS-O Links

Ideally, the new ITV technology should be linked with the Standard Army Retail Supply System (SARSS) and the Standard Army Retail Supply System-Objective (SARSS-O) computer programs currently being fielded to Active and Reserve Component units throughout the Army. It is one thing to have the ability to accurately track an intransit requisition, yet quite another to determine its whereabouts once the item has reached a storage destination and had its electronic tag removed. The UPS can instantly advise a customer of the location of a particular parcel intransit, but the private company cannot provide such information once the merchandise has been delivered.

The CID can, and should, play a vital role in the evolution of today's Army into Force XXI Army by monitoring the logistics system to ensure that soldiers have the equipment they need to accomplish their wartime missions. Adequately supplying troops



has been a major concern to the Army since the Civil War when supply contractors often short-changed the Union Army simply in the interest of turning a wartime profit.

During the Civil War, for example, civilian suppliers often shipped half-filled containers of coffee to the soldier on the battlefield.

The other half was filled with sand. Unfortunately, this type of fraud against the government is still as prevalent today as 130 years ago. One of the main responsibilities of criminal investigation units today, such as the 316th Military Police Detachment (CID), is to detect and eliminate this kind of illegal activity.

Just minutes from downtown Los Angeles and Anaheim, CA—home of Disneyland—the 316th is a US Army Reserve CID unit based in Bell, CA. The unit was officially established on 1 Jan 54 in Pasadena, CA, with an initial authorized strength of 10 enlisted soldiers and two officers. Today the unit has one officer, 10 warrant officers, and 21 enlisted soldiers. Most of the unit's members are veteran law enforcement officers who serve with organizations such as the Los Angeles Police Department, the Los Angeles County Sheriff's Department, and various other federal, state and local law enforcement agencies.

The missions of the 316th Military Police Detachment (CID) include providing criminal investigation support, logistics security, criminal intelligence, drug suppression, and protective services for military and Department of Defense dignitaries as a theater area support element. The unit reports directly to the 63d Regional Support Command. Currently, the unit is focusing on its logistics security mission: ensuring that military supplies headed for soldiers in Korea go from the manufacturer to the foxhole without being stolen or diverted.

Supply System Vulnerabilities

To accomplish this part of its mission, the 316th conducted a theaterwide logistics security assessment of Korea in 1995 with the assistance of the active duty CID agents from the 19th Military Police Battalion headquartered in Seoul, Korea. Reserve and Active Component CID agents brushed up on

the US Army's logistics supply system and then proceeded to thoroughly examine system vulnerabilities in Korea during the joint military training exercises.

Agents interviewed commanders and visited many logistics support sites and organizations throughout Korea. The final Theater Logistical Security Threat Assessment addressed the logistics security deficiencies, provided commanders with recommendations to correct the problems, and presented an excellent training opportunity for both active duty and US Army Reserve CID agents.

The 316th Military Police Detachment (CID) will soon have another weapon for its logistics security mission. A group of former Army logisticians and computer experts near Fort Lee, VA, recently developed a program specifically designed to train CID agents in methods to detect fraud, waste and abuse in the US Army's logistics system using SARSS and SARSS-O computer systems. The 316th Military Police Detachment (CID) was the first unit in the US Army, Active or Reserve, to receive this training in January 1997.

The 316th Military Police Detachment (CID) is currently acquiring SARSS hardware, software and "fly-away" boxes that allow CID agents to poll logistics centers around the world. When discrepancies are noted, a report of investigation may be initiated and agents sent on location to conduct an in-depth investigation. If all goes as planned, agents from the Bell, CA, unit will begin using their newly gained technical expertise by June 1997.

The success of future military operations will depend in large measure on the US Army's ability to get quality supplies to the combat soldier in the right amount and on time. The new logistics security training of the 316th Military Police Detachment (CID), along with the investigative equipment to be fielded, will enhance the Force XXI Army and allow CID agents to serve as vital combat multipliers by ensuring the systematic integrity of logistics supplies from the manufacturer to the foxhole.

CPT Burt D. Moore is the US Army Reserve Commander, 316th Military Police Detachment (Criminal Investigation Division), Bell, California. He holds an associate of arts degree in criminal justice from Los Angeles Community College, a bachelor of arts degree in criminal justice from the University of South Florida, a doctor of jurisprudence degree from Stetson Law School, and is currently completing a master's/doctorate degree in public administration and international business from Century University. As an enlisted soldier in the Military Police, CPT Moore attended Military Police School, Traffic Accident Investigation School, PNCO, and ANCO. He received his Reserve Officers' Training Corps commission in 1983. He is a graduate of Airborne School, the Military Police Officer Basic and Advanced Courses, the Transportation Officer Branch Qualification Course, the Quartermaster Officer Advanced Course, Combined Arms and Service Staff School, and Phases 1, 3 and 4 of the Associate Logistics Education Development Course. He is presently employed as an attorney for the Fair Housing Council of San Diego, California.



This Force XXI symbol appears in the *Quartermaster Professional Bulletin* to identify information that shows how soldiers are transforming America's Army to meet the challenges of the 21st Century. America's Army is a seamless team of active, Army National Guard and US Army Reserve soldiers, civilians and their families. Currently, the Army is redesigning its fighting forces and reengineering its sustaining base. In the Army's tradition of selfless service to our nation, the Quartermaster Corps is refining doctrine and leveraging information technologies to make the Army of the 21st Century a reality today.

PLL Policy: Changing at the Speed of Velocity Management

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In 1990 the Army Materiel Command had nearly \$60 billion in inventory above the unit level. Yet, with all that inventory, too many operational commanders did not have the stocks they needed at the right place and time. Now, tight budgets do not permit the buildup of massive inventories. Velocity will have to replace mass. — *Velocity Management Training Support Package, January 1996*

Can new prescribed load list (PLL) initiatives successfully incorporate the requirement to reduce costly overhead tied up in PLL stockage with the combat imperative to get the repair parts where needed and at the time they are required?

New PLL policies aim to achieve this goal. PLL policy is changing rapidly in response to Velocity Management and tighter budgets that do not allow stocking massive inventories. Velocity Management, defined as the process of achieving higher efficiency through reduced stockage or overhead and faster information flow, affects the entire logistics system from the tactical to the operational and strategic levels.

Soldiers want to know; can the logistics system of the finest fighting force in the world today offer comparable service at comparable costs? [without jeopardizing mission capabilities] The Velocity Management initiatives are intended to meet this reasonable customer expectation. — *Velocity Management Training Support Package, January 1996*

Velocity Management is critically important to the soldier on the ground when the right PLL part at the right time can mean the difference between combat success or failure. Under the old PLL policy, according to DA Pamphlet 710-2-1 dated 28 Feb 94 in Supply Update 14, units were authorized to stock PLL "to support a unit's daily organizational maintenance operations." This was for a prescribed number of days of supply based on the average customer wait time (ACWT).

Units were authorized to carry up to 300 PLL lines. Demand-supported organizational maintenance items that were essential could be maintained with only one demand in a control period. Only three



demands within a control period qualified an item for more stockage. Other nondemand-supported items could only be carried when authorized by the first general staff level in the chain of command. An initial mandatory parts list (IMPL) was authorized for all active Army tables of organization and equipment units, US Army Information Systems Command (USAISC), and US Army Intelligence and Security Command (INSCOM) units.

An IMPL is defined as mandatory initial parts to support newly fielded equipment for a period of 24 months in order to establish sufficient demands. After the first 24 months, the item becomes demand-supported. Items that did not receive sufficient demands had to be turned in.

PLL Questioned

Under this policy, units maintained spares and repair parts as low as the company level to help expedite repairs of a unit's authorized equipment. While exceptions to this policy existed, most active duty units were bound by these PLL regulations. However, evaluation of the value and cost effectiveness of maintaining PLL continued to be questioned and monitored during many operations, along with other Velocity Management initiatives.

In our opinion, *Operation Just Cause* in Panama, *Operation Desert Shield/Storm* in Southwest Asia, and *Operation Restore Hope* in Haiti uncovered two major shortcomings to stockage of unit PLL. These shortcomings were identified as the overhead cost of PLL at the wholesale level coupled with the excess stockage of PLL at the retail level and the redundancy of stocking like parts in unit PLLs and in the supply support activity (SSA) authorized stockage lists (ASLs).

First, the overhead cost must be considered. One Army study in 1993 determined that the Army can

no longer afford to meet Class IX (repair parts) requirements with the present policy of highly decentralized supply support. Maintaining excess stockage of PLL in the unit PLLs and SSA ASLs ties up money that can be used elsewhere in the supply system.

PLL Redundancy

Units within a battalion or larger unit with similar equipment tend to stock the same items on their individual PLLs. This redundancy causes separate units to transport the same items, unit-level PLL clerks to manage the same items, and generally requires units to stock more of the same items than necessary for maintaining the unit's equipment. This results in excess stockage. In light of these problems, PLL continues to undergo rapid changes in policy to determine the most cost effective and efficient way to ensure that PLL parts are available when, where and in the proper amounts needed.

Through the use of Velocity Management, senior managers at the corps support command level experimented with the elimination of PLLs for supported units. This elimination resulted in a \$38 million savings. With that savings in mind, the ASLs were increased in quantity rather than additional lines to compensate for the increased demands. The units with their PLL eliminated only ordered requisitions against 20 percent of their previously stocked PLL lines. This illustrates that 80 percent of PLL being carried by units is overhead that can be used elsewhere in the supply system.

82d Airborne OST Reduction

Data from the 82d Airborne Division, Fort Bragg, NC, shows this division has reduced order ship time (OST) to 9.9 days. The customer requests a part through the Unit Level Logistics System-Ground (ULLS-G), Standard Army Management Information System (STAMIS), which is sent to the Standard Army Retail Supply System-1 (SARSS-1) STAMIS system. For 80 percent of the time, the ASL has the part in stock. Parts can be delivered to the customer within 24 hours if units drop off computer disks several times a day. The 9.9 day OST reflects the 20 percent of parts not stocked in ASL and sent higher to be filled.

Within a corps, the SARSS-1 will send a request to the SARSS-2A manager who has asset visibility of other SARSS-1 systems. If the part is in stock within that corps, a materiel release order is cut for a referral. If the part is not currently stocked within the activity, the request is forwarded to the corps materiel management center and sent to the wholesale level to be filled.

At the 82d Airborne Division, 1.6 days are used as an average request processing time and 1.1 days for receipt processing time. The remaining 7.2 days of the total OST are for transporting the parts from wholesale to the central receiving point or SSA.

Communication and Transportation Vital

The communication systems and transportation assets are vital in this process. Communications include managers talking to managers and computers talking via modems to computers. Without this communication, request processing time increases and asset visibility is severely reduced. The transportation link guarantees that parts reach the customer when needed. Managers look at cost and time to get the part to the customer. This means determining the method of delivery to use: line-haul or commercial delivery services such as Federal Express.

Because technological improvement resulted in better asset visibility and management, PLL policy was updated again. According to the unclassified message, PLL Management 8 Jul 96, the current PLL policy is as follows:

PLL stockage for demand-supported items is based on prescribed number of days of supply based on the average customer wait time (ACWT), now 10 days. The total number of lines on the PLL will not exceed 150 lines (formerly 300 lines). For PLLs currently over 150 lines, this change becomes effective in 2d Quarter, FY97 when the STAMIS change is fielded to ULLS-G.

This PLL policy helps to reduce overhead and excess stockage.

Six demands within a control period qualify an item to be retained and nine demands in a 180-day control period to be added for stockage. Stockage of nondemand-supported unit maintenance parts in PLLs must be approved by the first general staff level in the chain of command. Stockage of nondemand-supported repair parts is limited to no more than 10 percent of the total lines stocked in the PLL. This change was effective immediately.

The requirement for mandatory stockage of repair parts as identified in an IMPL has been eliminated. Initial stockage of repair parts in PLLs for newly introduced end items has been eliminated. Newly introduced end items will be supported with stockage of support list allowance card (SLAC) deck

repair parts no lower than the ASL level. These changes will be incorporated into AR 710-2 and published as part of the unit Supply Update 16. This policy also includes exceptions for special units addressed in a more recent PLL update.

The latest PLL Management message of 13 Aug 96 establishes specific PLL management criteria for major Army commands with special missions, low-density equipment, and/or involvement in day-to-day joint operations. New PLL implementation guidelines provide exceptions to the previous policy and include aviation units, US Army National Guard units, US Army Reserve units, USAISC, US Army Space Command, INSCOM, and US Army Medical activities. Because these exceptions do not affect most active duty units, most units will see significant reduction in their capacity to maintain and select items for PLL stockage.

The objective of PLL management should be based on parts on hand required to sustain end items during combat. The Army's senior leadership has implemented several goals introduced in the 1994 edition of the Department of Defense Logistics Strategic Plan.

One of these goals is...to reduce the time elapsed from the release of a customer's order until receipt at an installation within CONUS to five days. A second goal is to further reduce that to 72-hour delivery by 1998.
— *Velocity Management Training Support Package, January 1996*

To some units with a current 20-30 day OST, that may seem unrealistic. However, with improvements in STAMIS and the introduction of Total Asset Visibility, along with aggressive leadership management from the top down to the clerk in the warehouse, this system can and will improve operations.

Logisticians Must Revise Thinking

The future management of these logistics policy implementations must rely on velocity and responsiveness to get the repair part from the depot to the customer on an accelerated OST while remaining efficient and affordable. Policy changes for PLL stockage are likely to continue. This places new demands on logisticians who must continue to accurately estimate needs before the needs become critical requirements.

Logisticians at all levels must revise their current way of thinking. The old saying, "it is better to have and not need than to need and not have," may not apply under proposed revisions to PLL. This includes the possibility of PLL elimination. The days of living off excess and carrying PLL are becoming a policy of the past. Today, logisticians must embrace a responsive system that can remain flexible to support contingency operations while sustaining the soldier in the field.

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 96-11/12 at Fort Lee, Virginia.



These articles on logistics and the Army's changing supply system were written by Quartermasters in the Combined Logistics Officer Advanced Course (CLOAC). As part of their branch-specific requirements, Quartermaster officers contribute to their professional bulletin.

Selected articles now appear on the Quartermaster Home Page on the World Wide Web computer Internet. Access by typing: <http://lee-dns1.army.mil/quartermaster>. Also, use the Logistics Links of the Center for Army Lessons Learned by typing: <http://call.army.mil:1100/call.html>.

Automatic Identification Technology— Distribution

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CPT Oscar D. Lozano-Aguila

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What has the Army done since *Operation Desert Storm* when logisticians were forced to open over half of the 40,000-plus containers shipped to Southwest Asia to determine what was inside, who the contents belonged to, and where the container was going? What steps have been taken to ensure that over 250,000 US Air Force 463L pallets will not be deployed again without documentation, as was the case in the early 1990s?

How will the logistician answer those common questions asked by every commander: "Where is it and when will it be here?" The answer: use automatic identification technology to identify, track and route the materiel to the right destination.

Bar Code Technology

Since *Operation Desert Storm*, one solution is to eliminate the need for filling out paper work. A logistician can scan a military item like a cashier at a supermarket, for example, to save time and process higher volumes of supplies. This helps ease bottlenecks at supply points and ports of entry. Technology can do the paper work.

The ever-present bar code has done wonders for Army and Department of Defense (DOD) accountability since its beginning in the early 1980s. The bar coding starts at the time of procurement and continues throughout every step of the logistics chain. The bar code ensures accountability from the time a depot receives an item to the receipt and use of the item by the end user. Increased readiness posture is a direct result of bar code usage.

What exactly is a bar code and how does it work? The DOD uses two types: the linear bar code and the two-dimensional bar code. The linear bar code consists of a series of parallel, adjacent bars and spaces. The predetermined width patterns determine what the bars say. Most people are familiar with this linear bar code in the supermarket's Universal Product Code (UPC). However, in the DOD, Code 39 is the choice for linear bar codes. Code 39 allows for letters, symbols and numbers in a context of about 30 characters. This allows encoding of national stock numbers (NSNs) as well as contract and requisition numbers. For encoding great amounts, the answer is the two-dimensional bar code.

The DOD adopted the Portable Data File (PDF-417) as the standard two-dimensional bar code for logistics applications. PDF-417 can hold 1,850 char-

acters in an area of about 2 by 3 inches. Not only does PDF-417 have greater data capacity, but also built-in redundancy so that a damaged bar code can still be read. A scanner can read as little as one-fourth the size of the original bar code. Also, PDF-417 can store text as well as graphics. This is the case with the new military identification cards for active duty personnel, where the back side contains encoded text data and an encoded photograph.

Accuracy is critical in inventory and logistics systems. Optical scanners may only misread bar codes after nearly three million scans. By comparison, a data entry clerk will make a mistake for every 300 keystrokes. The bar code has increased Army accuracy in accounting procedures.

Optical Memory Card

Another method adopted by the Army to reduce the large amount of paper work traveling with a shipment is the optical memory card. This optical memory can reduce a manifest to a small card that can be read automatically.

The size of a credit card, the optical memory card has more than four megabytes of storage capacity. The card uses the advanced technology of writing and reading with light. In normal use, the optical memory card is written and read by an optical card reader/writer device connected to an IBM-compatible personal computer. The card is inserted into the reader/writer, where a low-power beam of laser light records or reads the data spots.

Automated Manifest System

Used with the Automated Manifest System, the optical memory card reader transfers manifest information from an optical memory card into a local database. The laser reader/writer allows complete processing of a manifest, regardless of size, before the shipment is downloaded from its carrier. Once processed through the reader/writer, the manifest is then inventoried before appropriate action against discrepancies in shortages and overages.

The optical memory card goes undetected by magnetic or electrostatic fields. This helps make the card highly secure. The card can be updated at any time, but the information is not erasable. This ensures cumulative data retrieval of all recorded information. To increase security measures along with the non-erasable measures, the information placed on

the memory card can display such features as fingerprints, access codes, and digital photographs.

Any information that can be digitized can be stored on an optical memory card. With capability of storing 1,200 pages of typewritten text, the optical memory card is an exceptional storage medium for large volumes of information.

Radio Frequency Technology

The Army's goal of Total Asset Visibility has made its presence felt in the supply system through the radio frequency technology system. This system is a configuration of devices designed to track supplies from point of origin to destination. The devices involved in the system are the radio frequency tags, the interrogator, a 486 central processing unit (CPU), and satellite or wire transmission devices.

The tag has a radio receiver/transmitter, microprocessor, and a memory chip. The tag measures roughly 4 inches x 2 inches and can store 128K of data. This tag operates on a radio frequency of 433.92 MHz, comparable to a garage door opener.

The saucer-shaped device called the interrogator weighs 6 pounds, is 12 inches in diameter and 6 inches tall. It emits radio waves at 433.92 MHz, which is the same as the radio frequency tag. The radio wave is transmitted every six seconds and ranges over 600 feet.

The 486 computer, located with the interrogator, transmits the information received from the interrogator. Wire transmission is the preferred way to transmit, but satellite can be used where telephone lines are not developed.

Electronic Supply Tracking

These devices used with the radio frequency tag result in the ability to track supplies electronically. The tag, loaded with an inventory of the cargo, point of origin, destination, and an identification number, is placed on the container. The cargo passes an inspection point where the interrogator reads any tag in range. The tag answers with its identification number and a date/time/group. This information is sent to a US Department of Transportation center in Cambridge, MA. The information is processed into the database, establishing when and where the tag was updated. The interrogator sends information to the transportation center on an hourly basis.

The information is continually updated each time a tag passes an inspection point. The database

is closed when the tag passes the final inspection point. The database at the transportation center interfaces with the Army Materiel Command's Logistics Support Activity through the Total Asset Visibility system, the Logistics Intelligence File, the Global Transportation Network, and a regional server located at US Army Europe.

Operators can consolidate information such as inventories of Sea-Land containers and transfer all of that data onto a radio frequency tag for storage. The operator transfers the data onto a tag with the use of a "burn station" or a tag-docking station. The "burn station" transfers data through the use of radio waves while the tag-docking station transfers data directly through a cable connection. The CPU of the transfer device sends all of the data to Cambridge, MA, and to a regional server in Germany via computer modem or a satellite or commercial telephone lines.

CPUs located at supply support activities (SSAs) can collect data from interrogators at local inspection points and "burn stations" within the SSA. They can also send this data to Cambridge and Germany. The system achieves Total Asset Visibility by maintaining and updating these databases.

Logistician's Job Easier

The new automated equipment is making the logistician's job easier. More accurate bar code technology is now being used at all of the Army's SSAs, cutting processing time dramatically. Radio frequency technology proved a success during *Operation Uphold Democracy* in Haiti.

Soldiers who need to find out where their equipment is or where a part is in the distribution system can track the item on their own computers. With the radio frequency tags, containers and all their contents can now be identified without opening the containers. Large folders of paper manifests are being replaced by a single optical memory card device. The new automatic identification technology significantly decreases the time that supplies need to wait for paper work and identification. Automatic identification technology is a powerful tool that is here to stay. It provides Total Asset Visibility and plays a critical role in reducing the wait for supplies.

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Joint Property Accountability for Humanitarian Operations

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Humanitarian operations are a fact of life for the Army logistician. Recent humanitarian missions such as *Operation Restore Hope* in Somalia in 1993, *Operation Uphold Democracy* in Haiti in 1994, and the most recent, *Operation Sea Signal* in Guantanamo Bay, Cuba, underscore the need for command direction of property accounting planning and procedures at the joint task force level.

Operation Sea Signal

For example, *Operation Sea Signal's* Joint Task Force (JTF) 160 did not have a functional property accounting team during the initial phases of the operation and continued to face many accountability challenges for property in a joint atmosphere. *Operation Sea Signal*, a humanitarian refugee mission which lasted nearly 24 months, had no established property accountability procedures for installation property until the last 90 days of the operation. Both the high volume of unaccounted property during the operation and the challenging task of regaining accountability for unidentified property at the end of the mission clearly demonstrate that establishing a joint property book section at the beginning of an operation is crucial.

As in *Operations Restore Hope* and *Uphold Democracy*, *Operation Sea Signal* required the coordinated effort of a variety of command elements. The operation, which began 18 May 1994, was initially under the command and control of the US Atlantic Command. Within weeks, however, the US Forces Command, the US Air Combat Command, the Marine Forces Atlantic Command, and the Navy's Atlantic Fleet had all contributed a bewildering array of installation and organizational equipment. A few of the mission-specific items of equipment included armored vehicles, freezers, ice chests, microwave ovens, televisions, videocassette recorders, furniture, wash basins, and morale, welfare and recreation equipment.

To complicate accountability even further, money in the commander in chief of the Atlantic Fleet (CINCANTFLT) contingency fund was used to purchase nonexpendable equipment as well as expendable and durable supplies. Installation (minor) property, supplies and equipment (other than rolling stock) were also purchased with CINCANTFLT contingency funds and delivered by strategic air/

sealift and supply barges. Each supply item also required some type of accounting procedure. However, with four different services operating in the immediate area, which procedure to use became the question of the day, every day.

The extremely high operations tempo (OPTEMPO) during the initial phases of *Operation Sea Signal*, the sheer volume of incoming supplies, the absence of a functional property accounting team, and the focus on immediate support combined with the lack of focus on property accountability resulted in an almost instant loss of accountability of incoming property. The situation was worsened by the dissimilar accounting procedures among the four armed services, the rapid rotation of supply personnel, and the lack of property controls at the central receiving point, onboard cargo vessels and at the airfield. To further complicate matters, some services began receiving equipment directly from their issuing component, rather than from any central issue point.

Blueprint for Commanders

To prevent repeating this less than stellar property accountability history, this article suggests a blueprint for commanders who need to establish property accounting procedures for a humanitarian mission by a JTF. The suggested blueprint includes protocols for the structure of the property book accounting team; a standardized process to request and receive operations equipment; a standardized packet of joint forms; guidelines for dividing command, J4, property book officer (PBO), and primary hand receipt holder responsibilities; and suggested methods for establishing inventory policies and outlining supply platoon functions.

This article assumes that an Army command element will be the major Department of Defense component conducting the humanitarian mission. Thus, the Army will control property for all services providing equipment to support operations.

The PBO. The PBO will work directly for the JTF's commander and under control of the J4. The PBO is an organizational element of the J4 staff and will operate independently of any subordinate unit.

The Property Book Team (PBT). Two property book teams will deploy immediately at the beginning of the operation. One team should be dedicated to accounting for installation property, the

other to accounting for organizational property. Each team should include at least eight joint-service personnel. The joint mixture is necessary in order for smooth accountability of property despite differences in service accounting procedures and standards. The following structure is suggested:

Property Book Team			
Team Member	Rank	MOS	Service
Team Leader	Warrant Officer	920A	US Army
Supply NCO	E6 - E8	92Y	US Army
Supply NCO	E6 - E8	3043	US Marine Corps
Supply NCO	E6 - E8	2SOX1	US Air Force
PBO Clerk	E3 - E5	92Y	US Army
PBO Clerk	E3 - E5	3043	US Marine Corps
PBO Clerk	E3 - E5	SK1	US Navy
PBO Clerk	E3 - E5	2SOX1	US Air Force
Installation Representative		Minor Property	Host Installation

(The installation property book team should mirror the organizational team with one exception. The host station should also include a property administrator to represent interests and maintain visibility over installation property being used to support the humanitarian operation.)

The Supply Platoon. The Class II/IV/VII supply platoon is an integral part of ensuring that property entering the theater is properly accounted for. Because of this responsibility, the platoon should be collocated with the PBO. All property, whether organizational or installation, will be taken from the central receiving point to the Class II (general supplies), IV (construction and barrier materiel) and VII (major end items) yard for a physical inventory to verify packing list contents before distribution. The supply platoon also will maintain informal accounting of both expendable and durable supplies.

Property Accounting Process

The joint property book section will use the Army's Standard Property Book System-Redesign (SPBS-R) to maintain accountability of property sent to support the humanitarian operation. To support the SPBS-R, units will use the following standardized packet of joint forms to process all required property transactions:

Joint Task Force Standard Property Accounting Forms	
DD Form 1348-1	DOD Single Line Item Release/ Receipt Document
DD Form 1348-6	DOD Single Line Item Requisition System Document (Manual Long-Form)
DA Form 1149	Administrative Adjustment Report
DA Form 1687	Notice of Delegation of Authority - Receipt for Supplies
DA Form 2062	Hand Receipt (Manual)
DA Form 2765	Request for Issue or Turn In
DD Form 362*	Statement of Charges/Cash Collection Voucher
DA Form 4697**	Department of the Army Report of Survey

* The DD 362 use is highly recommended as a way to obtain relief from property responsibility for lost or damaged equipment because this form compensates the government for the loss faster than initiating, submitting and finalizing a report of survey.

** A report of survey should only be initiated when all other means of relief from property responsibility have been exhausted. For a joint operation, the DA Form 4697 coupled with AR 735-5 (Policies and Procedures for Property Accountability) is the most user-friendly system for the required reports of survey.

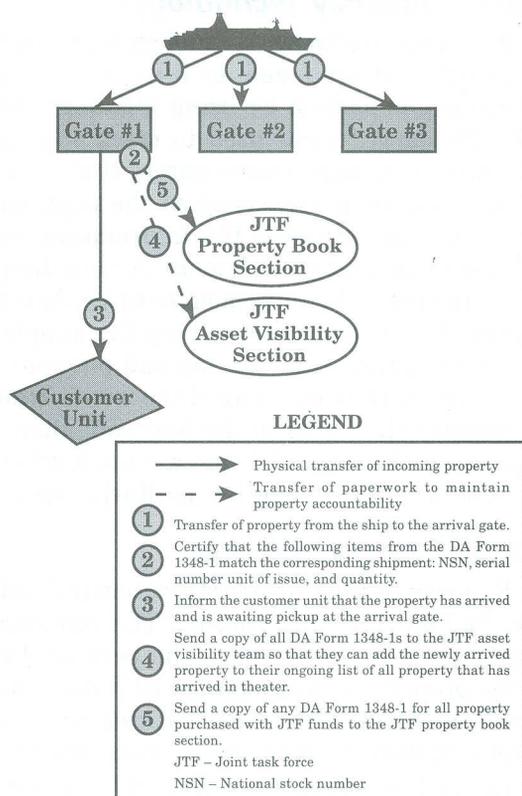
Equipment issue must involve the JTF comptroller and PBO in order to keep track of property transactions. To request equipment, the unit will use either DD 1348-6 or DA 2765 and submit it to the JTF comptroller. The comptroller takes the request to the supply support agency (SSA) that forwards the request to the inventory control point (ICP).

After receiving the request at the central receiving point (CRP), the transportation platoon will transport the items to the Class II/IV/VII yard. The supply platoon will conduct an inventory and send any reports of discrepancy. The PBO will contact the gaining unit (based on guidance from the J4) or the requesting unit (identified on the shipping document) and assume accountability for the equipment. The gaining unit will conduct an inventory at the yard with the PBO, sign a hand receipt, assume responsibility for the equipment, and add it to the unit's primary hand receipt.

Requests for installation property will also go through the PBO section in order to maintain accountability of equipment. When requesting items, the unit will turn in the request to the JTF comptroller for obligation of funds. The comptroller will take the request to the installation PBO and inform the host installation representative. The request will then be sent through the proper channels. Upon receipt at the CRP, the transportation platoon will transport the items to the yard. The host installa-

tion representative and installation PBO will conduct an inventory and assume accountability for the equipment. The gaining unit will conduct an inventory, sign for the property and assume responsibility.

Five Steps to Account for Inbound Nonexpendable Property



Supply Accounting Procedures

Immediately after activation of a JTF, the command will establish a property accountability standing operating procedure (SOP) for both organizational and installation property. The following paragraphs identify the primary issues and recommend general procedures to help develop a JTF property accountability SOP.

Command Policy. The command should publish a policy letter to make property accountability a priority before ever leaving home station. This letter should state that unit commanders will be responsible for property accountability.

Planning Sessions. The JTF commander should arrange recurring meetings with hand receipt holders to identify problems with property accountability and questions that commanders may have on

unit procedures to account for property. At a minimum, this meeting should be monthly.

Command Supply Discipline Program. The J4 establishes a Command Supply Discipline Program (CSDP) to standardize supply requirements. This program gives responsible personnel a single listing of all supply discipline requirements. Refer to Chapter 11 of AR 735-5 for guidance.

Hand Receipt Procedures. Primary hand receipt holders (PHRH) will equal the person's authority and position. For example, a company commander will be the PHRH for his unit.

Inventory Procedures. To prepare for deployment to the area of operations, unit commanders must conduct a 100 percent physical inventory of organizational (modification table of organization and equipment or MTOE) equipment that will be sent in support of a unit's mission. A hard copy or a diskette of the equipment listing must be taken with the deployed unit and given to the PBO upon arrival in the theater.

For example, Army units must conduct a unit transfer of equipment from the home station PBO to give the JTF PBO. This enables the JTF PBO to build the SPBS-R operating system and establish accountability over all supplies. Also, the US Army Materiel Command's Logistics Support Activity will be automatically informed of the unit deployment from the Continuing Balance System—Expended (CBS-X) report.

Supply Platoon Responsibilities. The Class II/IV/VII supply platoon's role is critical to property accountability for a humanitarian operation. As the JTF's consolidated receiving point, the platoon will capture accountability for all equipment coming into the operation.

Generally, the supply platoon will work with the receipt and issue of equipment in this manner:

 The Class VII supply platoon will be located with the PBO. All property whether organizational or installation, will be taken from the CRP by the supply platoon to the Class II, IV and VII yard for a physical inventory to verify packing list contents. If necessary, reports of discrepancy will be initiated.

 The supply platoon must maintain informal accounting of expendable and durable supplies. The DD Form 1348-1 will identify the equipment's end user.

 If an end user is not identified, the J4 will inform the PBO and supply platoon that will receive the gear based on mission analysis and task force priorities.

-  The PBO will contact the appropriate unit.
-  The gaining unit will conduct an inventory at the yard.
-  The equipment is picked up on the property books with DD Form 1348-1 as a supporting document. At this time the PBO assumes accountability for the equipment.
-  The PBO issues the equipment to the gaining unit.
-  The unit commander or primary hand receipt holder signs for the property on his hand receipt, assuming direct responsibility for the property.
-  Hand receipt holders will physically conduct monthly 10 percent and sensitive item inventories. All installation property should be recorded by serial number for management purposes. Hand receipts will be updated on a monthly basis. Commanders are responsible for accounting for expendable and durable supplies. Event-oriented inventories include change of responsible officer, change of accountable officer (PBO), and command-directed inventories. Each requires sufficient time for proper and accurate inventories.

Loss Adjustment Procedures. Discovery of a discrepancy loss requires relief of responsibility for the primary hand receipt holder. The preferred method of obtaining relief of responsibility is the use of the DD Form 362 (Cash Collection/Statement of Charges). If the person responsible for the loss of equipment does not admit liability or if AR 735-5 prohibits the use of DD Form 362, the PBO must initiate a report of survey immediately.

Redeployment Procedures. Before redeploying to home station, each person must clear the property book section. This is necessary to prevent hand receipt holders from departing the area without either clearing hand receipts or conducting a proper change of responsible officer inventory.

Joint Property Accounting Team

As US forces become more involved in joint operations, a foundation must be established to account for property from the various branches of military

service. The foundation is the joint property accounting team. These teams will enable commanders of deploying units from all branches to better account for property and equipment upon arrival in the area of operations. In the past, the greatest concern was tracking property and equipment in transit from origin to destination.

Radio Frequency Technology

Now, radio frequency technology traces and identifies cargo and equipment as it moves through the transportation system by using intransit visibility (ITV). Primary devices used to track supplies are radio frequency tags, interrogators that emit radio waves at the same frequency as the tags, and 486 computers that transmit the information received from the interrogator equipment. A radio frequency tag is attached to the equipment or cargo. As it passes through the various points along the supply pipeline, interrogators read the tag and pinpoint its location in real time. The data read from the interrogator then goes to the host computer. Radio frequency technology will increase the level of property accountability during humanitarian operations.

The '80 Percent Solution'

However, automatic identification technology is only the "80 percent solution." The remaining 20 percent stays in the hands of the personnel receiving the property and equipment as it arrives in the area of operations. Although tracking property and equipment during transport is necessary for effective power projection, who will process it once it arrives at the destination? The answer: joint property accounting teams composed of representatives from each branch of military service. Property accountability is a discipline that can succeed with command emphasis. Proper planning, researching, executing and enforcing by the command will minimize the loss of government property during joint humanitarian operations.

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Practical Application of the Unit Level Logistics System-S4

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The Army developed the Unit Level Logistics System (ULLS)-S4 to meet the growing need for high-speed automation and information tracking. The logistics information available to commanders and staff officers at all levels is overwhelming. Customer units must track requisitions, manage supplies, make financial forecasts, assess the status of maintenance support, and prepare to deploy their units. Customer units do all of this manually, while most of their supply support activities are automated.

ULLS-S4 Armywide Fielding

The family of ULLS programs helps the customer unit keep up with current automation technology and also speeds up rapid data collection, information processing, data analysis and dissemination of logistics information. The latest addition to the ULLS family is ULLS-S4.

In April 1996, ULLS-S4 received Department of the Army approval. This made ULLS-S4 an official Standard Army Management Information System (STAMIS). It is currently being fielded Armywide. The ULLS-S4 requires the following computer hardware and software: a 486 computer (Microsoft-disk operating system (MS-DOS) capable), 16 megabytes of random access memory (RAM), a video graphics adapter (VGA) color monitor, 5.25 and 3.50 floppy drives, a compact disk-read only media (CD-ROM) drive, a backup tape drive, a dot matrix printer, a modem, and the ULLS-S4 software program.

Functions and Capabilities

The functions and capabilities of the ULLS-S4 focus primarily at the company level. However, there are also functions at battalion and brigade levels. The ULLS-S4 consists of six major functional areas: supply, hand receipt, component list, budget, utilities, and tutorial.

Supply. The ULLS-S4 supply function maintains the unit's property accounting through an automated data process. For example, when ordering supplies, ULLS-S4 edits the request, updates the document register, and records the demand. It allows the operator to submit requisitions and provides the commander with management reports. These reports include the commander's exception report for high-dollar and high-priority requests, and the financial transaction listing.

The supply function also allows the commander to review the ledger/sub-ledger report to see if funds

are available before initiating a request. The supply function automatically updates all open requests on the document control register with current logistics status. It also posts transactions and produces automatic follow-ups at timed intervals.

The ULLS-S4 also can edit transactions using an internal catalog function. ULLS-S4 quickly accomplishes these tasks while maintaining sub-hand receipt accounts for the unit commander.

Hand Receipt. The hand receipt function uploads current property data (via disk) from the property book officer (PBO) using the Standard Property Book System-Redesign (SPBS-R) computer system. This interface with the PBO enhances the unit commander's ability to maintain 100 percent accountability of the unit's property. Through an automated process, the ULLS-S4 creates and maintains sub-hand receipts at the unit level and provides component listings of the end item. As a result of the property download from the PBO, a change candidate report will alert the commander to differences between the unit's property accounting and the PBO's books. Also, ULLS-S4 can produce a component shortage report for use as a shortage annex and an asset visibility report. This report provides the commander with the location by sub-hand receipt of all property assigned to the unit.

Component List. The component list assigns direct responsibility of an end item to a hand receipt holder. The component list function also generates an excess report to identify all excess by sub-hand receipt holder. This report helps commanders identify excess that requires turn-in, and notifies the sub-hand receipt holder of all components with a replenishment flag of "T" (requiring turn-in). Finally, it provides a component shortage report to identify current shortages to components of end items. The system flags a shortage component with a code of "R" if that component is eligible for replenishment. The ULLS-S4 automates all of these hand receipt processes and saves the unit time.

Budget. The budget function establishes and maintains budget-related files. The ULLS-S4 can review the financial transaction listing and ledger/sub-ledger for expenditure accounting. This budget function automates the allocation, tracking, updating and reporting of budget information. It establishes budget accounting codes (BAC) and budget ledgers for tracking all elements of a unit's operating budget. The send/receive budget data feature al-

lows units to send expenditure and budget data between battalion and brigade headquarters.

Utilities. The utilities function manages and provides support to the system. This function provides system and database backup. These functions are critical to the continuity and maintenance of operations for the ULLS-S4. If used correctly, this utilities function will prevent the loss of critical management data.

Tutorial. The tutorial function is computer-based training within the ULLS-S4. It provides sustainment and refresher training to current and potential operators. The tutorial program is not intended as the sole source of training for the ULLS-S4 operator. Resident school training is still the preferred method to teach new soldiers. The ULLS-S4 tutorial program enhances the system by allowing the operator to sustain proficiency with ULLS-S4. The tutorial function has an easy-to-use, menu-driven system that interfaces with many other Army STAMISs.

STAMIS Interface

The ULLS-S4 interfaces with the SPBS-R, ULLS-Ground and ULLS-Aviation (financial data only), and the Standard Army Retail Supply System (SARSS) by disk, hard copy printout, and modem. The use of telecommunication lines for data transfer has three benefits. The ULLS-S4 system allows (1) faster data turnaround from point of departure to point of receipt, (2) uses the Blocked Asynchronous Transmission (BLAST) communications software to transmit data, and (3) eliminates the need for disk transfer.

Follow-on Applications

Although ULLS-S4 interfaces provide many logistics capabilities, and ULLS-S4 interfaces with other STAMISs, there is still room for improvement. Many other logistics functions are planned for subsequent fielding. These include processing ammunition requests, conducting property inventory and adjustment functions, and accounting for personal Organizational Clothing and Individual Equipment (OCIE). The ULLS-S4 will prove to be the ultimate logistics STAMIS with the addition of logistics planning functions and unit status reporting.

At the battalion and brigade levels, the ULLS-S4 will provide battalion hand receipts, asset visibility by unit identification code (UIC), materiel status reports, unit status reports (USRs), property adjust-

ments, and financial management. The system will also assist staff planners with basic load and movement planning. The ULLS-S4 will cover virtually every aspect of the logistics operational requirements.

Challenges

Even though more capabilities are planned for the future, field units have encountered some pitfalls with the current ULLS-S4 functions. For example, when a unit is requisitioning against a component list, the existing component list is sometimes overwritten. This results in the loss of data within the component list file. The only correction is to rebuild the component listing manually.

Also, the ARMYLOG does not work interactively with the ULLS-S4. The operator must exit the requisition process, log out of the ULLS-S4 program, access the ARMYLOG database, log back into the ULLS-S4 program, and then re-enter the requisition process from the beginning.

Among other problems with the ULLS-S4, the budget processes contained within the ULLS-S4 system do not interface with the Army's primary financial management tool, Tactical Unit Financial Management Information System (TUFMIS). In effect, the Army has two STAMISs that provide critical budget information to commanders and staff officers at different echelons (division down to company), but the two STAMISs cannot exchange information. These ULLS-S4 "growing pains" will undoubtedly be corrected in future upgrades.

However, the ULLS-S4 provides an accurate hand receipt trail from the PBO to the unit commander down to a sub-hand receipt holder. It automates the company supply room, battalion and brigade S4 functions and allows unit supply rooms to respond quickly and accurately to multiple requirements. It gives PBOs, staff officers, and commanders accurate transfer of data; increases asset visibility; and reduces mistakes in information processing and communication. The ULLS-S4 is currently fielded throughout 30 percent of units based in the continental US and is scheduled for fielding in Army Europe and other overseas units by 1998. The ULLS-S4 is a valuable asset that will carry the Army's unit-level supply room into the 21st Century.

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 96-11/12 at Fort Lee, Virginia.

Computer-based Training: The Graphical User Interface

Pete Thibodeau

Computer-based training is a proven method for delivering high-impact, cost-effective instruction. The US Army Quartermaster Center and School is working in partnership with the US Army Combined Arms Support Command, Training Directorate, Applied Technology Team, at Fort Lee, VA, on visual element design and development standards for the graphical user interface. The partnership is using state-of-the-art authoring technology, storyboarding techniques, and digital storytelling to design comfortable, positive learning environments so the Quartermaster soldier can learn through meaningful scenarios and activities. A soldier's retention increases substantially as the subject matter becomes more meaningful and nonthreatening to the student.

Standard for Interactive Courseware

Creating multimedia takes more than just the right hardware and software. Because soldiers will be relying more and more on computer-based training, the interactive courseware developer should establish and follow a set of specifications. These specifications will be the standard throughout the preparation, design and development of the graphical user interface used for each interactive course or lesson.

(This author has limited the focus of his article to visual element considerations associated with the use of video, graphics and animation, text, and interactivity.)

Video

Video can be significant in developing interactive courseware. Considerations when using video include the following:

- * Use long, medium and close-up shots to establish a visual introduction. Use the close-up to get the soldier's attention and hint that the video is important. Use a longer shot to fix frames of reference. The developer should not use static shots.
- * Use the zoom-in to focus the soldier's attention on a specific object or area while keeping visual bearings at the same time.
- * If introducing something new, focus on the object or area long enough to allow it to register with the learner.
- * Make sure that the video has no distracting movement and that the object or area of focus is

well-lighted. The soldier's eye will naturally focus on the lighted area and the movements in the video.

- * Consider these video formats: a "walk-through" a facility or event with an off-screen narrator, a "talking head" for lectures, "show and tell" when demonstrating, interviewing, a talk show format, a panel discussion, or a simulation.
- * Design a "first-person" simulation that permits the learner to perform steps or activities as closely as possible to the actual situation, such as operating a piece of equipment. The first-person method helps transfer from training to performing on the job.
- * Use audio *and* video together to help reinforce learning because the learner uses the two senses of hearing and seeing. The two pieces (audio and video) must be related. Ensure that the visual relates to the content and that each visual image ties in directly to the video. The delivery of irrelevant or inappropriate visuals will confuse the learner.
- * Show future events or the consequences of inappropriate performance, such as a disaster caused by human error after improper packing of a parachute, before instruction. This will teach the soldier about dangerous outcomes associated with unacceptable performance and will encourage the learner in acceptable behaviors or practices.
- * Finally, use video rather than still photographs if the content requires movement to clearly portray the teaching point.

Graphics and Animation Considerations

Graphics and animation can also enhance learning. Considerations for designing graphics and animation include the following:

- * Use graphics or animation when a realistic presentation such as video may overburden the audience with too much detail, the conditions or problems to be depicted occur so infrequently that video is not practical, or explicit details are necessary. Video often has lower pixel density than graphics and often cannot show as much detail.
- * Use graphics to help reduce inapplicable details and to highlight key information. Perhaps use video with a video clip (together) or following a graphic delivery.

- * Avoid the use of biases or stereotypes in your graphics or animation. The use of biases or stereotypes of gender, ethnic groups and religion, for example, is debasing and distracting.
- * Use humor cautiously and only if it helps to increase learner interest and to promote recall. Learners recall sensational or humorous information better and can be motivated by it.

Text

Text presents the content and/or highlights certain information. Considerations for text include the following:

- * Limit the amount of text on the screen: it is more difficult and takes longer to read text on a screen than in print. People read text on a computer screen at a rate 28 percent slower than reading from a book.
- * Position text appropriately. Regular text should be justified only at the left margin. Center headings and titles. Do not hyphenate words at the end of a line.
- * When formatting screens, use the following techniques:
 - Provide a generous amount of white space to separate blocks of information.
 - Use headings as content summaries and navigation aids.
 - Convert sentences containing serial items to lists.
 - Organize complex information into tables to help learners integrate program content.
 - Reserve the use of all upper case letters only for adding emphasis and for titles.
- * Attention-getting techniques include the following:
 - Limit the highlighting or boldfacing to 10 percent of the screen display.
 - Reserve italics for titles or headings.
 - Use reverse video or blinking with discretion. At no time “blink” text to be read.
 - Make use of mixed type sizes or fonts to contrast screen components.
 - Use no more than one attention-getting technique per screen display. Keep in mind that overly saturating the screen will reduce the effectiveness of the attention-getting technique.
- * Verify the appropriateness of the colors used for text under simulated presentation conditions. The clarity of colors used for text will vary depending on such factors as the color of the text against the screen background colors, lighting of the rooms where the interactive courseware

work stations are located, as well as the closeness of students to the screen.

Interactivity

The development of the interactivity options requires the developer to make sure the learner is in control of the learning environment. The following are considerations in interactivity design:

- * Break down the content into small units. Build in questions with positive and negative feedback. Allow the soldier the time to review sections and provide a summary of the material presented for a unit of instruction. Alternately and randomly moving from content to practice to summary keeps the soldier from becoming annoyed and helps the learning process.
- * Provide opportunity for interaction at every three to five screens or one screen per minute or two. Avoid building an overpriced electronic page-turner.
- * Ask questions immediately following the content. The questions should be based upon previously acquired knowledge. Jumping right into the next content area without asking questions is monotonous to the learner.
- * Ask questions that allow the soldier to use what has been learned rather than memorizing and reciting answers.
- * Use questions often. Questions sustain soldier attention by keeping the student involved in the learning process.
- * Consider designs where the learner is not presented with information in a linear format. Instead, allow the soldier to discover information through active exploration in the program. With some tasks such as problem-solving, learning through discovery promotes understanding and retention because new knowledge is linked to existing knowledge.

Researchers have shown that the design of the human-computer interface can make a substantial difference in learning time, performance speed, error rates, and user satisfaction. Researchers have also proven that computer-based training can teach content at least as effectively as traditional instruction. Moreover, well-designed media can help soldiers gain more than from traditional instruction. The Quartermaster interactive courseware developer focuses on the individual soldier, builds in active participation and provides both positive and negative feedback.

Simplicity

The bottom line is *simplicity*. The US Army Quartermaster Center and School has invested a great deal in the technology to provide training opportunities to the individual soldier and the Quartermaster Corps. The interactive courseware developer owes it to the

Quartermaster soldier to provide only the most relevant courseware possible. Present the message, and only the message. Do not confuse the message with superfluous graphics, animation, sounds, colors or activities. Think *lean*. Make the goal presenting the message with as few textual and audiovisual stimuli as possible.

Pete Thibodeau is an Air Force retiree with 20 years active duty in training systems management and program and course development. He is currently an Instructional Systems Specialist and Interactive Courseware Developer with the US Army Combined Arms Support Command, Training Directorate, Applied Technology Team, Fort Lee, Virginia. He has had developmental assignments with the US Army Quartermaster Center and School in the Petroleum and Water Department, Program Integration Office and Staff and Faculty Development; the US Army Logistics Management College; and the US Army Combined Arms Support Command, Training Directorate, Transportation Team. His civilian education includes an associate of science degree in instructional technology, Community College of the Air Force; a bachelor of science degree in social psychology, Park College, Missouri; and a master of science degree in administration/human resource development, Central Michigan University. He also is a recent graduate of Army Management Staff College.

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Petroleum Automated Planning Aid

The Advanced Petroleum and Water Division (APWD), Petroleum and Water Department, US Army Quartermaster Center and School, recently acquired one of only three existing Petroleum Automated Planning Aid (PAPA) systems. Designed to automatically plan pipelines in theaters throughout the world, the PAPA gives planners an "80 percent solution" on the design and cost of installing pipelines. Elements of the 240th Quartermaster Battalion used the PAPA to determine the feasibility of installing the Inland Petroleum Distribution System (IPDS) in Bosnia. Although IPDS was not deployed, PAPA drastically reduced the time required to conduct a feasibility study and perform cost analysis.

The PAPA consists of both hardware and software designed to convert military maps and elevations into a three-dimensional system that allows planners to select pipeline routes and petroleum terminal locations. The final PAPA product includes an elevation trace of the proposed pipeline route, as well as locations of pump stations and resources required to install the pipeline (overall costs, manpower, transportation and equipment).

During the Petroleum Officer Course, students are taught how to manually design pipeline systems. The APWD will continue teaching manual design, while incorporating PAPA instruction to show soldiers how to operate this outstanding new planning aid.

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The Spring 1997 edition marks the ninth anniversary of the *Quartermaster Professional Bulletin*. The following index references what the Quartermaster Corps printed in the Spring, Summer, Autumn and Winter editions for 1996. This quarterly publication focuses on keeping Quartermaster soldiers and Department of the Army civilians aware of emerging developments within the Corps. The staff once more thanks all the authors from throughout the world who submitted articles, graphics and photographs. Your support makes the *Quartermaster Professional Bulletin* a reality. If there is a topic you would like to see in a future issue or if you want to submit an article, please contact us by calling DSN 687-4382, (804) 734-4382, or by writing to **QUARMASTER PROFESSIONAL BULLETIN, USAQMCS OQMG, ATTN ATSM QMG B, 1201 22D STREET, FORT LEE VA 23801-1601.**

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Quartermaster Corps Accident Update for FY96 — Reductions but Still More of the Same

Michael L. Davis

In FY96, the Quartermaster Corps had another major reduction in total recordable accidents: a 17 percent reduction in total ground accidents across the board. In FY95, 299 Quartermaster accidents were reported. In FY96, 51 fewer accidents were reported, for a total of 248. Leader involvement, enforcement of standards, hazard control, attention to detail, and a team effort contributed to overall decreases.

Quartermaster Corps Recordable Total Ground Accidents

FY85	FY86	FY87	FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96
1,134	1,044	983	953	836	670	665	441	338	420	299	248

Although the total numbers of accidents decreased, the most common types of accidents remained basically the same. Army motor vehicle accidents represent the only area that a percentage increase and total raw number increase can be identified from FY95 totals. From FY95 to FY96, accidents in Army motor vehicles increased by 9 percent, from 22 percent in FY95 to 31 percent in FY96. Accidents in combat soldiering increased by 1 percent, from 18 percent in FY95 to 19 percent in FY96.

Five Most Common Quartermaster Corps Accidents

Type	FY90	FY91	FY92	FY93	FY94	FY95	FY96
Army Motor Vehicle	17%	25%	15%	16%	21%	22%	31%
Privately Owned Vehicle	17%	11%	16%	21%	16%	20%	17%
Combat Soldiering	21%	21%	21%	15%	18%	18%	19%
Sports	14%	11%	17%	18%	17%	12%	10%
Materiel Handling	8%	9%	8%	9%	11%	9%	6%

Total Quartermaster fatalities have also seen a reduction in total numbers (22.5 percent) from FY95 to FY96, but privately owned vehicles and Army motor vehicles still represent the two areas where most Quartermaster deaths occur. Also, wheeled vehicle accidents still account for most permanently disabling injuries suffered by Quartermaster personnel. Speed and fatigue are still the leading causes for vehicle accidents.

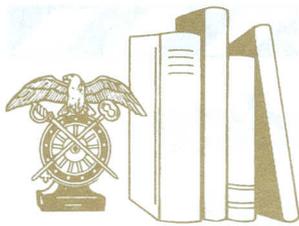
Total Quartermaster Fatalities — FY88 Through FY96

FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96
50	25	46	21	25	23	25	22	17

In FY96, 13 Quartermasters died because of accidents involving vehicles. Two sports accidents with two fatalities involved one hunting and one sky diving incident. One combat soldiering death involved a lightning strike on a soldier. A food preparation accident preceded the death of one soldier working with an M2 burner unit.

Safety involves the protection of the total force, personnel and equipment, on and off the job. Continued, active leader involvement from all levels, use of risk management by all personnel, and a team effort by everyone is essential for an effective safety program. *Remember, safety must remain at the top of our daily list of necessary work requirements so that important resources (personnel and equipment) are not lost.*

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



PROFESSIONAL READINGS

The Professional Readings section of the *Quartermaster Professional Bulletin* encourages the professional development of all Quartermasters. Titles are selected from the Quartermaster School Professional Reading List and the current Department of the Army Contemporary Military Reading List, as well as other notable sources. Short reviews from the field are always welcome. The following book reviews are excerpts from reports by recent graduates of the Quartermaster Officer Basic Course at Fort Lee, VA.

**Band of Brothers, E Company, 506th Regiment, 101st Airborne:
From Normandy to Hitler's Eagle's Nest**

Stephen E. Ambrose, Simon and Schuster: New York, 1992.

Stephen E. Ambrose is a skilled writer of military history who gives accurate and clear accounts of complicated events. His writing style is not only pleasant to read, but also easy to understand. Currently a professor of history at the University of New Orleans, LA, Ambrose has an academic career that includes many professorships in history at such institutions as Johns Hopkins University, US Naval War College, and Kansas State University.

In essence, the central thesis of this narrative focuses on the unique bonds forged by men thrown together by the winds of war. Without taking any stands or stressing any one point, the author describes how soldiers in E Company banded together and formed an interdependent unit in which these men were willing to die for each other. The story of these young soldiers' lives unfolds as Ambrose brilliantly weaves excerpts from their interviews into vivid descriptions of the lives they led in the midst of the horrors of World War II. The author allows for many comparisons with today's Army. In this age of automation and technology, the Army faces far different obstacles. As future leaders, we must take the example of the soldiers of E Company and work together for the benefit of the whole. When all is said and done, supplies are but a tool toward success. It is esprit de corps that drives us to succeed. We must therefore follow the example set by E Company, for they learned to accept one another and grew to respect what each represented.—*Ana Maria Bustos, Logistics Management Specialist, Office of the Deputy Chief of Staff for Logistics*

The Defense of Hill 781, An Allegory of Modern Mechanized Combat

James R. McDonough, Presidio Press: Novato, CA, 1993.

The author, a West Point graduate, is currently Director of the School of Advanced Military Studies at Fort Leavenworth, KS. He has written two previous books, *Platoon Leader*, chronicling his experience during the Vietnam War, and *Limits of Glory*, a book about the Battle of Waterloo. The author develops his thesis in *The Defense of Hill 781* through a LTC Always, the protagonist. LTC Always must learn that his success on the battlefield is because of the efforts of all elements and not just the Infantry. All personnel must have the objective in mind in order to take and hold the objective through a combined effort. The author tells LTC Always' story from the perspective that all leaders will or should learn this process.

COL McDonough, who wrote from personal experiences, has the protagonist realize that he must manage the repair of the equipment damaged in the battle and replace personnel wounded or injured in the battle. LTC Always discovers that he still has to work around the time limits set by the higher commands and must plan his operation orders with those things in mind. This book has a unique feature that can only come from fiction. When a soldier or a piece of equipment is killed or destroyed, the soldier or equipment is resurrected at midnight. Maintenance personnel repair a piece of equipment on the battlefield "in place" or at the combat trains as it would happen on a real battlefield. Also, for support operations, LTC Always consistently recognized the outstanding efforts of those supporting the operation, as does the author.—*LT Scott L. Robinson*



Supply Interns Attend OBC: What's A DAC?

Linda G. Douglas

Stanley A. Ehrenfeld

Juan C. Marrero

Mae Florence Walker

Greasham U. Pope

Deborah R. Gladish

We can see it coming when we walk into a public place. We start to notice at least one person “sneaking a peek.” Then he or she sneaks another peak, then another, until the urge just cannot be denied. Everywhere we go we encounter at least one inquisitive soul who looks at our BDUs (battle dress uniforms) and wants to know why we do not wear rank or what unit the “DAC” insignia represents on our uniforms.

DAC is the acronym for a Department of the Army Civilian. We like to think of our group of six civilians as “the chosen few” who have been selected to complete the two-year Logistics Management Specialist Intern Program being offered through the Outstanding Scholars Program by the Department of the Army. The truth is, we are just the first group of lucky individuals chosen for the logistics program now being managed by the Army’s Logistics Proponency Office (LogPro) at Fort Lee, VA. Requirements of the DACs in the program include 14 months of classroom instruction and on-the-job training at various US locations, including completion of an Officer Basic Course (OBC). OBC includes participation in physical training, weapons training, chemical warfare training, and field exercises.

The Quartermaster OBC, the first milestone in our training process, is behind us, and we are ready to go on to adventures at the School of Engineering and Logistics in Texarkana, TX. Another recent source of excitement was the completion of our “wish list” and assignment of our permanent duty locations (PDLs). Although we have approximately 10 more months of training before relocating to our various PDLs, this is a “BIGEE” for each of us.

In the midst of all the excitement, we had several days of on-the-job training in which to reflect on our experiences thus far. Each of us has our own perception of the good, the bad and the ugly that follows:

Linda Douglas: When I started the Quartermaster OBC, I was petrified even though I had been

told what to expect. I felt as though I was about to join the military! After putting on the uniform, I felt as though *I had* just joined the Army! The training was intense and challenging. I thought I had appropriate study skills to carry me through the course, but I soon realized that I had to adjust them if I were going to succeed in the program. The military training was rewarding. It taught us valuable lessons about discipline, confidence, teamwork, leadership and camaraderie. This program will help us become the managers that we are capable of becoming. It will help us grow professionally. Since going through this training, I have a better appreciation and understanding of the military.

Stan Ehrenfeld: I did not know what to expect after accepting the job as a supply management intern. I was very excited about getting a job so soon after college. I also had little time to think about my situation, and I needed to sort things out at home before I left. The program was new and involved two years of training with moves to different locations throughout the US. I did not have any problems with this aspect of the job since I would go to places such as Virginia and Texas. My first step began in Virginia with the Quartermaster OBC. This was my only concern. I had no previous experience with the Army and wondered how the course would be taught and how we would be treated as civilians in a classroom of officers. This turned out to be a legitimate concern because the first several weeks at OBC were overwhelming. I had so much to do and so little time. To add to the pressure, the instructors would use Army jargon and acronyms that I started to understand only after several weeks. This provided some relief and a sense of accomplishment for someone who had never experienced the Army. After completing the course, I now understand why it was required. I learned to look at the bigger picture. I learned that supply is more than just numbers, but people as well.

Juan Marrero: It all started at the end of Summer 1996. After visiting the Pentagon in Washington, DC, for a job interview with the federal government, I was pretty excited about the whole ordeal. Imagine, going to the Pentagon for a final interview! That in itself meant a great deal to me. Later, I found myself on my way to Fort Lee, VA, where I was going to meet others hired by the Department of the Army into the intern program as Logistics Management Specialists. Going back into the Army routine and lifestyle was not a big deal. Nevertheless, this time it was going to be different. I was going back as a civilian, a DAC. I felt confident, and psychologically, everything was under control. Attending the Quartermaster OBC—no problem. I had planned, coordinated and mentally executed the whole operation. The only thing left to do was to actually put the plan into practice. During the first week of orientation, my plan began to suffer drastic changes. Soon enough, I realized that I was in need

of more than a plan. Other aspects were essential and crucial, as well as their implementation, in order to keep up with the fast pace and rigorous training at OBC. I needed to be mentally and physically alert, very well disciplined, and capable of playing the follower role better than anyone else if I wanted to become the leader of anyone else. The Quartermaster OBC gave me the opportunity to realize that I became a member of an elite group of people who are preparing and looking forward to meeting the demands and changes of the 21st Century.

Florence Walker: What is the Logistics Management Specialist Intern Program? It is a two-year program in which a candidate completes the Quartermaster OBC, a wide variety of supply and maintenance courses, and extensive on-the-job training. Interns begin at the GS-7 employment level and end with promotion to GS-11 upon successful completion of required training. When I entered the program, I



Department of the Army Civilians or DACs in the Logistics Management Specialist Intern Program critique briefing charts for the Quartermaster Officer Basic Course.

was excited and scared. I had concerns about family separation, the physical training, firing of weapons, field training exercises, and wearing the military uniform. I had to consider my age. I was not 30, nor even 20, and my body was not in tip-top shape. I had not exercised in 10 years or more. Would my body be able to cope with a rigorous five-day-per-week physical training program? With lots of encouragement from family and friends, and my determination, I accepted the challenge. I have completed the first part of training: Quartermaster OBC. The course had both positive and negative aspects. The Logistics Management Specialist Intern Program has proven thus far to be rewarding. I am looking forward to the second part of my training at the School of Engineering and Logistics in Texarkana, TX.

Bud Pope: When told that I had been hired into the supply intern management program, I was excited and apprehensive. I was looking forward to starting my career, but also nervous about the unknown territory I was about to enter. The one-week orientation I attended before OBC helped prepare me for what was ahead. I was told by graduates to always keep a positive attitude and not to get overwhelmed. As I walked into the classroom in my BDUs and observed all the second lieutenants in uniform, I thought to myself, "I'm in the Army now!" The training was as physically and mentally challenging as anything I had ever attempted in my life. Some days I would go home thinking, "How am I going to get through this?" Then I would remind myself to stay positive and not get overwhelmed. Since completing the course, I can look back and feel a sense of accomplishment. The course helped me understand the importance of discipline and teamwork when working on any project with others. This course was a positive experience for me that I will never forget. As I face other difficult obstacles in my life, personally and professionally, I will always reflect on this experience and know that I can accomplish whatever comes my way.

Deborah Gladish: I, too, was concerned about being able to perform well in OBC, physically and scholastically. A grandmother sustaining a stringent physical training schedule? And the fast-paced units of instruction with two to four tests weekly? In spite of all that, I was determined to give it my best from the very first call informing me of the requirements for successfully completing the program. The long-term benefit so far outweighed the short-term

struggle, that I know I would never forgive myself if I did not take advantage of so great an opportunity. We were told that our OBC experience would give us a feel for what it is like for the soldier in the field and how important the civilian employee's role could be in sustaining that soldier. It took only one four-day, three-night Logistics Warrior Exercise to convince me of the truth of that statement. That last night of misery in subfreezing temperatures along with sleet and torrential rain, intermittent power and radio support, breaking ice in water puddles to get to the Port-a-let at 0500, and Army Meals, Ready-to-Eat (MREs) daily will remain in my memory. It will also ensure loyalty of the highest order in the sustenance of those soldiers whom I may be supporting in my future assignments. Another benefit of the OBC experience is the invaluable friendships I formed with many of the lieutenants whose support helped me get through many of the challenges we faced together. I also loved firing the 9-millimeter and M16 weapons (grandma's killer instinct?!). My take on the experience overall? It has been tough and it has been fun. I would do it again in a minute! I could not be more proud of our entire group for making it this far in the program, and I am ready to tackle the next training. With OBC as such a big eye-opener, what have we yet to experience?

Hey, you DACs! DAC! DA Civilians! Whatever the term used to address us, we willingly respond because we know it is just a well-intentioned label (sometimes even an affectionate one). We have been well received into the military environment. In fact, from The Quartermaster General, Major General Henry T. Glisson, on down the military chain of command at Fort Lee, VA, all our superior officers as well as our fellow lieutenants have given us a very warm reception into their formerly, strictly military numbers.

We all agree that, our time spent in "DAC land" was very beneficial and pleasant, and we are happy (and very proud) to explain ourselves to all those curious "sneak peekers" out there who still do not understand why we do not wear any rank or just what that DAC insignia means.

The authors in Supply Management Class 96-1 are the first selected to train in the two-year Logistics Management Specialist Intern Program now managed by the US Army Logistics Management Proponency Office (LogPro) at Fort Lee, Virginia.



Quartermaster Branch Qualification

LTC Robert W. Vaughan

An article recently published in *Army Reserve Magazine* on the subject of branch transfers has resulted in many inquiries about the methods of becoming Quartermaster branch-qualified. There are several reasons for the high interest in the opportunities available as a Quartermaster officer. The Total Army is moving in new directions to meet the challenges of the post Cold War world. Missions and doctrine are changing, and structure must also change. Downsizing, too, has helped to shape the structure of the force and the Reserve Component in particular. The implementation of the Reserve Officer Personnel Management Act (ROPMA) and the shift to more units oriented to combat service support have done much to generate this interest in branch transfer to the Quartermaster Corps.

New Promotion Criteria

ROPMA brings Reserve Component officer personnel management more in line with the Active Army system. ROPMA rules establish promotion on a "best qualified" criteria, rather than the "fully qualified" criteria used previously. (For more ROPMA information, see the Career News section of this edition.)

To be competitive, an officer will need to be branch qualified for the position to which assigned. Also, officers whose units are being restructured are finding themselves in the position of having to seek qualification in another branch in order to fill functional or multifunctional positions in the reconfigured organizations.

At present, no branch-qualifying courses are offered through correspondence only. The correspondence options were discontinued because of the difficulty of providing adequate instruction in logistics automation. Familiarization with the operation and management of new systems such as the Standard Army Retail Supply System-Objective (SARSSO) requires hands-on training that is impossible to duplicate in a correspondence course.

Currently, several options are open to Reserve Component officers who want Quartermaster branch qualification. All but one of these options, however, require the investment of scarce training funds and a considerable commitment of time from the officer.

The Combined Logistics Officer Advanced Course (CLOAC) is a 20-week resident course. Multifunctional phases are taught at Fort Lee, VA, with functional phases taught at Aberdeen Proving Grounds, MD, (for Ordnance officers) or Fort Eustis, VA, (for Transportation officers). Quartermaster officers remain at Fort Lee for training at the US Army Quartermaster Center and School (USAQMC&S). The USAQMC&S also offers the Supply and Services Management Officer Course, a five-week, branch-qualifying course.

Traditional Branch Qualification

The traditional method for Reserve Component officers to become branch qualified is the Quartermaster Reserve Component Officer Advanced Course (QM RC-OAC). A two-phase course consisting of correspondence and two weeks of resident instruction, RC-OAC also provides officers who have completed another branch officer advanced course with a way to become Quartermaster qualified. Those who have completed another branch advanced course may apply for a waiver of the correspondence phase of QM RC-OAC based on an evaluation of the previously completed program. Other military courses may be submitted for evaluation along with the advanced course data. Should the elements of the previous course be comparable with the subject matter in Phase I of QM RC-OAC, full or partial constructive credit may be awarded. Full constructive credit will allow the officer to enroll in the resident Phase II. Partial credit will require the officer to take correspondence subcourses to fill in the gaps. Phase II is currently offered four times per year.

Class Size Limited

A Phase I completion certificate or approved waiver must be presented at the time of enrollment in resident Phase II. Reservations for Phase II must be entered into the Army Training Requirements and Resources System (ATRRS). Check with your unit training officer on the procedures for ATRRS within your command. Class size is limited by instructor and equipment resources, and also on the estimated requirements submitted by Reserve Component training officials.

Requests for Phase I waiver must include evidence of successful completion of a branch advanced course, such as a completion certificate or transcript. The request will be evaluated by the course director

and a written response provided to the applicant. Requests may be forwarded to US ARMY QUARTERMASTER CENTER AND SCHOOL, ATTN ATSM AC RC, 1201 22ND STREET, FORT LEE VA 23801-1601.

LTC Robert W. Vaughan is the Quartermaster Total Force Integration Officer (TFIO) who provides a link between the US Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA, and Reserve Component (RC) Quartermaster units and soldiers. The TFIO is an Active Guard-Reserve soldier whose mission is to support the integration of the US Army Reserve and Army National Guard as vital components of the Quartermaster Corps and the Total Army. The TFIO also provides the field with a channel of communication to address questions and concerns of interest to RC Quartermasters. RC Quartermasters are encouraged to contact the TFIO on any matter regarding the Quartermaster Corps and the Total Army.

TFIO: LTC Robert W. Vaughan
US Army Quartermaster Center and School
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Fort Lee, VA 23801-1601
Telephone: DSN 687-3574 or (804) 734-3574
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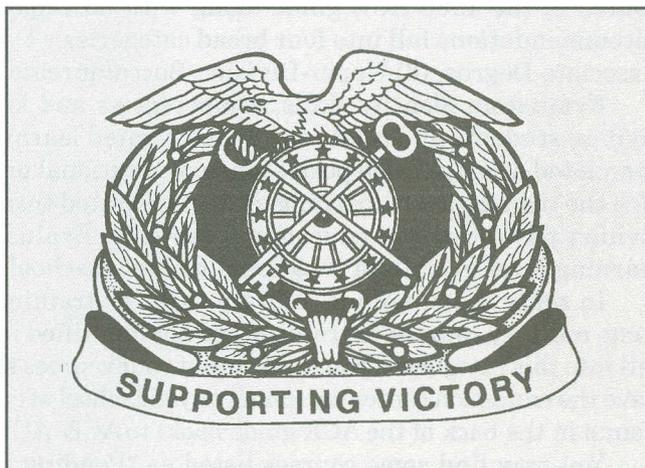
Wearing the New Regimental Crest

The Quartermaster Regimental Crest symbolizes the 221-year history of the Corps in sustaining the force in peace and war. (The Corps will mark its 222d year on June 16, 1997: 1775-1997.)

Quartermaster soldiers of all components are affiliated with the Quartermaster Corps Regiment. The Quartermaster Corps became part of the US Army Regimental System on 13 Jun 86 and received new regimental colors and insignia. The original gold-colored regimental insignia consisted of an eagle standing upon the traditional Quartermaster wheel with sword and key encircled by laurel leaves. This insignia was worn on the service and dress uniforms to identify the wearer as a member of the Quartermaster Regiment.

In June 1994, a new Quartermaster Regimental Insignia was authorized, replacing the gold-colored device. The new insignia is similar in design to the original device. However, the design is now depicted in full color and incorporates the regimental motto, "Supporting Victory." The original gold design was retired and is no longer authorized for wear. Occasionally, however, soldiers are observed wearing the old device. Also, the old device appears in some official photographs. All Quartermaster soldiers should ensure that they have the new insignia for wear as appropriate.

The Quartermaster Regimental Crest, as with any unit or rank insignia, is available through the Military Clothing Sales Store (MCSS). Contact your MCSS for details on acquisition procedures. You can also contact the MCSS at Fort Lee, VA, at DSN 687-6852/6853, (804) 734-6852/6853 or LTC Robert W. Vaughan, Total Force Integration Officer, DSN 687-3574, (804) 734-3754, E-mail vaughanr@lee-dns1.army.mil.





Can I get college credit for taking that course at the Quartermaster School?

Dr. William L. Kelley

The answer in most cases is “yes.” The US Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA, currently has more than 60 courses being taught this fiscal year. These courses range from 1 to more than 14 weeks in length. Students enrolled in these courses include Active Army and US Army Reserve soldiers, Marine, Air Force and Navy personnel, international students and civilians. Many students have little or no formal education beyond high school, but most have the potential to continue their education at vocational/technical schools, two-year community colleges, four-year colleges or universities and beyond.

Students often ask if the Quartermaster School diploma has any value in the way of college credit. Like most important issues in life, the answer *depends* on what you took, how you did, and what type of college course or degree program you plan to pursue.

One Way To Find Out

One way to find out is to go either to your post education center or to the admissions office of the school you are attending or that you plan to enroll in. Both should have a large book titled the *Guide to the Educational Experiences in the Armed Services* by the American Council on Education (ACE) in Washington, DC. The latest version of 1996 has an orange cover and comes in a series of volumes. Volume 1 lists Army training. This listing includes all formal courses taught by Army schools by title, military course number, location, exhibit dates, length, learning outcomes, a description of instruction, related occupations, evaluation date, and **credit recommendations**. Each course also has an ACE identification number to help users locate courses using the school course number, course title, training related to a military occupational specialty (MOS), or even using a series of key words associated with the course.

The bottom line: if you know what course you took and when, you will probably find a listing for that course in the 1996 ACE guide along with an important **Credit Equivalency Recommendation**. Credit recommendations fall into four broad categories: (1) Vocational Certificate, (2) Lower-Division Baccalaureate/Associate Degree, (3) Upper-Division Baccalaureate, and (4) Graduate Degree.

Evaluators identify skills, competencies and knowledge required of officer, warrant officer, enlisted or civilian students and relate the demonstrated learning to the same attributes acquired by students who have completed a comparable postsecondary vocational or college course or similar curriculum. Evaluators emphasize the translation of learning as demonstrated through course or MOS proficiency into terms used in formal civilian postsecondary educational systems. Evaluators translate military education to recognize the same learning level in civilian vocational/technical schools, colleges and universities.

In some cases, unique military skills or training courses do not match any equivalent civilian skills, so some military courses or training are not identified in the guide. However, most Quartermaster courses do not fall into this category. If you think one of your courses should be recognized for credit, and you cannot find a listing, have the education center personnel or your school of enrollment send a Request for Course Recommendation form (found in the back of the ACE guide book) to ACE. ACE will tell them if the course qualifies for credit.

You may find some courses listed as “Pending Evaluation.” If the course is new or has major revisions, then a school must notify ACE and set up an evaluation visit. Since ACE’s guide is printed only every two years, a number of course changes may occur before the print deadline. These courses will be listed as “Pending Evaluation” as long as they have not been evaluated.

To help solve this problem, ACE publishes three additional publications called a *Handbook to the Guide*, usually at six-month intervals between the guide printings. You must look for the latest ACE guide and also for the latest *Handbook to the Guide* to get a complete listing of Army courses. If you still cannot find a credit recommendation in the latest ACE *Handbook to the Guide*, then complete a Request for Course Recommendation form (also found in the *Handbook to the Guide*) and have the school you are enrolling in send the form to ACE.

(Note: This form must be sent in by the school administration and NOT by you as an individual. This is the only way that the school will receive an "Official" reply from ACE. Replies sent directly to students are usually stamped as "Student Copy." As such, student copies are NOT acceptable as official credit recommendations.)

The USAQMC&S hosted a visit 9-11 Dec 96 by an ACE evaluation team. The team was led by ACE's assistant director for military course evaluations and included representatives from Jefferson College, Johnson County Community College, and Stamford University. The team received read-ahead copies of all Quartermaster programs of instruction (POI) to compare the current courses with those already in the ACE data base. They decided to evaluate more than 40 of the 60-plus courses.

Some of these courses were listed as "Pending Evaluation" in the 1996 ACE guide, while others had changes in course length or course content that needed review. The evaluators studied the POIs, reviewed resident course material, and talked to course managers and instructors. At the outbrief, the ACE evaluation team leader said that the combined recommendations for Quartermaster courses totaled more than 40 Vocational Certificate level credit recommendations, more than 100 Lower Division Baccalaureate/Associate Degree level credits, and 13 Upper Division Baccalaureate level credits.

The ACE team's recommendations are shown in the charts at the end of this article. Each chart shows the category of credit, a list of courses along the side, and subjects listed across the top. Credit hour recommendations are shown as whole numbers for each course and subject listing that applies.

All these updated recommendations will be published in the next *Handbook to the Guide to the Educational Experiences in the Armed Forces*. If you do not see your course listed there, it may not have changed enough to be reevaluated, so the listings in the 1996 *Guide to the Educational Experiences in the Armed Forces* still apply. If you took a course between 1954 and 1989, you will need to look in the 1954-1989 guide for credit information. All courses taken from 1990 to the present were automatically included in the 1996 guide, or in the later handbooks to the ACE guide. Again, if you cannot find your course listing in any of these publications, have your school administration submit a Request for Course Recommendation form to ACE.

The information in this article will also appear on the Quartermaster Home Page on the World Wide Web computer Internet. Please tell others interested in obtaining equivalent postsecondary credit to access the Home Page by typing: <http://lee-dns1.army.mil/quartermaster>.

Your School Makes Final Call

One final item for consideration. These credit hour listings are recommendations to the school, college or university where you are currently enrolled or plan to enroll. You need to see a counselor, admissions director, or the registrar to apply for this credit. The educational institutions accept or reject the ACE recommendation based on their rules and on their course or degree requirements. They can apply this credit in a number of ways, such as in a specific subject area, instead of required courses, or for general elective credit. Often, the credits will not be applied or show up on a transcript until you finish the other required subjects or complete the overall degree requirements.

If at all possible, ask the counselor or admissions director to prepare a list of degree requirements in writing along with how many credits the institution will accept and also where the credits will fit into your program. It may help them to know that the Quartermaster School has been accredited since 1975, initially under the Southern Association of Colleges and Schools (SACS) and currently under the Accrediting Commission of the Council on Occupational Education (COE). This means that the USAQMC&S met all the standards required for accreditation and that your training was presented in a highly professional and documented manner.

Dr. William L. Kelley, now in the US Army Quartermaster Center and School (USAQMC&S) Command Planning Group, is the former Director of Instruction for the USAQMC&S, Fort Lee, Virginia. His degrees include a bachelor of science in business administration, a master of teaching in secondary education, and a doctorate in education and educational administration from the University of Arizona in Tucson. A graduate of the Army Management Staff College, Fort Belvoir, Virginia, he worked as a Training and Education Specialist for the Combat Surveillance School and the Intelligence School, Fort Huachuca, Arizona, and the Armor School at Fort Knox, Kentucky, before coming to Fort Lee. He has taught undergraduate and graduate classes for Cochise College, the University of Louisville, and the University of Kentucky.

Vocational Certificate Category									
Subject	Advanced Cargo Rigging & Equipment Repair	Cargo Rigging	Clothing & Textile Repair & Machine Operation	Personal Facilities Operation & Maintenance	Airdrop Equipment Repair	Chemical Lab Procedures	Testing & Analysis of Petroleum Products	Petroleum Systems Operations	Basic Water Treatment Technology
Course									
4N-921A Airdrop Systems Warrant Officer Basic	3								
860-92R3P Parachute Rigger (BNCOC)		3							
860-F3(ITRO) Fabrication of Aerial Delivery Loads		1							
860-92R1P Parachute Rigger (AIT)		6			1				
760-43M10 Fabric Repair Specialist (AIT)			4						
840-57E10 Laundry & Shower Specialist (AIT)				2					
491-77L10 Petroleum Laboratory Specialist (AIT)						2	9		
821-77F10 Petroleum Supply Specialist (AIT)								3	
720-77W10 Water Treatment Specialist									6

**Quartermaster Course Credits
Vocational Certificate Category**

Lower Division Baccalaureate/Associate Degree Category															
Subject	Supervision or Leadership	Computerized Records & Information Management	Supply Management	Computer Application	Advanced Computerized Records & Information Management	Food Service Management	Food Service Sanitation	Facilities Management	Mortuary Science or Forensics	Mortuary Science	Petroleum Supply Soperations	Water Treatment Technology	Basic Food Preparation	Funda-mentals of Baking	Record Keeping
Course															
551-92A30 Automated Logistical Specialist (BNCOC)	2	2	1		2										
800-92G30 Food Service Specialist (BNCOC)	2			1		3	1								
840-57E/43M30 Laundry & Shower & Fabric Repair Spec (BNCOC)	2							1							
492-92M30 Mortuary Affairs Specialist (BNCOC)	2									3					
860-92R3P Parachute Rigger (BNCOC)	2														
821-77F30 Petroleum Supply Specialist (BNCOC)	2										3				
RC-101-77W30 Water Treatment Specialist - RC (BNCOC)												1			
551-92A10 Automated Logistical Specialist (AIT)		2	1												2
800-92G10 Food Service Specialist (AIT)													3	2	
492-92M10 Mortuary Affairs Specialist (AIT)									2						

Quartermaster Course Credits
Lower Division Baccalaureate/Associate Degree Category
(continued on next page)

Lower Division Baccalaureate/Associate Degree Category															
Subject	Military Science	Fundamentals of Communications	Micro-Computer Applications	Material Management	Water Supply Management	Petroleum Supply Operations and Management	Applied Science	Administrative Management Skills	Principles of Supervision	Computerized Records & Information Management	Food Service Management	Food Service Sanitation	Mortuary Science or Forensics	Mortuary Science	Supply Management
Course															
551-92A40															
Automated Logistical Specialist (ANCOC)	1	1	1					1		2					
800-92G40															
Food Service Specialist (ANCOC)	1	1	2									3	1		
840-57E/43M40															
Laundry & Shower/Fabric Repair Specialist (ANCOC)	1	1	1												1
492-92M40															
Mortuary Affairs Specialist (ANCOC)	1	1	1						1				3		
860-92P4P															
Parachute Rigger (ANCOC)	1	1	1												
8-77-C42(2)															
Petroleum Lab Specialist (ANCOC)	1	1	1	1	1	3									
551-92Y40															
Unit Supply Specialist (ANCOC)	1	1	1					1							2
8-77-C42(3)															
Water Treatment Specialist (ANCOC)	1	1	1	1		3	1								
8-77-C42(1)															
Petroleum Supply Specialist (ANCOC)	1	1	1	1	1	2	1								

Quartermaster Course Credits
Lower Division Baccalaureate/Associate Degree Category
(continued on next page)

Lower Division Baccalaureate/Associate Degree Category									
Subject	Record Keeping	Records & Information Management	Computerized Records & Information Management	Computerized Record Keeping	Supply Management	Food Service Management	Food Service Sanitation	Personnel Supervision	Inventory Control
Course									
4N-921A Airdrop Systems Warrant Officer Basic		2							
8B-F37/551-ASIT8 Direct Support Unit Standard Supply System			2						
8E-92G/8E-922A-F8 Food Service Management						2	1		
8E-922A Food Service Technician Warrant Officer Basic					2	3	2		
8B-920A-RC Property Accounting Tech Warrant Officer Basic - RC	1								
8-10-C20-92A Quartermaster Officer Basic Course (OBC)					1	2			
8B-F23/551-F27 Standard Army Retail Supply System 2AD/2AC/2B			2						
8B-46/551-F23 Standard Property Book System - Redesigned			1						1
8B-92A/B/8B-920A/920B Supply and Services Management Officer				1	3				
8B-920B Supply Systems Technician Warrant Officer Basic			2		2				
8-10-C32-920B-RC Supply Systems Technician Warrant Officer Advanced-RC			1						
8-10-C32-922A-RC Food Service Technician Warrant Officer Advanced-RC						1			

Quartermaster Course Credits
Lower Division Baccalaureate/Associate Degree Category
(continued from previous page)

Upper Division Baccalaureate Category					
Subject	Logistics Management	Public Administration or Operations Management	Organization Management	Petroleum Suply Management	Water Supply Management
Course					
551-92A40 Automated Logistical Specialist (ANCOC)	3				
8-10-C22 LOG Combined Logistical Officer Advanced Course (CLOAC)	2				
8B-SI4V Mortuary Affairs Officer Course		2			
8B-92F Petroleum Officer				2	1
8-10-C20-92A Quartermaster Officer	2		1		

**Quartermaster Course Credits
Upper Division Baccalaureate Category**

Reserve Component Officer Personnel Management

Reserve Component (RC) officers are managed somewhat differently than their Active Component counterparts. Several agencies have the responsibility of personnel management, according to component and status. The US Army Total Personnel Command (PERSCOM) Department of the Army Secretariat for Reserve Components is responsible for conducting promotion and other mandatory boards for all RC officers.

Officers serving on Title 10 active duty in the Active Guard/Reserve (AGR) program are managed by either the National Guard Bureau or the Full Time Support Management Directorate (FTSMD) of the Army Reserve Personnel Management Center (ARPERCEN) in St. Louis, MO. Officers serving in units of the Army National Guard are managed by their respective state or territorial Military Personnel Office (MILPO).

US Army Reserve (USAR) officers assigned to troop program units (TPUs), the Individual Ready Reserve (IRR), and the Individual Mobilization Augmentee (IMA) program are managed by the Officer Personnel Management Directorate (OPMD) of ARPERCEN. OPMD is organized into 12 teams that manage officers on a geographical basis. One team is dedicated to managing lieutenants who have not completed their officer basic course. Another team is responsible for managing foreign area officers and officers living overseas. The remaining teams manage officers by the state in which they reside (in the case of IRR and IMA officers) or the state in which their unit's senior command is located (in the case of TPU members).

All personnel actions for unit members should go through their chain of command. Personnel offices at each level of the command structure can process most actions and answer most personnel management questions. For more information about ARPERCEN's mission and organization, access the World Wide Web at <http://www.army.mil/usar/arpercen/arpercen.htm>. ARPERCEN's home page explains the management team structure and has telephone numbers for each geographical area's team.

Reserve Officer Personnel Management Act (ROPMA)

The Reserve Officer Personnel Management Act (ROPMA), the first major change in managing RC officers since 1954, will have a significant impact on the way the RC does business in officer appointment, promotion and separation, across the services. Effective 1 Oct 96, this legislation implemented a personnel management system that mirrors the Active Component's system established by the Defense Officer Personnel Management Act (DOPMA) in the 1980s.

Major elements of ROPMA include the following:

- ✎ Establishes a Reserve Active Status List (RASL) based on rank and seniority for each service.
- ✎ Bases promotions on "Best Qualified" rather than "Fully Qualified."
- ✎ States authority for selective continuation/retention boards.
- ✎ Eliminates the time in service and mandatory time in grade requirements for promotion.
- ✎ Establishes a minimum/maximum time in grade for each rank, keeping promotion consideration within that window.
- ✎ Provides for below the zone promotions for captain through lieutenant colonel. (The Assistant Secretary of the Army is currently withholding authority for Manpower and Reserve Affairs.)
- ✎ Authorizes officer promotion delay for one year; but greater than one year equals to one-time non-select.
- ✎ Permits all eligible officers on RASL to apply for position vacancy promotions.
- ✎ Mandates a bachelor's degree for promotion to captain.
- ✎ Extends mandatory removal date for lieutenant colonels (P) from 28 to 30 years of commissioned service.

As the RC transitions to the new ROPMA rules, adjustments will bring everyone in line with the new standards. One effect already being felt is the potential for a delay in promoting some first lieutenants. Under pre-ROPMA rules, first lieutenants would have been considered for promotion to captain after four years time in grade (TIG). ROPMA establishes a five-year maximum TIG. Therefore, some officers must wait another year.

Even with the occasional discomforts of adjustment, ROPMA will ensure standardization of promotion throughout the RC, as well as retention and promotion of the best-qualified officers. For a chain teaching program about ROPMA, access the USAR home page at <http://160.147.68.21:80/usar>.

Warrant Officer Accession Process

CW5 John A. O'Mara

One question I get asked on a weekly basis, if not more often, is how does the five-step accession process work to become a Quartermaster warrant officer. Let me try and answer that as simply as possible.

The first step is that you must be qualified as an Army warrant officer. Those nonwaiverable requirements are in AR 135-100 (Appointment of Commissioned and Warrant Officers of the Army), DA Circular 601-94-1 (Warrant Officer Procurement Program) and a Warrant Officer Application Checklist published by the US Army Recruiting Command. Please check those publications before you proceed any further.

If you meet the nonwaiverable prerequisites, your next step is to check the waiverable prerequisites for the Quartermaster military occupational specialty (MOS) for which you would like to apply. Those prerequisites are in AR 611-112 (Manual of Warrant Officer Military Occupational Specialties). Almost all Quartermaster MOS prerequisites are waiverable. The only one that is nonwaiverable: the six hours of college English. Speech is not an acceptable substitute for this requirement.

If you qualify for the first two steps, your packet is ready for the final three steps. You now submit your packet to your servicing Military Personnel Office, which in turn sends it to the US Army Recruiting Command at Fort Knox, KY. Once screened at Fort Knox for completeness, your packet is sent to the Quartermaster proponent at Fort Lee, VA, for your record's technical evaluation. The proponent will either qualify or not qualify your record based on the technical evaluation. If qualified, the packet is then sent to the accession board at Fort Knox. The accession boards for the Quartermaster MOSs are convened four times a year. If a packet is not qualified, it is returned to the applicant, with the reasons for rejection.

I certainly hope this clears up some misconceptions about how the accession process works. Direct any further questions to CW5 John A. O'Mara at DSN 687-3702 or (804) 734-3702.

CW5 John A. O'Mara is currently serving as the Chief Warrant Officer of the Quartermaster Corps.

Quartermaster Change in NCO Structure

The Quartermaster proposal for the Change in Noncommissioned Officer (NCO) Structure (CINCOS) includes a net reduction of 274 NCO positions in the Corps and a \$1,065,608 projected net savings in the Military Pay Accounts (MPAs). CINCOS is the Vice Chief of Staff's initiative to reduce the Army's aggregate NCO strength to 47 percent and cut dollars from the MPAs in an effort to avoid future reductions in Army end strength. Quartermaster strategy for each MOS is threefold: to ensure the fightability and supportability of the MOS, to use the Average Grade Distribution Matrix (AGDM) to distribute NCO content, and to save as many dollars as possible in MPA without breaking the functional capability of the MOS.

The US Army Training and Doctrine Command Commander and Headquarters, Department of the Army (HQDA) Deputy Chief of Staff for Personnel will be reviewing the proposal and statistics for individual Career Management Fields 77 and 92 in May and June 1997. The review process will continue through the chain of command to HQDA Office of the Deputy Chief of Staff for Operations and Plans in May 1998. Quartermaster leadership submits that the proposal will have an overall positive effect on the Corps if approved as submitted. For more information contact the Enlisted Branch, Office of the Quartermaster General, at DSN 687-4143.

Professional Development

As the Army continues to draw down, we at the Quartermaster Branch, US Army Total Personnel Command (PERSCOM), would like to update Quartermasters about some new changes, developments and trends in the assignment and professional development areas.

Officer Branch Chief Notes

*LTC James Lewis Kennon, Quartermaster Branch Chief
kennonj@hoffman-emh1.army.mil*

The new Officer Evaluation Report system begins in October 1997. That system highlights the core values of the Army: Duty, Selfless Service, Courage, Respect, Loyalty, Integrity and Honor.

I want to focus on the value of Selfless Service. We at PERSCOM deal with human wants and needs daily. People tend to focus on their desires. That's human nature, but I'm concerned that we are beginning to show indications of Quartermaster officers not practicing Selfless Service. Now, I'm not saying that you shouldn't discuss your desires openly and strongly with your assignment officer, but flavor that discussion with the understanding that soldiers serve the Army and the nation.

The assignment officer will work with you to ensure your total professional development. You and the assignment officer will generally come to an agreement, and orders will be cut. If you and the assignment officer disagree and you are forced to accept an assignment, accept that situation with the understanding that you are meeting Army requirements and are serving the nation.

How do we define Selfless Service? Selfless Service is putting service to country first over personal interest. Let me give some examples:

Example 1: Selfless Service is when you are working an assignment as a lieutenant colonel and you indicate that you only want to go to the Atlanta, GA, area since you plan on retiring soon. The assignment officer indicates that the Army has no assignments available in Atlanta and offers Europe as an option. You accept that assignment and continue to serve the nation.

Example 2: Selfless Service is when you are told that Quartermaster Branch has to send high-quality officers to recruiting company commands, and you have just finished TOE/TDA company command. You accept the challenge because that's what you were asked to do.

Example 3: Selfless Service is when you are called after only 22 months on station and told that it's time to move again to meet Army requirements. You respond, "where to?"

Those are simple examples, and I know life is more complicated than that. My point is that as officers we often need to relook why we are serving. Is it for a paycheck? Are we, as professional military officers, committed to serving the nation? Any time, any location? Are we riding to the sounds of the guns? Do we want the tough jobs? I challenge each of you to review your professional goals. Remember the core values of the Army: Duty, Selfless Service, Courage, Respect, Loyalty, Integrity and Honor.

I believe 110 percent that this branch satisfies 99 percent of the Quartermaster officers we manage. The right person, right job and on time. You also must know that we are driven to ensure that officers are professionally developed to their fullest potential. I will accept no less and you should expect no less.

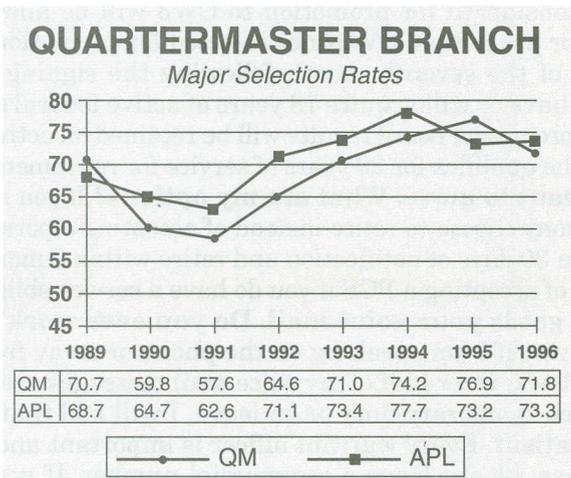
As the new Officer Evaluation Report is fielded this fall, I ask senior Quartermaster officers to focus on Selfless Service as the cornerstone of an open discussion on Army values. We owe the country no less.

Major Promotion Board Trends

*CPT Jodi Horton, Branch Qualified Captains Assignment Officer
hortonj@hoffman-emh1.army.mil*

The following are two charts regarding selection to major. The first chart shows the selection rates to major for Quartermaster officers compared to the Army average for the last eight years. The second chart is an analysis of the files of those officers not selected for major (who were in the primary zone) from last year's

board. The second chart in particular provides a good snapshot of the types of reports found in the files of captains not selected to the next rank.



FY96 MAJOR'S BOARD

1st Time Considered Non-select Analysis

- 44 - 1st Time Considered Non-selects.
- 27 - Files Assessed COM.
- 16 - Files Assessed BCOM.
- 18 - COM Files with 2 X COM Command Reports.
- 12 - COM Files with 1 X COM Command Report.
- 10 - Files with BCOM Command Reports.
- 2 - Files with No Command Reports.
- 40 - Files with BCOM Reports Other Than Command:
 - 22 - As a Captain:
 - 18 - As a Lieutenant:
 - 8 - As Both Captain and Lieutenant:
- 11 - Referred Reports (Poor judgement, communication, APFT failure, exceeding body fat standards, DUI).



Zone Selection/Considered	QM % Selections	Army % Selections
PZ 115/160	71.8%	73.3%
AZ 2/19	10.5%	8.8%
BZ 5/184	2.7%	4.8%

Quartermaster Warrant Officers: Frequently Asked Questions

CW4 Stephen L. Lengel

At PERSCOM we receive many inquiries from the field on many different subjects by electronic mail and regular mail. The answers to some of the most commonly asked questions follow:

When do I receive voluntary indefinite status? According to AR 135-215 (Officer Periods of Service on Active Duty), with Change 1 dated 1 Sep 96, warrant officers appointed before 1 Jan 94 must accept or decline voluntary indefinite (VI) status at the CW2 promotion point. Your personnel service battalion (PSB) has a standard memorandum that you must initial and sign. If you decline VI status, you will be separated at the end of your active duty service obligation (ADSO). If you accept, VI status becomes effective the day after your initial obligation ends. You incur a one-year active duty ADSO for accepting VI status.

Warrant officers appointed after 1 Jan 94 are not offered VI status at the CW2 promotion point. A selection board will review your records in the fourth year of warrant officer service. **This is a recent change** and will be used as a quantitative and qualitative tool to ensure a high quality and properly balanced force.

The first board will convene during FY98 and will consider warrant officers appointed after 1 Jan 94 with obligated volunteer (OBV) dates of 1 Jan 98 to 30 Sep 98. Warrant officers selected for VI status may continue to serve past their initial six-year ADSO, while those nonselected would separate from the service in accordance with AR 600-8-24 or revert to their previously held enlisted status/rank.

When do I get commissioned? Warrant officers are commissioned at the CW2 promotion point. The day of your promotion, you need to execute an oath of office (DA Form 71) administered by a commissioned officer or commissioned warrant officer. Be sure you mark the Reserve Commissioned Officer block under the Commissioned Officer section on the form. Acceptance of promotion to CW2 is also acceptance of commissioning. Commissioning is not an option, you must execute the oath of office.

When can I integrate to the Regular Army? Warrant officers appointed after 1 Oct 87 must integrate into the Regular Army (RA) at the CW3 promotion point. The RA order is published a few weeks after the promotion board results are released. The RA order lists all other than Regular Army (OTRA) officers selected for promotion to CW3. You may execute an oath of office (DA Form 71) at any time after the RA order is published, but no later than your effective date of promotion to CW3. Warrant officers who fail to execute the RA oath of office or who decline RA integration before the effective date of promotion **WILL NOT** be promoted to CW3. Officers will be released from active duty 90 days after the declination statement is signed or after all service obligations have been fulfilled, whichever is later.

Warrant officers appointed before 1 Oct 87 may decline RA and remain on active duty until reaching 20 years of active federal service. If you are already over 20 years of federal service and decline RA, you will be separated at the end of your two years of ADSO for promotion. **A note of caution:** there is no recourse if you decline RA. RA integration is offered when selected for promotion to CW3. If you decline, there is no mechanism in place for you to request integration at a later date.

I am a CW2 who will reach 20 years of active federal service before I am considered for CW3 and RA integration. Must I leave the service at 20 years because I am not RA? No. CW2s who reach 20 years of active federal service AND have not been considered for promotion to CW3 will be allowed to remain on active duty until they are twice nonselected for promotion. CW2s not selected for promotion must retire or be released from active duty on the first day of the seventh month following the signing of the promotion list by the Secretary of the Army. Officers who have or will acquire 18 years of active federal service by the first day of the seventh month after approval of the promotion board results will be retained on active duty until the last day of the month following the month he or she qualifies for 20 years of service for retirement.

I am on assignment to a new location. I do not want to move. What are my options? If you have at least 19 years and 6 months of active federal service, you may choose to retire instead of accepting a permanent change of station (PCS). You must make the decision within 30 days of notification and retire within 6 months. If you are not eligible for retirement, you may resign instead of accepting a PCS if you do have a service obligation.

I have been trying to call you for days and all I get is your voice mail. Do you ever work? Voice mail is better than a busy signal. My voice mail will answer if I am speaking on the phone or away from my desk. If you leave your name and number, I will call you back. Over half of my voice mail messages are hang-ups and incomplete or incorrect numbers. If I am going on temporary duty or on leave, I will add that to my voice mail greeting so you know when I will return. Be patient. Every warrant officer is important and I will do my best to make contact with you. If you are overseas, please leave a commercial number. If you have electronic mail, send me a note at lengels@hoffman-emh1.army.mil. My DSN is 221-7839.

Noncommissioned Officer Branch Chief Notes

LTC Kenneth Gray, Chief, Quartermaster Enlisted Branch

Up-to-date information about enlisted Quartermaster issues is on the Internet under the PERSCOM Online Home page (www-PERSCOM.army.mil/enlist/qmch_ltr.htm). Since going online, PERSCOM has been getting excellent feedback from Quartermaster commanders and soldiers in the field. Please continue to spread the word in your units about this information. Print a copy and post it on the bulletin board. Please try to make everyone in your organization aware of this source of career data. I look forward to serving the Army and the Quartermaster Corps as we strive to resolve some enormous readiness issues while maintaining our readiness posture. I encourage your comments and suggestions to help maintain the Quartermaster enlisted force at a high level of readiness.

Short Tour Credit for Operation Joint Endeavor

Soldiers deployed nine continuous months in Bosnia will receive short tour credit. The Deputy Chief of Staff of the Army has also approved a one-time exception to policy to award short tour credit for soldiers who were deployed nine continuous months to Germany in support of *Operation Joint Endeavor (OJE)* but did not deploy to Bosnia. This exception to policy will terminate upon completion of *OJE*. Once these soldiers are awarded short tour credit, it will not be removed without PERSCOM approval.

What does this mean to the soldier? Soldiers deployed nine continuous months to Germany or Bosnia in support of *OJE* will be awarded short tour credit and their DROS (date return from overseas) will be updated to reflect the date return from deployment. For example, soldiers who returned from redeployment 9 Oct 96 will have their DROS updated to reflect that date and they will be credited with a completed short tour. When these soldiers are eligible for another OCONUS assignment, PERSCOM will take into consideration that their last tour was short and try to assign them to an OCONUS long tour. For more information, contact Mrs. Hodge, TAPC-EPC-O Chief, Procedures Section, Plans, Procedures and Operations Branch, Operations Management Division, Enlisted Personnel Management Directorate, PERSCOM at DSN 221-6099 or (703) 325-6099. E-mail to tapcepc@hoffman-emh1.army.mil (STMP).

Enlistment Bonus Program

The enlisted bonus is a monetary incentive offered to qualified individuals who enlist in the regular Army for duty in a specific military occupational speciality (MOS). The enlisted bonus is designed to increase the number of qualified enlistments in MOSs that are critical and have inadequate first-term manning levels. Current bonus levels range from \$1,000 to \$8,000. The bonus is paid in lump sum up to \$5,000, when the soldier is awarded the MOS and arrives at the first duty station. Any bonus that exceeds \$5,000 is paid in equal quarterly installments beginning three months after the \$5,000 lump sum payment, and installments are completed within 12 months. Currently, the following Quartermaster MOSs have an enlistment bonus as indicated:

MOS	4 Years	5 Years	6 Years
57E	\$2,000	\$2,500	\$3,000
77F	\$3,000	\$3,500	\$4,000
92A	\$2,500	\$3,000	\$3,500
92G	\$4,000	\$4,500	\$5,000
92M	\$2,000	\$2,500	\$3,000
92R	\$4,000	\$4,500	\$5,000
92Y	\$2,000	\$2,500	\$3,000

Telephone and E-Mail Directory

Commercial: (703) 325-XXXX • DSN: 221-XXXX • 24-Hour FAX: XXX-4521 • Enlisted Personnel Management Directorate (EPMD Interactive Voice Response System (IVRS): 221-EPMD (3763) or 1-800-FYI-EPMD (394-3763)

Information on assignments, schools, and other personnel management programs • Promotions Branch IVRS: 221-9340 • Information on promotion issues to include monthly promotion numbers, • upcoming promotion selection boards, release of pending promotion selection lists and preparation advice • Enlisted Records and Evaluation Center (EREC) IVRS: 221-EREC (3732).

Information on last NCOER, photograph, correspondence received, and request for copies of Official Military Performance File (OPMF) • Branch general use E-Mail address: epqmc@hoffman-emh1.army.mil

When contacting the Quartermaster Enlisted Branch using the branch's E-Mail address, make sure you indicate who you wish to contact and include your full name, social security number, and primary MOS.

Position	Name	Phone Number
Branch Chief	LTC Kenneth Gray	221-2778
Branch SGM	SGM Sutter	221-2779
Secretary	Mrs. Robinson	221-5883
CM Force Integrator/ CM Proponent NCO	MSG Staggs	221-9382
Assignment Lead	MSG Foreman (92A/M/R/Y)	221-8288
Assignment Lead	Mrs. Fink (43M, 54B, 57E, 77F/L/W, 92G)	221-9489

MOS	PDNCO	Assignment Mgr	Phone Number
CMT 43M/57F43M	Mrs. Fink	Mrs. Fink	221-9489
57F	Mrs. Fink	Mrs. Fink	
CMT 7777F (SL10-SGT	SFC Moore	Ms. Peters	221-2780
77F (SSG-MSG)	SFC Moore	SFC Moore	221-7394
77L (SL10-SFC)	SFC Moore	SFC Moore	221-7394
77W (SL10-SFC)	SFC Moore	Ms. Peters	221-2780
CMT 92A92A (PVT-SPC)	MSG Foreman	Mrs. White	221-2708
92A (SGT)	MSG Foreman	Mr. Williams	221-8290
92A (SSG/SFC)	MSG Foreman	Ms. Gaskins	221-8407
92A (MSG)	MSG Foreman	MSG Foreman	221-8288
CMT 92G92G (PVT-SPC)	SFC Anderson	Mrs. Green	221-9683
92G (SGT)	SFC Anderson	Mrs. Green	221-9707
92G (SSG/SFC/ANCOC)	SFC Anderson	Ms. Lybarger	221-9764
92G (MSG)	SFC Anderson	SFC Anderson	221-2705
CMT 92M/R92M/R (MSG)	SFC Lewis	SFC Lewis	221-8237
92M/92R (PVT-SFC)	SFC Lewis	Mrs. Ortega	221-2707
CMT 92Y92Y (SL10)	SFC Taylor	Ms. Bowser	221-8355
92Y (SGT/BNCOC)	SFC Taylor	Ms. Brown	221-9783
92Y (SSG)	SFC Taylor	Mr. Smith	221-8403
92Y (SFC/ANCOC)	SFC Taylor	Mrs. Orchowski	221-6101
92Y (MSG)	SFC Taylor	SFC Taylor	221-8394

22d Annual Culinary Arts Competition

The Installation of the Year became Fort Bragg, NC, after 238 entrants from 26 installations worldwide submitted 472 entries for judging in the 22d Annual Culinary Arts Competition, 10-11 Mar 97, at Fort Lee, VA. Fort Bragg also won the 1997 Field Cooking Competition.

A sergeant first class from Fort Bragg was named the 1997 Chef of the Year, and a specialist from Fort Lee the Junior Chef of the Year.

The Army Center of Excellence, Subsistence at Fort Lee currently trains over 5,000 Army and Marine cooks a year. Since June 1993, the Quartermaster School has been the Army's only food service training establishment.

Subsistence Prime Vendor Update

The prime vendor concept continues to be a success. Accelerated fielding will result in implementing prime vendor across the continental US (CONUS) by the end of July 1997. Plans for expanding prime vendor outside CONUS (OCONUS) are underway, with studies for Europe, Korea and the Caribbean Basin identifying the best method for OCONUS operations. The program is extremely popular both with the food service personnel and the soldier-customers. Introduction of both name brands known nationally and new recipes are receiving enthusiastic support. For further information, contact Emily J. Prior, Army Center of Excellence, Subsistence, Fort Lee, VA, at DSN 687-4862.

Branding Concept for Dining Facilities

Imagine walking into an Army dining facility that resembles the food court in a local mall or university. Beginning in April 1997, the 4th Infantry Division Artillery dining facility will be the first in the Army to test the new "Branding America" concept. Located throughout the dining facility will be kiosks from Hillshire Farms, Sara Lee Bakery and Deli, Jimmy Dean, Dannon Frozen Yogurt, Little Charlie's Pizza, and Minh (which provides Chinese foods). Diners may select items of their choice from any of these options. The goal is to give soldiers what they want and to encourage soldiers to use the dining facility instead of going off post to eat.

Petroleum Laboratory Field Manual

FM 10-67-2 (Petroleum Laboratory Testing and Operations) is scheduled for fielding in April 1997

both in hard copy and CD ROM. The manual is a consolidation of FM 10-70 (Inspecting and Testing Petroleum Products), 9 May 1983, and FM 10-72 (Petroleum Surveillance: Laboratories and Kits), 11 Aug 86. The consolidated manual addresses environmental issues in planning petroleum laboratory operations. It also provides information about the types of petroleum products and their uses by the military, petroleum quality, the various laboratories and test kits available for implementing quality surveillance in the theater, and the deployment and establishment of these facilities. The final chapters of FM 10-67-2 discuss basic chemistry used in the laboratory, along with the properties of petroleum, petroleum test methods, samplers and sampling procedures, and general petroleum laboratory operations.

Distance Learning for Mortuary Affairs

The Mortuary Affairs Center, US Army Quartermaster Center and School, Fort Lee, VA, is offering mortuary affairs topics to the field through distance learning. Although the center's personnel are working with mortuary affairs units, this would be an excellent professional development opportunity for unified or major commands, staff or other interested groups. Subjects available include (but are not limited to) search, recovery and evacuation of deceased personnel; mass fatality response; commander's responsibility; theater mortuary evacuation point operations; and decontamination of NBC remains. For specific training needs, let us tailor training opportunities for you. Point of contact at the Mortuary Affairs Center is Cathy Calhoun, Chief, Training and Developments, at DSN 687-5312 or (804) 734-5312.

First Mortuary Affairs Reunion

The first ever Graves Registration/Mortuary Affairs Alumni Reunion will be sponsored by the Mortuary Affairs Center at Fort Lee, VA, in September 1997. Attendance is open to anyone who was ever or is now associated with either graves registration or mortuary affairs. Several groups from the World War II and Korea eras are planning to hold their annual reunions with us this year. We hope to make many more contacts and to make this event one that attendees will remember and look forward to. If interested, contact Doug Howard, Deputy Director, Mortuary Affairs Center, at DSN 687-3831 or (804) 734-3831, FAX (804) 734-4758, or E-mail to howardd@lee-emh2.army.mil.

Directory – Points of Contact

US Army Quartermaster Center and School

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

The Quartermaster General MG Henry T. Glisson glissonh@lee-dns1.army.mil	(ATSM-CG) 734-3458	Operations and Training Management Office Nancy Briggs briggsn@lee-dns1.army.mil	(ATSM-AC-O) 734-4402
Assistant Commandant COL Gary L. Juskowiak juskowig@lee-dns1.army.mil	(ATSM-AC) 734-3759	Aerial Delivery and Field Services Theodore J. Dlugos dlugost@lee-dns1.army.mil	(ATSM-ABN-FS) 734-5370
Command Sergeant Major CSM Larry W. Gammon gammonl@lee-dns1.army.mil	(ATSM-CSM) 734-3248	Army Center of Excellence, Subsistence LTC Douglas B. Byther bytherd@lee-dns1.army.mil	(ATSM-CES) 734-3007
23d Quartermaster Brigade COL Raymond L. Rodon rodonr@lee-emh2.army.mil	(ATSM-TPC) 734-4644	Logistics Training Department LTC Harry C. Thornsvard thornsvh@lee-dns1.army.mil	(ATSM-LTD) 734-3195
49th Quartermaster Group (Petroleum and Water) COL D. Lyle Hohnstine hohnstid@lee-dns1.army.mil	(AFFL-GC) 734-6026	Mortuary Affairs Center Tom D. Bourlier bourliet@lee-dns1.army.mil	(ATSM-MA) 734-3831
Chief, Office of the Quartermaster General LTC Scott G. West wests@lee-dns1.army.mil	(ATSM-QMG) 734-4237	Petroleum and Water LTC Laren D. Tarbet tarbetl@lee-dns1.army.mil	(ATSM-PWD) 734-2820
Command Planning Group LTC Christopher M. Schiefel schiefec@lee-dns1.army.mil	(ATSM-CPG) 734-3215	Noncommissioned Officer Academy CSM Norbert L. Schouviller schouvin@lee-dns1.army.mil	(ATSM-SGA) 765-2066
Quartermaster Total Force Integration Officer LTC Robert W. Vaughan vaughanr@lee-dns1.army.mil		(ATSM-ACR) 734-3574	

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FAX (804) 734-3343

UNIT DISTRIBUTION:

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

ARTICLE SUBMISSIONS:

Submit articles in typewritten (or near letter quality), double-spaced drafts consisting of no more than 12 pages. Articles may

also be submitted on 3 1/2-inch disk in most common word processing software as well as ASCII format (Microsoft Word for Windows preferred). Hard copy must be included. Please tape captions to any photographs or diagrams included.

QUARTERMASTER HOTLINE:

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

SUBSCRIPTIONS:

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

Are You Getting the Quartermaster Professional Bulletin?

Your branch publication, the *Quartermaster Professional Bulletin*, needs your help. Each quarter, we mail to commanders in all multifunctional, Quartermaster Active and Reserve units, and logistics activities. This magazine with tactical and technical information enhances professional development. Please take a few minutes to send us your correct unit mailing address using the new postal format of no more than 5 lines, each line not to exceed 40 characters, and all capital letters. Also, please indicate the number of magazines your unit needs.

Let us hear from you. Mail your request to:

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1201 22D STREET
FORT LEE VA 23801-1601

Quartermaster Home Page

Quartermasters now have their own Home Page on the World Wide Web computer Internet. You can access the Home Page by typing: <http://lee-dns1.army.mil/quartermaster>.

Attention Quartermasters!!!

Do You Want To See Your Unit Featured in the *Quartermaster Professional Bulletin*?

Here's How:

-  First, your unit must be or have been at one time a Quartermaster unit.
-  Currently, only battalion-size units are being featured, such as S&S, S&T, support battalion, corps support battalions, and petroleum battalions.
-  Send a copy of the unit's official lineage and a line drawing (preferably the US Army Institute of Heraldry drawing) of your unit crest. Indicate the specific colors on the crest, to include the color of the lettering, if any.
-  If available, include the narrative history of the unit to give the artist an indication of a historical context to portray the unit in action. If there is a particular event in the unit's history that is specifically desired to be illustrated, please indicate this. Also include any other information that may help the illustrator, such as photographs or good-quality photocopies.
-  Send the above information with a point of contact and telephone number to:

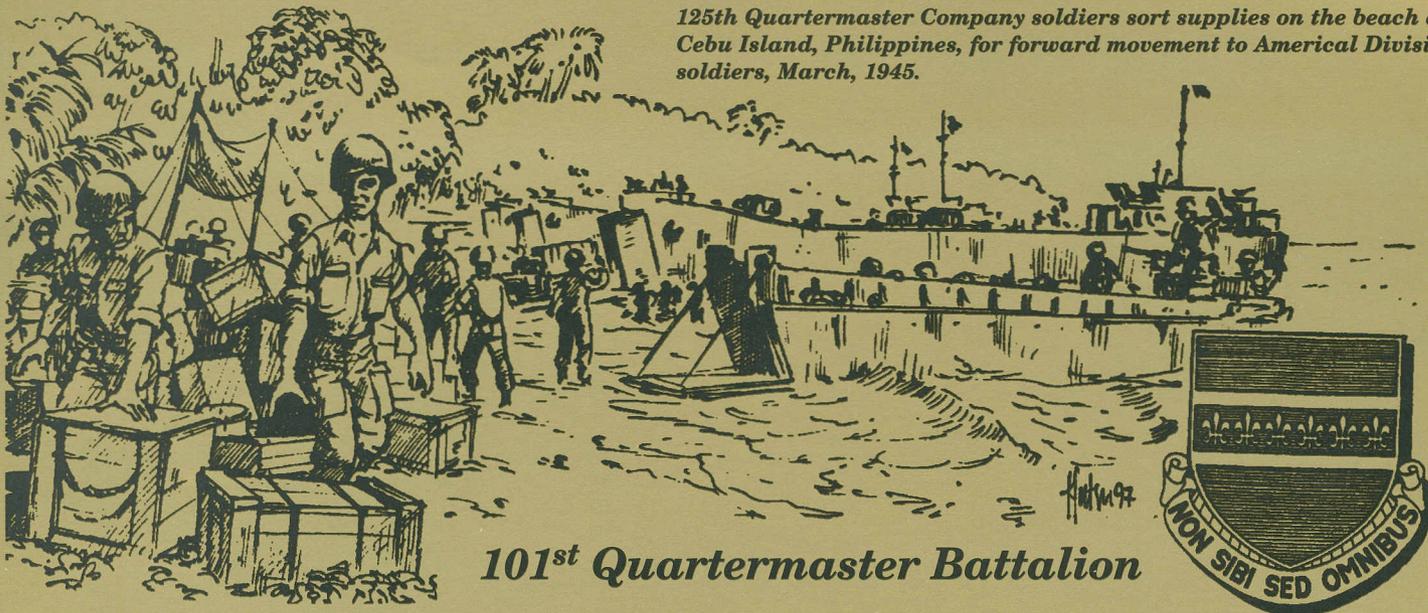
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Previously featured units illustrated by LTC Keith K. Fukumitsu, Quartermaster:

Summer 1992	26th SPT BN	Spring 1993	262d Quartermaster BN
Autumn 1992	407th S&S BN	Summer 1993	64th SPT BN
Winter 1992	530th S&S BN	Autumn 1993	46th SPT BN
		Winter 1993	240th Quartermaster BN
Spring 1994	559th Quartermaster BN	Spring 1995	426th SPT BN
Summer 1994	561st S&S BN	Summer 1995	11th ACR SPT SQN
Autumn/Winter 1994 (WWII Commemorative Issue)		Autumn 1995	193d SPT BN
		Winter 1995	13th CSB
Spring 1996	24th SPT BN	Spring 1997	101st Quartermaster BN (Massachusetts ARNG)
Summer 1996	3d SPT BN		
Autumn 1996	115th SPT BN		
Winter 1996	225th SPT BN		

For information on obtaining copies of previous unit pages, contact LTC Keith K. Fukumitsu, C/O Editor, *Quartermaster Professional Bulletin*.

125th Quartermaster Company soldiers sort supplies on the beach at Cebu Island, Philippines, for forward movement to Americal Division soldiers, March, 1945.



101st Quartermaster Battalion



Organized 22 August 1917 as the 101st Supply Train, an element of the 26th Division, Massachusetts National Guard, then in Federal Service at Camp Barlett, Massachusetts.

Demobilized 29 April 1919 at Camp Devens, Massachusetts.

Reorganized 15 March 1920 at Fitchburg, Massachusetts and reorganized 1 September 1920 as the 1st Supply Train.

Reorganized and redesignated 30 September 1921 as the 26th Division Train.

Reorganized and redesignated 26 May 1936 as the 101st Quartermaster Regiment, an element of the 26th Division.

101st Quartermaster Regiment reorganized 12 February 1942 as follows:

*2nd Battalion, Companies C and D, and 1st Platoon, Company E reorganized and redesignated as the 114th Quartermaster Battalion and remain assigned to the 26th Infantry Division.
Company F disbanded.*

Remainder of the regiment relieved from assignment to 26th Infantry Division.

101st Quartermaster Battalion reorganized and redesignated 10 April 1943 as the 125th Quartermaster Company and assigned to the Americal Division; inactivated 10 December 1945 at Seattle, Washington.

114th Quartermaster Battalion reorganized and redesignated as the 26th Quartermaster Company, an element of the 26th Infantry Division; inactivated 3 January 1946 at Camp Patrick Henry, Virginia.

26th and 125th Quartermaster Companies consolidated, reorganized and redesignated 21 January 1947 as the 26th Quartermaster Company Framingham, Massachusetts, an element of the 26th Infantry Division.

Reorganized and redesignated 4 March 1963 as Company A, 26th Supply and Transport Battalion.

Reorganized and redesignated 1 January 1965 as Company B, 26th Supply and Transport Battalion and consolidated with former Company B, 26th Supply and Transport Battalion.

Reorganized and redesignated 1 March 1988 as Company B, 726th Support Battalion.

Reorganized and redesignated 1 September 1992 as Company B, 114th Support Battalion.

Reorganized and redesignated 1 September 1996 as Headquarters and Headquarters Detachment, 101st Quartermaster Battalion and consolidated with Headquarters and Headquarters Company, 26th Infantry Division Support Command and stationed at Natick, Massachusetts.

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