

Quartermaster

PROFESSIONAL BULLETIN

SPRING 2006 *PB 10-06-01*
WARRIOR LOGISTICIANS

2006 U.S. Army Culinary Arts Competition



**Team Korea Wins Overall U.S. Army Culinary Arts Competition
For The Second Year In A Row!**

See article and photos beginning on page 28



FROM THE QUARTERMASTER GENERAL

The current operating environment encourages experimentation and looking for new ways to accomplish the mission. The hope is that we can learn from these experiences and use that knowledge to shape the course of future logistics. One of the articles published in this issue of the *Quartermaster Professional Bulletin* describes how the 2d Brigade, 101st Airborne Division (Air Assault) effectively used slingload operations as “an indispensable combat multiplier” for helping supply a huge area south of Baghdad in late 2005. Such information will undoubtedly provide food for thought for future Quartermaster combat developers. In this issue you will also find a very thoughtful article by Lieutenant General C. V. Christianson, Director for Logistics, J-4, The General Staff, entitled *Joint Logistics: Shaping Our Future*, in which the author shares his “strategic vision” of what the future holds for logisticians. All of us need to be thinking about the shape of logistics in the years ahead.



BRIGADIER GENERAL MARK A. BELLINI

This issue of the *Quartermaster Professional Bulletin* also reports how the Quartermaster training base here at Fort Lee is readying our Soldiers for the rigors of combat, to include the use of an upgraded Convoy Live Fire Range and new training devices such as SESAMS [Special Effects Small Arms Marking System]. There is much more besides for you to reflect upon, which brings me to my main point: the role of this publication in helping to further Quartermaster strategic communication.

In the very first quarterly issue of the *Quartermaster Professional Bulletin*, published in March 1988, the journal’s Editor boldly announced that its purpose is to keep all Quartermaster personnel knowledgeable of current and emerging developments throughout the Corps. Its objectives were clear: Reinforce the training base, Reinforce skills, Introduce new concepts, Demonstrate the “how to,” Provide a medium for professional dialogue, Stimulate professionalism, Encourage study and innovative thought, Provide a forum for Commandants to communicate with the field. Moreover the Editor correctly assumed that the success of this new enterprise “will depend upon the articles and ideas received from Quartermaster personnel worldwide.”

Now, after nearly twenty years in existence, we can look back and see that the *Quartermaster Professional Bulletin* has more than fulfilled its initial purpose. It has been enormously successful in providing effective two-way communication between the U.S. Army Quartermaster Center and School and Quartermaster units and personnel throughout the Army. Why successful? Because we ALL have things to say about personal experiences, training methods and exercises, leadership, history, ethics, changing organizations and equipment, and so on. That professional exchange needs to continue, especially given the many challenges and unprecedented changes that are currently underway.

Each of you, regardless of where you are serving, has an important job and relevant information to share. Your observations, knowledge, comments, views, and experiences can shed invaluable light on how current and emerging developments, tactics, techniques, and procedures are felt in the real world. So I strongly urge each of you to please take the time to write an article for the *Quartermaster Professional Bulletin*, or share a commentary, news, or photographs. Also encourage your subordinates to do the same. The current Editor of the *Quartermaster Professional Bulletin* is George Dunn. You may e-mail articles to him at george.dunn2@us.army.mil or contact him by telephone at (804) 734-4382 or DSN 687-4382.

Thank you for your commitment and for what you do daily for our Soldiers, Army, and Nation. My e-mail address is mark.bellini@us.army.mil. You may call me at (804) 734-3458 or DSN 687-3458 in my office, or (804) 502-0923 on my Blackberry. My fax number is (804) 734-3174 or DSN 687-3174. I look forward to hearing from you.



Quartermaster

PROFESSIONAL BULLETIN

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THE QUARtermaster GENERAL
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OUTSIDE BACK COVER: Combat Live Fire Training Helps Save
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INSIDE BACK COVER: The full pages on battalion-size units that Keith K. Fukumitsu, Quartermaster, has researched and illustrated for each edition since 1991 are archived on the Quartermaster Home Page under Professional Bulletin, Quartermaster Unit Lineages, at www.Quartermaster.army.mil.

LET'S DRIVE! MAINTAINING A STRATEGIC TRAINING ADVANTAGE REQUIRES AGGRESSIVENESS



BY COMMAND SERGEANT MAJOR
JOSE L. SILVA

Let's Drive!

"Don't wait for the proponent, get this thing going and execute with

what we have. Let's quit riding in the back and get in the driver's seat and let's drive!" I glanced at my closing remarks on my electronic mail for a microsecond, and before I considered whether or not it was a harsh response, my

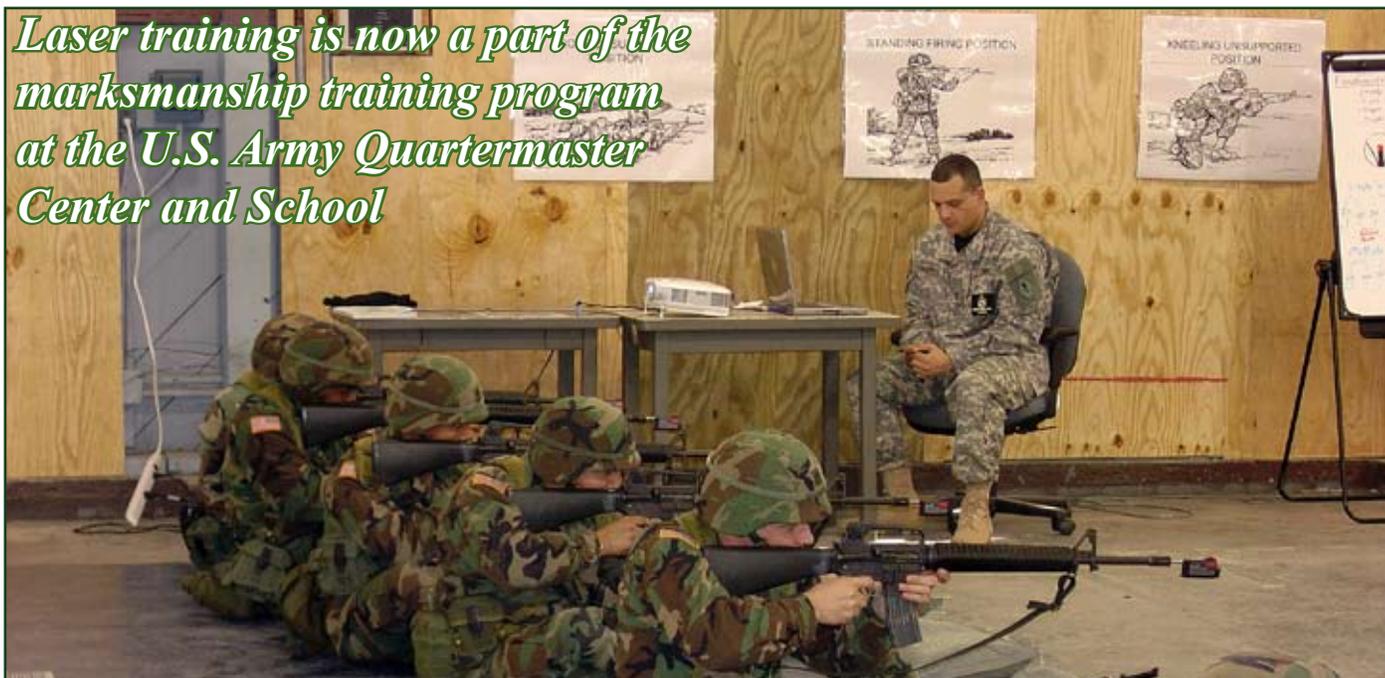
"happy trigger finger" hit the send button. It was gone, harsh or not, on its way to capture a senior trainer's attention.

Long gone are the days when we had to wait for training proponents to capture, assess, validate, and implement lessons learned into current doctrinal training, especially in the tactical arena. Changes in tactics, techniques, and procedures are coming from the Department of the Army, U.S. Army Training and Doctrine Command (TRADOC), and the Center for Army Lessons Learned (CALL) at a fast and furious pace. We must be able to keep up with the



Getting field units involved early, such as these Soldiers from Company B, 2nd Battalion, 1st Infantry Regiment, preparing to search a house for insurgents and weapons in Anah, Iraq, is an important part of an aggressive training strategy. Photo by Tech. Sgt. Andy Dunaway.

Laser training is now a part of the marksmanship training program at the U.S. Army Quartermaster Center and School



changes with the same aggressiveness in order to maintain a strategic advantage. What used to take a couple of years to approve and implement now takes weeks, and in some cases only days.

Schoolhouses across the TRADOC spectrum are following the commander's intent on training implementation. The new training approach calls for prioritization of tasks based on the most recent lessons learned and common sense. A good example of this is rifle marksmanship. Qualifications always called for firing from the prone and foxhole positions (both supported and unsupported). The new strategy includes training on shooting from standing, kneeling, and seated positions. Reflexive fire techniques and drills have also been implemented. Some of us were already executing this type of training while the training support packets were still being revised. That's how fast things are changing.

Having good connectivity to sources from lessons learned is the key to success. Students returning from the theater and coming through courses here are a great source and periodically accessing the CALL database provides great benefits. We also have a team of Americans working in the U.S. Army Combined Arms Support Command's (CASCOM) Quality

Assurance Directorate. Their feedback on lessons learned from the combat training centers keeps our database full. This is a process that helps the information flow down to the lowest level without delay or redundancy.

I believe this process works but we can be even more successful by getting field units involved early. I call it the TRADOC-U.S. Army Forces Command handshake. Field units must establish connectivity in two ways. First, look at the product they are getting from the schoolhouses. The new generation of Soldiers coming out of Basic Combat Training, Advanced Individual Training, as well as our Noncommissioned Officers Education System now get so much "high intensity" training it is almost unbelievable. They are well versed in most of the warrior tasks and battle drills and are the central focus for lessons learned implementation. This population is critical for the first part of an aggressive connectivity strategy.

The second part of the strategy relies on a unit's ability (and willingness) to keep up with other sources of data mining. A good example of this is the CALL and the combat training centers' web pages and publications. Getting a "lessons learned" designated point of contact within



Reflexive fire remains a cornerstone of the tactical training program at the U.S. Army Quartermaster Center and School.

the staff will ensure a unit gets the most recent lessons learned for implementation. This is also a great way of filling the “White Spaces” in the overall training process. (Read my article “Filling the White Spaces,” *Quartermaster Professional Bulletin* Summer 2005, for a better snapshot.)

We are fighting an enemy that is clever, fluid, and able to change tactics at the drop of a hat. Fighting such an adversary in the war against terror has dramatically changed the way we execute training. We must think the way they do in order to counteract their versatility, so we can quickly influence our training initiatives and implement the necessary curricula changes in a timely manner.

Our Quartermaster trainers and developers, along with our CASCOM Quality Assurance personnel, are mastering the art of adaptive thinking and strategic planning to ensure our generation of Warrior Logisticians can keep an advantageous edge. This strategic approach to training has transformed the entire combat service

support (CSS) arena. Our CSS Soldiers are better prepared, more focused, and more lethal than ever before.

Let's Drive!

CSM Jose L. Silva is the 8th Regimental Command Sergeant Major for the Quartermaster Corps. He deployed to Uzbekistan for Operation Enduring Freedom as the 507th Logistics Task Force CSM and also served as the first Camp Sergeant Major for Camp Stronghold Freedom in Karshi-Khanabad. His responsibilities took him to Bagram, Mazare-Shariff and Kabul. Then as the CSM for the 10th Division Support Command, 10th Mountain Division, Fort Drum, New York, he redeployed to Afghanistan during Operation Enduring Freedom IV to serve as the Joint Logistics Center CSM before coming to the U.S. Army Quartermaster Center and School, Fort Lee, Virginia. CSM Silva enlisted in the Army in July 1982 as an 11B (Infantryman) in the 82d Airborne Division. He became a Petroleum Supply Specialist in July 1986.

KOREA, JAPAN, AND HAWAII QUARtermaster SOLDIERS UPDATED ON CHANGES IN THE QUARtermaster CORPS/ARMY



BY CHIEF WARRANT OFFICER FIVE
MICHAEL E. TOTER

The Quartermaster
Regimental Warrant Officer,
CW5 Michael Toter, and the
Enlisted Personnel Proponent
Sergeant Major, SGM Joseph
Brundy recently visited

Quartermaster Soldiers in Korea, Japan, and Hawaii. The purpose of the trip was to update Quartermaster Soldiers on the numerous changes, not only in the Quartermaster Corps, but the entire Army. CW5 Toter spoke with enlisted Soldiers that were interested in becoming warrant officers.

CW5 Toter and SGM Brundy conducted twelve briefings. Some of the key units visited were, 8th U.S. Army, Yongsan, Korea; 19th Theater Sustainment Command, Tague, Korea; 2d Infantry Division, Camp Casey, Korea; 10th Area Support Group, Okinawa, Japan; 25th Infantry Division, Schofield Barracks, Hawaii; Joint POW/MIA Accounting Command, Hickham AFB, Hawaii; and the U.S. Army Pacific Command, Fort Shafter, Hawaii. SGM Brundy briefed Soldiers on promotion procedures for senior noncommissioned officers. Special emphasis was placed on how to prepare for an upcoming board, validating a Soldier's Enlisted Record Brief, and the importance of the Department of the Army photo. SGM Brundy also briefed Soldiers on each of the nine Quartermaster military occupational specialties. Questions from Soldiers centered on the current transformation of our Army and the way ahead for the Quartermaster Corps.

This is an ongoing effort by CW5 Toter and SGM Brundy to visit Quartermaster Soldiers around the world when possible to encourage them to apply for the warrant officer program. Their first visit was to Germany in September 2005. CW5 Toter and SGM Brundy have also visited Quartermaster Soldiers in

Kuwait, Iraq, and Afghanistan. The trips have proven to be an effective way to not only update Soldiers, but to give the Soldiers a chance to voice their concerns and share experiences with the senior Quartermaster leadership.



CW5 Toter makes a point while talking with Soldiers in Korea, Japan, and Hawaii in March.

CW5 Michael E. Toter is currently assigned to the Office of the Quartermaster General, U.S. Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia, as the Quartermaster Regimental Chief Warrant Officer/Quartermaster Warrant Officer Proponent. He has served in a variety of assignments worldwide. These include Logistics Operations Officer, North American Aerospace Command/U.S. Northern Command, Peterson Air Force Base, Colorado; and S4, Joint Prisoners of War/Missing in Action Accounting Command, Hickam Air Force Base, Hawaii. Also, he served as Division Property Book Officer, 10th Mountain Division, Fort Drum, New York; Brigade Property Book Officer, 194th Armored Brigade, Fort Knox, Kentucky; Instructor, QMC&S, Fort Lee; and Senior Evaluator, Supply Excellence Award Program, Fort Lee. He has completed every level of the Warrant Officer Education System and holds a baccalaureate degree from the University of Maryland.

PROVIDING SUPPORT TO ARMY LOGISTICIANS: THE ARMY LOGISTICS NETWORK (LOGNET)

The U.S. Army Logistics Network (LOGNet) was established over a year ago as a joint effort between the U.S. Army Training and Doctrine Command's Combined Arms Support Command (CASCOM) Commander and the Headquarters Department of the Army G-4 to serve the needs of the professional Army logistician in the field.

LOGNet's mission is:

- ▶ Facilitate the transfer of knowledge from those who have it, to those who need it.
- ▶ Provides a professional forum to share the latest thoughts, ideas, tactics, techniques, and procedures and lessons learned from the experienced logisticians, regardless of rank or duty position.
- ▶ Provide the ability to Network with fellow peers to become better at what you do. Professional networking is the key to breaking the age old cycle of constantly reinventing the wheel.
- ▶ Provide peer driven professional and technical mentoring for those periods between attendance at service schools.
- ▶ Provide topical content, tools and knowledge to assist professionals in the field.
- ▶ Drive change from the ground up.

Currently LOGNet has a membership of over 8,100 Army logisticians, two thirds of which are mid to senior grade level, making it the professional's online place of choice regarding logistics. If you are passionate about logistics or simply just want to solve day-to-day logistics and supply problems then you need to become a member today!

To access LOGNet directly go to: <https://lognet.bcks.army.mil>. When prompted just enter your Army Knowledge Online (AKO) User Name and AKO Password to log on. To

participate on LOGNet you must have an account. To create your account just click the "Request an Account" link on the lower left of the LOGNet display page. Again the User Name to be entered is your AKO User Name and the Password is your AKO Password. Please do not enter your e-mail address in place of your AKO User Name – it is not the same thing. Also, please double check the spelling of your AKO User Name before completing the process. Incorrectly spelled AKO UserNames will not pass the security check with the AKO white pages and be rejected by our system. Screening and approval of LOGNet account requests usually happens within one working day or so, if not sooner.

Once on LOGNet be sure to check out the Official LOGNet Tools area and the Standard Operating Procedure (SOP) Library as a good place to start. The tools area contains 13 professionally done software tools designed and developed by LOGNet to supplement existing Standard Army Management Information System (STAMIS) or to fill STAMIS shortfalls. Each of these tools is designed to help units and commands with a variety of logistics and other tasks. The SOP library contains over 80 example SOPs and Tactical SOPs (TACSOP) covering virtually every aspect of logistics and supply. Just download an SOP or TACSOP and modify it to suit your own unit's needs. This is just a very tiny sampling of the many useful tools, job aids, and knowledge items available for LOGNet members.

Every S4, Quartermaster, Ordnance, and Transportation branch officer, warrant officer and enlisted Soldier should establish an account on LOGNet and use it. LOGNet serves Active duty, U.S. Army Reserve, Army National Guard, and Department of the Army civilians. Quartermaster, Ordnance, and Transportation retirees are also welcome to join.

JOINT LOGISTICS: SHAPING OUR FUTURE

A PERSONAL PERSPECTIVE

BY LIEUTENANT GENERAL C. V. CHRISTIANSON

Leaders win through logistics. Vision, sure. Strategy, yes. But when you go to war, you need to have both toilet paper and bullets at the right place at the right time. In other words, you must win through superior logistics.

Tom Peters, "Leadership Is Confusing As Hell,"
Fast Company, March 2001

The logistics capacity of the U.S. military today is unmatched; our Nation's ability to project military power gives the joint warfighter unprecedented capabilities. However, a constantly changing operating environment and budgetary constraints demand we optimize joint logistics to enhance our capabilities for tomorrow. We have the opportunity to significantly advance our systems, processes, and organizations to improve support to tomorrow's joint force commander (JFC), and we must seize it.

The purpose of this paper is to generate thought and frame discussion. It represents my view of joint logistics, today's environment, and the three essential "imperatives" that frame the

strategic relationships around which we can build collaborative change. I offer these thoughts as a catalyst for the development of concepts and solutions that will optimize joint logistics.

Joint Logistics

The necessity of joint logistics is widely accepted throughout the Department of Defense (DOD) logistics community and no one I know would disagree that the effective delivery of logistics support is essential to the JFC, our ultimate customer. However, I believe our current logistics systems reflect many inefficiencies, unnecessary redundancies, and process gaps that increase both risk and cost. Achieving harmony between and among Armed Service



Shipments come in all sizes and shapes and can be strategically shipped by air or sea to precise points and slingload operations can get needed supplies to troops on the ground anywhere even during hostilities.



The end for which a soldier is recruited, clothed, armed, and trained, the whole objective of his sleeping, eating, drinking, and marching is simply that he should fight at the right place and the right time.

**Major General Carl
von Clausewitz,
On War, 1832**

and agency funded missions, systems, processes, and programs will resolve today's inefficiencies, but poses a significant challenge. Overcoming that challenge can be enabled with a common agreement and understanding of the purpose of joint logistics to fundamentally answer the questions, "What is joint logistics?" And, "Why do we need it?"

Joint logistics is the *deliberate or improvised sharing of Armed Service logistics resources to enhance synergy and reduce both redundancies and costs*. We need joint logistics because (especially during initial expeditionary activity) the Armed Services, by themselves, *seldom have sufficient capability to independently support the JFC*. By sharing, we can optimize the apportionment of limited resources to provide maximum capability to the supported commander. The overall purpose of joint logistics is to *achieve logistics synergy*, getting more out of our combined resources than we can individually.

The Joint Logistics Environment

The global war on terrorism, other threats to our security, frequent and diverse commitments across the globe, and complex interagency/multi-

national operations characterize the joint logistics environment. Future operations are likely to be distributed, and conducted rapidly and simultaneously across multiple joint operational areas within a single theater, or across boundaries of more than one geographic combatant command. In this environment, force projection operations give our nation the ability to close the gap between early entry modules and follow-on combat operations, and simultaneous stabilization and reconstruction operations. The requirement to integrate sustainment and force projection operations in a complex operating environment presents the greatest joint logistics challenge. Gone are the days when we had the time and resources to position large stores in response to a stable, predictable threat. This environment spans strategic, operational, and tactical space and provides the context in which we must deliver the effect expected by the JFC.

Freedom of action is the "effect" the JFC expects from joint logistics, and that effect is delivered in the *tactical space*. The tactical space is where we should measure success and it is where operational readiness is the desired outcome. *Sustained joint operational*



Tracking devices now allow us to know everything from what commodities are being shipped, where the items are in transit, and where the troops are located (even in remote areas) that are to receive the goods. This function can even be done remotely.

readiness enables freedom of action, and results from the effective integration of all logistics capabilities. Logistics readiness achieved in the tactical space results from the cumulative efforts of the Armed Services, agencies, and other logistics players across the entire joint logistics environment. There is a high price to pay in the tactical space for inefficiencies in the strategic or operational space.

Our nation's ability to project and sustain military power (its campaign quality) comes from the *strategic space*. This national system enables sustained military operations over time and leverages our most potent force multiplier; the vast capacity of our industrial base. At this level, modern, clearly-defined, well-understood, and outcome-focused processes drive efficiencies across military, agency, and commercial capabilities. Robust and efficient global processes combined with agile global force positioning are fundamental to joint logistics reform and to our nation's ability to maintain global flexibility in the face of constantly changing threats.

The *operational space* is where the JFC synchronizes and integrates his joint operational requirements with the national system. It is here where joint logistics must excel, and where the

ability to fully integrate logistics capabilities provides our greatest opportunities. The operational space is where the joint logistician must bridge Armed Service, coalition, agency, and other organizational elements/capabilities, linking national and tactical systems, processes, and organizations to enable the freedom of action the JFC expects. *The essence of joint logistics is in the operational space*, and it is here where the joint logistics community should focus effort.

Strategic Relationships

Effective joint logistics depends on clear roles, accountabilities, and relationships between the global players within the joint logistics domain. The *collaborative network* of relationships between these players should be based on the preeminence of the Armed Services. By law, the Armed Services are responsible to raise, train, equip, and maintain ready forces for the JFC and they lie at the heart of this collaborative network. Armed Service logistics components form the foundation of the joint logistics network and are responsible to maintain systems life cycle readiness. Thus the Armed Services act as Defense Systems Readiness Process Owners, and they are the supported organizations for logistics readiness. In this capacity the Armed Services focus on their product: ***Logistics Readiness at Best Value***.

*The Armed Services and the Defense Logistics Agency (DLA) share responsibilities as Defense Supply Process Owners. In that shared role, they are supporting organizations to the components of the joint force for logistics readiness. The Armed Services and DLA are responsible for supply support and, supported by the Distribution Process Owner (DPO), are focused on their product: **Perfect Order Fulfillment.***

*United States Joint Forces Command (USJFCOM) serves as the Joint Deployment Process Owner and is the primary conventional force provider and the global force manager. In this role, USJFCOM, through its Armed Service components, ensures the supported commander is provided with the forces needed to achieve national objectives. USJFCOM is responsible for coordinating and making recommendations for the global conventional force and, supported by the DPO, is focused on its product: **Perfect Capability Fulfillment.***

*United States Transportation Command (USTC) serves as the Defense Distribution Process Owner, and is the supporting organization to DLA and the Armed Services for the movement of sustainment commodities, and to USJFCOM for the movement of forces. USTC coordinates and synchronizes the defense distribution system, and is focused on its product: **Time Definite Delivery.***

*The JFC, through his Armed Service Components, is the ultimate customer of the joint logistics system. The JFC has authority over joint logistics resources in his area of responsibility, and is the principal focus of the national organizations described above. These organizations have global responsibilities and form the backbone of joint logistics. They exist to provide and sustain logistically ready forces to the supported JFC. I view these organizations as *global providers*, responsible for the end-to-end synchronization and coordination of processes that deliver outcomes to the supported JFC. These global organizations should constantly strive to improve their capabilities in concert with each other, integrating*

deployment/redeployment, supply, distribution, and readiness processes to ensure the supported commander receives both forces and logistics sustainment on time and where needed.

Because the Armed Services lie at the heart of the joint logistics network, the joint logistics community (processes, systems, programs, organizations) should measure “value” from the perspective of the Armed Service components of the JFC. Every logistics program, system, and initiative should be viewed within the framework of these critical strategic relationships and measured by its ability to support the effect we are expected to deliver.

Imperatives for Success

The supported JFC expects joint logistics to give him *freedom of action* to enable the effective execution of his mission according to his timetable. The value of joint logistics is in its ability to sustain *joint logistics readiness*. We can measure that value by how well we achieve three joint logistics imperatives: unity of effort, domain-wide visibility, and rapid and precise response. These imperatives are not goals in themselves, but define the outcomes of a confederation of systems, processes, and organizations that are agile, effectively adapting to a constantly changing



Modern technology plays a key role in helping track property and commodities and is absolutely necessary if we are expected to provide the “Perfect Capability Fulfillment.”

environment to meet the emerging needs of the supported JFC.

Unity of Effort is the coordinated application of all logistics capabilities focused on the JFC's intent and is the most critical of all joint logistics outcomes. Achieving unity of effort requires the optimal integration of U.S. joint, multinational, interagency, and nongovernmental logistics capabilities and is built around three enablers.

- ▶ Appropriate organizational capabilities and authorities provide the means to effectively and efficiently execute joint logistics.
- ▶ Shared awareness across the logistics domain drives unity by focusing capabilities against the joint warfighter's most important requirements. The effective integration of priorities and the continuous sorting of those priorities in space and time are key tasks requiring shared awareness.
- ▶ Common measures of performance drive optimization across processes supporting the JFC. Understanding how a joint logistics process works, how members of the joint force access that process, and how the JFC measures success frame this enabler.

Domain-wide Visibility is the ability to see the requirements, resources, and capabilities across the joint logistics domain. Three fundamental enablers frame the ability to achieve this imperative.

- ▶ Connectivity – access to the network 24 hours a day, 365 days a year. Reaching globally - back, forward, and laterally throughout the network to synchronize and coordinate efforts of supporting DOD agencies, interagency participants, multinational partners, host nations, contractors, and commercial sector participants is a key.
- ▶ Standard enterprise data architecture is the foundation for effective and rapid data transfer and forms the fundamental

building block to enable a common logistical picture and high logistical situational understanding. This enabler fosters warfighter confidence by facilitating visibility across the entire joint logistics environment.

- ▶ A global focus over the processes that deliver support to the JFC is paramount to optimizing joint logistics. Logistics support to the joint force is global business, and any view of joint logistics that operates below this level will sub-optimize processes and deliver less-than-acceptable readiness.

Rapid and Precise Response is defined by the ability of the supply chain to effectively meet the constantly changing needs of the joint force. Lack of key supplies, regardless of the reason, acts to undermine readiness and increase mission risk. The following performance measures indicate how well the supply chain is responding to the needs of the JFC.

- ▶ Speed is the core of responsiveness, and to the JFC, its most critical aspect. Ideally, all logistics would be immediately available all the time, but that is not possible. In measuring speed, we should focus our efforts on what is “quick enough,” while recognizing that not all supplies are equal in importance. Items that truly drive readiness deserve special treatment.
- ▶ Reliability is the ability of the supply chain to provide predictability or time-definite delivery. When items are not immediately available, the joint logistics system must provide immediate and accurate estimates of delivery to enable the warfighter to make decisions regarding future mission options.
- ▶ Visibility provides rapid and easy access to order information. A sub-set of domain-wide visibility, this feature fundamentally answers the JFC's questions, “Where is it?” And “When will it get here?”
- ▶ Efficiency is directly related to the supply chain's footprint. The tactical

Sustaining and increasing the qualitative military advantages the United States enjoys today will require transformation – a transformation achieved by combining technology, intellect, and cultural changes across the joint community.

The National Security Strategy of the United States of America.



and operational space footprint can be viewed in terms of the resources needed to compensate for inefficiencies within the supply chain itself.

The Need for Joint Logistics

Joint logistics exists to give the JFC the freedom of action necessary to meet mission objectives. We deliver this effect by integrating all logistics capabilities within the operational space, bridging the strategic sustainment base of our nation to the complex tactical environment in a way that optimizes logistics readiness. Through rigorous self-assessment, discussion, analysis, and collaboration, we can make significant progress towards improving our ability to deliver logistics readiness.

It is important, however, to continue to move forward with programs and initiatives that truly support joint logistics. We cannot wait until every issue is resolved to make decisions. Viewing

initiatives through the lens of the imperatives above should offer a reasonable starting point for assessing an initiative's value. The challenge of integrating Armed Service and agency programs and systems not designed to holistically support joint operations cannot be overestimated. However, the importance of achieving this integration is paramount. We have a responsibility to the American people and the next generation of Soldiers, Sailors, Airmen, and Marines to do better – much better.

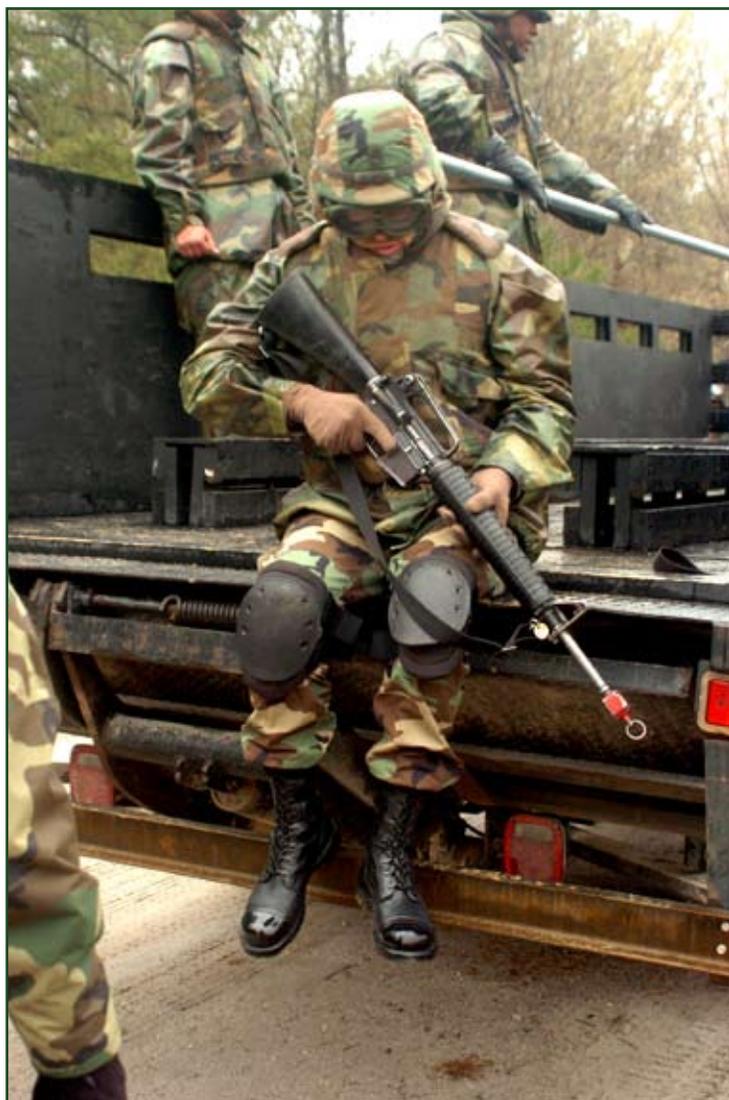
Lieutenant General Claude V. (Chris) Christianson is the Director for Logistics, the Joint Staff, Washington, D.C. He assumed his duties in October 2005. Lieutenant General Christianson, a Distinguished Military Graduate of the Army ROTC program at North Dakota State University, was commissioned as an Ordnance Officer in 1971.

CONVOY LIVE FIRE TRAINING: U.S. ARMY QUARTERMASTER CENTER AND SCHOOL

By GEORGE DUNN, EDITOR,
QUARTERMASTER PROFESSIONAL BULLETIN

The earth rumbles with a loud explosion that lifts the lead vehicle of a “routine” convoy into the air. As the vehicle, which has taken a partial blow from an improvised explosive device, settles to the ground, the passenger (a private, 92G Food Services Specialist on his first mission in Iraq), shakes off the cobwebs. Realizing he is uninjured, his instincts and training take over as he grasps the reality that the convoy is under attack. While dragging the unconscious driver from the

damaged vehicle to safety near the side of the road, the private, who under normal conditions might be cooking dinner somewhere, takes up position and returns suppressive fire. Ultimately, the insurgents are killed or dispersed, the area secured, the injured Soldier evacuated, and the convoy continues its mission. The tactical combat skills that allowed the private’s quick and appropriate responses were learned in his basic training and solidified through specialized Convoy Live Fire training received while a student at the U.S. Army Quartermaster Center and School (QMC&S) at Fort Lee, Virginia.



One of the basic drills taught during Convoy Live Fire training is the proper way to mount and dismount a moving vehicle. Here a student practices the dismount skill.

Responding to various combat related incidents, including attacks on our convoy operations in Iraq, the Chief of Staff of the Army directed a study to determine what skills all Soldiers in the Army need to ensure their competence as riflemen capable of defending themselves in combat. That study listed 40 Warrior Tasks and 9 Battle Drills that all Soldiers, regardless of their military occupational specialty (MOS), will be proficient at before they are exposed to combat situations. The study revealed that there were weaknesses in certain combat skills within Army logistician ranks.

Based on the Army’s findings, former U.S. Army Training and Doctrine Command (TRADOC)



Another skill learned during Convoy Live Fire training is taking up position and returning fire. Here a student shoots at a pop up target.

Commander, General Kevin Byrnes, directed that all TRADOC schoolhouses establish a Convoy Live Fire range and have it up and running as quickly as possible. Brigadier General Scott G. West, 48th Quartermaster General, having just returned from Iraq, had first hand knowledge of the sort of retraining that was required. Setting up a Convoy Live Fire range for the QMC&S became a top priority for BG West.

Five of the nine drills identified in the Army study were convoy related. The new Convoy Live Fire training includes those five basic training elements:

1. React to an unblocked ambush.
2. React to an improvised explosive device/ blocked ambush.
3. Dismount/mount a moving vehicle.
4. Secure and halt.

5. Perform movement techniques and engage targets during an urban operation and enter a building during an urban operation.

At TRADOC's direction, the QMC&S determined what portions of MOS technical training could be reduced or eliminated from the various elements without seriously impacting technical training requirements in order to provide personnel to establish the Convoy Live Fire range and then operate it on a continuing basis. Ultimately, a number of Soldiers were identified to man and operate the new range and some of the technical training was removed from each training element to allow for the new tactical training regimen. But there was still a lot more to it than that. At the time the Convoy Live Fire requirement came down, Log Warrior training and the requirement for re-qualification on the M-16 had already been established in TRADOC

CSM Jose Silva, right foreground, talks with troops prior to Convoy Live Fire training exercise. LTC John Ernst looks on from far right.



Regulation 530-6, which governs Soldier initial entry training (IET). Previously, Quartermaster designated trainees simply came to Fort Lee following their basic training to spend between 6-13 weeks learning the technical skills required for their MOS.

A major hurdle in establishing the Convoy Live Fire training was establishing appropriate committees and milestones to achieve the training goal time frame. The QMC&S operations officer developed and executed extraordinary Convoy Live Fire exercise time lines, including developing and writing standard operating procedures. Execution of the time lines began 3 February 2005. By 11 April, coordination and completion of a wide range of events and requirements had been accomplished and the training cadre was ready for operations.

Yet even as the concept came together, few of the QMC&S senior leaders were experienced in how to go about setting up and operating a non traditional range like Convoy Live Fire was expected to be. One of the first things that had to be done was to determine where the range could be located. Initially it was thought it might be

collocated with the Log Warrior training but that was quickly ruled out due to space required for the Convoy Live Fire range and other operational considerations. Eventually it was determined that the range would be built at Fort Pickett, Virginia, located about 45 minutes southwest of Fort Lee.

One of the problems with the directive to establish the Convoy Live Fire training was that no additional resources were available to carry out the operation. According to BG West, there were many people who made the Convoy Live Fire exercise happen in record time. Larry Toler, Deputy to the Commander, figured out how to reapportion the required resources. COL Lindy Buckman, former Commander of the 23d Quartermaster Brigade, incorporated all the prep tasks in the Log Warrior Field Training Exercise (crawl and walk phases). CSM Jose Silva supervised the noncommissioned officer (NCO) selection and training process. “The Convoy Live Fire exercise incorporated in the Quartermaster IET plan of instruction was done so with a lean budget, expeditionary resourcing, and a transformational mind-set,” BG West said. “The Quartermaster team brought the capability from the drawing board to the dirt with the speed

and agility demanded of our warriors in the contemporary operating environment.”

Once the operation was established, an officer in charge (OIC) needed to be selected and training personnel had to be identified to establish an ongoing successful training operation. Within the ranks at Fort Lee were Army Quartermaster Reserve officers and enlisted personnel on extended duty in various capacities as backfill for Army personnel deployed overseas from Fort Lee that would help meet those requirements. LTC John Ernst, an Active Guard-Reserve officer assigned to the QMC&S, quickly grasped the situation and understood BG West’s desire to move the concept into an operational mission. “LTC John Ernst was the hero of the day. His perseverance, skills, and determination, more than any other single person, was the driving force in bringing the Combat

Live Fire exercise to fruition. However, this was a team effort and, as usual, our great NCOs, QUARTERMASTER NCOs, led our Soldiers to close the last tactical mile on this aggressive training initiative,” said BG West.

LTC Ernst knew and understood what needed to be done to help the QMC&S meet the goal of creating the operational Convoy Live Fire range at Fort Pickett. His background made him an excellent choice as OIC for the Convoy Live Fire training. In addition to being a former drill sergeant and trainer for many years, he possessed other skills that made him a good choice. As an old Infantry and Armor NCO and former master gunner, he had run ranges on a dozen different Army installations clear up to tank gunnery. After discussing his concept with BG West, LTC Ernst was eventually selected as the OIC for Convoy Live Fire training.



The addition of the simulated Iraqi village helped add more realism to the Convoy Live Fire training as students learn to be cautious and totally aware of their surroundings.

Taking up positions to return fire.



The fact that there were so many traditional Reservists on the team turned out to be a great advantage. Once the mission was clear, LTC Ernst met with the selected individuals and explained what the mission was and what they were being tasked to do. As it turned out, the noncommissioned officer in charge, senior observer controller, and all of the major leadership positions were filled by U.S. Army Reserve Soldiers.

By 4 February 2005, QMC&S personnel were at Fort Pickett laying out the design. With everyone's help, they literally built a structure and set up a mini-NCO academy to train Quartermaster NCOs, since few had any experience in range operations. Once at Fort Pickett, the team laid out the plan and began implementation. They designed the range, laid it out, and actually identified all the support needed from Fort Pickett, including building roads and assembly areas, tentage, chains, overhead cover, and moving

and installing targets. Fort Pickett personnel responded with enthusiasm.

It was during this time that the unique abilities of the USAR Soldiers made a difference. There were Soldiers on the job proficient in skills like surveying, construction, engineering, and plumbing, among others. They provided talents that helped expedite the whole construction operation, and again Fort Pickett did everything asked of them in support.

During the February to May time frame, the team was to build the range and train the cadre. The initial "trainees" were QMC&S staff, primarily from the 23d Quartermaster Brigade, who went first as experienced Soldiers to make sure everything was ready. By the first week in May the first IET Soldiers were moving down the lanes being trained.

The 23d Quartermaster Brigade coordinates the Convoy Live Fire training for the different

MOS training elements at the QMC&S. During the training process, the new lieutenants from the Basic Officer Leadership Course take on the field leadership roles training with the IET Soldiers and supported by the NCO Academy. Convoy Live Fire training is designed to give the Soldier the ability to survive day one so they will be around on day two to support their unit. There has to be a balance between technical and tactical training. Feedback received from NCOs returning from the field is that the Convoy Live Fire training is very good training that is saving Soldiers' lives. Since the Convoy Live Fire training began last year, the QMC&S has successfully trained more than 9,000 Soldiers without any serious injuries or incidents. Safety and paying special attention to all the training actions during Convoy Live Fire exercises are paramount. Nothing is left to chance. The Convoy Live Fire training has proven to be a worthwhile investment as the QMC&S takes every opportunity to give Quartermaster Soldiers an advantage before they are sent into harms way.

Another important aspect associated with Convoy Live Fire training is that it uses a combination of blank and live ammunition and is therefore potentially dangerous. Special precau-

tions are taken to ensure that no one gets injured or accidentally shot. Trainees actually go through the process three times. First is a walk through of what they will be doing. Second uses blank ammunition, and finally the actual "Live Fire" training using some live ammunition and some blank. Safety of the operation is a critical issue.

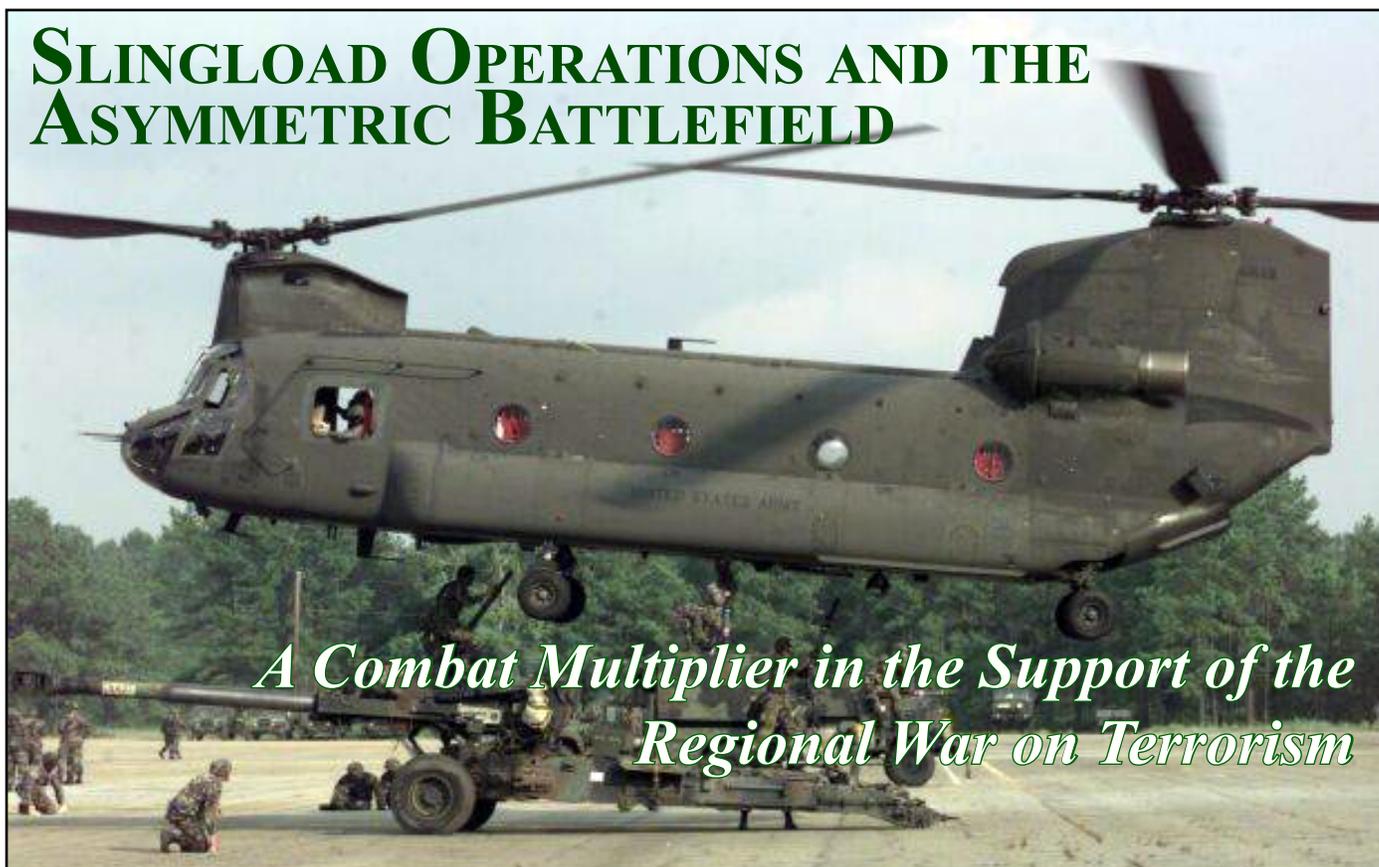
According to the current Quartermaster General, Brigadier General Mark Bellini, the QMC&S will continue conducting and improving Convoy Live Fire training and building on its success. Currently, there are a number of proposals being studied to collocate the Convoy Live Fire training with other tactical training initiatives from Fort Lee and relocating all those tactical training activities to Fort Pickett or Fort A.P. Hill.

The QMC&S provides the Army with Quartermaster warriors who are tactically and technically proficient leaders and Soldiers. The basic elements trained at the QMC&S are mortuary affairs, aerial delivery and field services, petroleum and water, subsistence, and logistics. If you would like to learn more about the QMC&S, access our internet web site at www.Quartermaster.army.mil.



As part of their tactical training at the QMC&S, students learn the rules of engagement for entering and clearing buildings.

SLINGLOAD OPERATIONS AND THE ASYMMETRIC BATTLEFIELD



A Combat Multiplier in the Support of the Regional War on Terrorism

BY MAJ BRADLEY L. REES

“War is not an affair of chance. A great deal of knowledge, study, and meditation is necessary to conduct it well.”

FREDERICK THE GREAT, 1747

As the Army continues to transform into a more modular, more adaptive organization, so too have the logistics communities experienced a paradigm shift from storage-based, warehouse-centric operations to a more streamlined, distribution-based concept for supporting the 21st Century warfighter. This shift in the way forces store and distribute supplies lends credence to the flexibility units must exploit on the modern battlefield and serves as the impetus for the increasing demand for slingload operations as part of the distribution process. Prior to this paradigm shift, support battalions at the Corps level and below were founded on the concept of storage-based supply footprints located along

clearly defined, continuous, and contiguous lines of communication.

Because of the transformation process, the new logistics communities are placing a more focused emphasis on distribution-based operations where stock piles are minimized at division and below in order to maximize flexibility and speed; affording maneuver brigades the ability to quickly shift resources or surge needed supplies on an ever changing battlefield while maintaining an inventory-in-motion posture. Gone are the days of the symmetric, contiguous battlefield on which armor and mechanized infantry units perform bold flanking maneuvers on the great plains of Europe or the open expanses of desert while looking for the single-point-of failure along the enemy's forward line of troops. The battlefield that we find our Army fighting on today is better defined by an asymmetric, non-contiguous set of conditions that

are both enemy and terrain based. As such, our tactics have changed the way we fight and how we support the ground maneuver commander.

Over the course of the last few years the observations, insights, and lessons learned of providing combat service support on the asymmetric battlefield have ushered in new ideas and a considerable shift in doctrine, training, leader development, organizations, materiel, policy, facilities, and how we apply these principles in the contemporary operating environment. The shift from mountains of supplies providing combat service support along clearly defined, continuous lines of communication to tailored support activities which distribute supplies and services through a non-linear, asymmetric battlespace has introduced the increased demand for aviation assets and their increased use by support units to provide supplies and services to the warfighter.

Although supplying the warfighter by way of ground lines of communication (GLOC) affords support battalions greater hauling capacity with regard to both cubic displacement and weight, the use of aviation assets as part of slingload operations offers support battalions the ability to bypass interdicted GLOCs. Also, a relative level of safety is often threatened by restrictive terrain and by insurgent's use of improvised explosive devices (IEDs) along GLOCs. With that being said, it is clearly understood that the employment of aviation assets as a key platform for distributing supplies to the warfighter is relative to the environment in which the aircraft is utilized. Currently, with the ability of the United States to exercise full air superiority, rotary wing aircraft do not have to confront air to air threats. Additionally, man-portable air defense (MANPAD) threats are effectively mitigated through the saturation of ground forces along key air lines of communication (ALOC) and in



Slingload operations can also be effectively carried out using night vision equipment.

historic areas where acquired MANPAD points of origin have been noted.

The maneuver brigade is able to leverage a myriad of target acquisition systems including the Unmanned Target Acoustic Man System, light counter-mortar radar, and Q-36 and Q-37 Target Acquisition Radar Systems to safeguard ALOCs in support of slingload operations. It is because of these enablers that the use of slingload operations is a key principle leveraged by the 2d Brigade, 101st (2/101) Airborne Division (Air Assault).

In September 2005, elements of the 2/101 Airborne Division (Air Assault) began its strategic deployment to Kuwait for the reception, staging, onward movement, and integration of the more than 3,700 Soldiers, 300 pieces of rolling stock, and 900 containers of the brigade in order to set the conditions for its second combat tour in support of *Operation Iraqi Freedom* since 2003. Markedly different from how the brigade was assigned and tasked under its parent division of the 101st Airborne Division during 2003, the 2/101 Brigade Combat Team's (BCT) disposition during its most current deployment was its detachment from the parent division and the attachment to the 3d Infantry Division (Mechanized), and later the 4th Infantry Division (Mechanized), as part of the Multi-National Division-Baghdad (MND-B). To a degree, this task organization was to be a proof-of-concept of the unit of action and Army transformation. Although assigned under a divisional headquarters, the 2/101 BCT's efforts would be largely planned and managed at the brigade level and fought at the squad, platoon, and company levels. To maximize the support to this decentralized fight, slingload operations, operations inherent to the 101st Airborne Division with its two aviation brigades, became an indispensable combat multiplier to the overall concept of support for the 2/101 BCT while assigned to MND-B (South).

The 2/101 BCT was eventually assigned an area of operations (AO) in MND-B that measured

roughly 900 square kilometers and covered all terrain between the Tigris and Euphrates Rivers south of Baghdad to roughly the area in vicinity of the city of Lutafiyah in the south. Throughout the brigade's battlespace were upwards of 10 different forward operating bases and patrol bases for the more than 3,700 Soldiers of the Striker Brigade Combat Team. Aside from a few key urban areas in AO, most notably the city of Mahmudiyah, the majority of AO was made up of undeveloped countryside and small farming communities. Integral to the infrastructure in the 2/101 BCT AO were the extensive canal networks that crisscrossed the landscape. These canals were the defining terrain feature that often hindered distribution operations by reducing the trafficability of supply routes. These canal networks further defined boundaries of the road networks on which the placement of IEDs were prevalent and often served as trench works for use by the insurgency.

The poor trafficability of the road networks, extended lines of communication, and high number of IEDs often made slingload operations the most viable and expeditious option for the brigade to re-supply the warfighters at the outlying forward operating bases and patrol bases. Much in the same way Von Moltke first exploited the capabilities of rail networks, eventually only to be tethered by their limitations of moving massive amounts of supplies past the railheads, do modern armies find the correlation between the limiting factors of rail in the 19th Century and limitations of dedicated GLOC in the 21st Century. In some respects, slingload operations and the use of rotary wing assets in combat service support missions is merely the next step in the evolution of transportation for the purpose of supplying the warfighter. By no means is slingload operations a new or revolutionary concept (having been a mode of re-supply since the 1960s). Slingload operations can, however, be seen as the subsequent cycle in the distribution model in order to expeditiously provide supplies and services in the asymmetric environment. Essentially, slingload operations is the next in a

line of successions from horse-drawn wagon to railway, and in turn from motorized transport to the now, ever-in-demand, aviation assets. Due to the availability of airframes compared to the total number of available common user land transport assets, aviation assets will never become the primary mode of re-supply. The rotary wing platform offers the contemporary logistician an option that, when planned and used properly, can be the pivotal element that assists the ground maneuver commander in achieving success in decisive operations.

The increased demand for aviation lift assets in support of slingload operations is clearly supported through the way in which the aviation community has transformed with the fielding of the Multi-Functional Aviation Brigade (MFAB) at the division level; improving upwards of 20 times medium lift and 12 times heavy lift assets. Both the 3d Infantry Division (Mechanized) and 4th Infantry Division (Mechanized) fielded a MFAB during *Operation Iraqi Freedom 05-07*; manifesting the ability of a multifunctional aviation unit of action to provide attack, assault, and lift assets to a unit of employment in combat.

At the onset of decisive operations for the 2/101 BCT in October 2005, the brigade was given a battlespace which was roughly 500 square kilometers. Within the first four months of decisive operations the BCT increased the brigade's footprint by almost 100 percent. The expansion of AO STRIKE was done through a combination of civil-military operations and the execution of direct combat missions into both the Euphrates River Valley and Rasheed Nahia located south of Baghdad. The instruments of choice for movement into these semi-permissive areas were the UH-60 and CH-47 helicopters. Over the course of the first 120-days, the 2/101 BCT conducted over 35 air assaults and more than 30 slingload operations supported by Soldiers of the 526th Brigade Support Battalion; supplying more than 100 short tons of Classes I, II, IV, V, VIII, and IX; as well as Class III (Bulk) to

outlying forward operating bases and patrol bases. The tactical air assaults conducted by the 2/101 BCT were the first in the 3d Infantry Division's tenure to slingload, as part of combat operations, the new up-armored M1114 High Mobility Multipurpose Wheeled Vehicle (HMMWV) weighing in at roughly 12,000 pounds fully combat loaded, the JD-450 Bulldozer, FLU-419 SEE, and Bobcat. These slingload operations were the lynch-pin for the establishment of blocking positions and mobility/counter-mobility operations that helped shape the battlespace in AO STRIKE. The use of the Pallet Loading System/ Load Handling System (PLS/LHS) flat racks as the rigging platforms further facilitated aerial re-supply missions. This use was done to aid in back hauling from remote locations either by way of aircraft or through the doctrinal use of the PLS/LHS vehicle when METT-TC permitted, which was most often the primary means to re-supply and back haul. The use of flat racks mitigates the misallocation of transportation assets and ensures either the aircraft or PLS/LHS hauls something viable back to the main operating base; notably the empty flat rack for use in future operations, dunnage timbers, battle-damaged equipment, and the like.

Since the 1970s, slingload operations have been an integral part to the way the maneuver forces shoot, move, and communicate on the battlefield. The use of slingload operations on the symmetrical, continuous, and contiguous battlefield has been an existing concept and principle in use for more than 30 years. Employment of slingload operations in the modern, asymmetric battlespace has become more prevalent as the threats (both enemy and terrain-based) increasingly impede GLOCs and expediency of providing support to the warfighter becomes more heavily weighted in the cost-benefit formula used by the ground maneuver commander. It is this variable of determining how best to provide support to the warfighter that commanders must evaluate when determining how success will be attained.

As Jomini wrote in 1811 on the importance of decision making in warfare he stated, "...in judging operations we must apply principles with the objective in mind and ask whether a given operation offers the best chance for victory."

The question commanders must be willing to ask today is, "how can slingload operations be leveraged in order to provide the ground maneuver commander the best chance for victory on today's asymmetric battlefield?"



Since the 1970s, slingload operations have been an integral part to the way the maneuver forces shoot, move, and communicate on the battlefield.

MAJ Bradley L. Rees, a Quartermaster Officer, is the Brigade Combat Team S-4 for the 2d Brigade, 101st Airborne Division (Air Assault) currently serving in Operation Iraqi Freedom 05-07. He received a Bachelor of Arts in History from the Virginia Military Institute and a Master of Science in Logistics Management from the Florida Institute of Technology. He has served in various command and staff positions in the 160th Special Operations Aviation Regiment (Airborne), 3d Infantry Division (Mechanized); the 1st U.S. Support Battalion-Sinai (MFO), and the 101st Airborne Division. He has been deployed in support of Operation Enduring Freedom and Operation Iraqi Freedom. He is a graduate of the Infantry Officer Basic Course, Combined Logistics Captains' Career Course, Combined Armed and Services Staff School, the Logistics Executive Development Course, Florida Institute of Technology, as well as the Airborne, Air Assault, Pathfinder, and Rigger Courses.

STAY-BEHIND EQUIPMENT: VISIBILITY VS. AUTHORITY

By WO1 GREGORY W. BESAW

The 101st Combat Aviation Brigade (CAB) had just completed the transformation from the 101st Aviation Regiment to a CAB and was six months out from deploying to Iraq. They would be replacing the 42d Aviation Brigade, a Vermont Army National Guard (ARNG) unit under the division organization. I had recently reported in from the Quartermaster Warrant Officer Basic Course, and like most of my classmates, I had some experience with Stay-Behind Equipment and Theater Provided Equipment (SBE/TPE) from previous deployments; however, this would be my first as a property book officer (PBO).

On any deployment that involves SBE/TPE, the key to a successful transition is accurate visibility of the equipment a unit will receive. With Property Book Unit Supply-Enhanced (PBUS-E) replacing the legacy Standard Property Book System-Redesigned (SPBS-R), there is now a centralized database of the Army's inventory. PBUS-E data is also used in other systems such as the Web Logistics Integrated Database (WebLIDB) and Battle Web, which provide logistics managers with near-real time asset visibility. As long as the unit's property books are accurate, an authorized user can easily determine what equipment is available in theater prior to deployment.

The 42d Aviation Brigade counterpart to the 101st CAB began sending SBE/TPE hand receipts from the Installation Property Book Office (IPBO) and consolidated property listings for his organizational equipment, and at the same time, building a personal and professional relationship in the process that proved important later on. As the 101st CAB deployment drew closer, there was a relatively clear picture of the available assets. At least it seemed so.

The 101st CAB expected to see an approved mission essential equipment list (MEEL) from the Coalition Forces Land Component Command

(CFLCC) C4 at about three months out. The 101st CAB had already submitted input as the deploying unit for the new MEEL, since it expected a significant change in mission due to expanded capabilities under transformation. Concern began to rise when the MEEL didn't appear. The MEEL describes the type and quantity of equipment a deploying unit is authorized in theater.

The mismatch between the ARNG and active duty force structures caused a significant problem regarding SBE. As a CAB deploying with organic assets within the brigade, (the 101st brought its own signal company, had more aircraft in each line company, a much larger Aviation Support Battalion, along with additional capabilities, and was deploying with a head count more than 800 greater than the 42d Infantry Division), led to problems.

While waiting for the MEEL, the 101st CAB continued to refine its requirements based on bi-weekly feedback from our counterparts in Iraq. Use of SBE/TPE listings from Battle Web had been implemented by the new unit but it lagged at first since the Multinational Corps-Iraq (MNC-I) PBO system was still transitioning to PBUS-E. The data lagged as SPBS-R diskettes were integrated with PBUS-E data downloads. This sometimes took several days resulting in less equipment visibility than expected. Reviewing the relevant Department of the Army (DA) messages and CFLCC fragmentary orders and matching them against the unit's expected requirements helped in planning deploying equipment lists (DELS) and preparations for shipping equipment. Yet the tension built as the railhead and port dates approached, since there was still not a clear understanding of what equipment needed to deploy and what the 42d Aviation Brigade would be allowed to leave behind.

Arrival of the approved MEEL during the week of railhead operations, along with a new

“Do Not Deploy” list from CFLCC that eliminated much of the rolling stock and generators needed for deployment didn’t help. Despite precautions, more than 100 trucks and trailers were frustrated at the port.

The deployment finally commenced and after arrival in Kuwait, theater-entry training was completed. I moved into Iraq with the brigade’s advance party a week later. Ultimately, more than a month was available to assess the situation and take corrective actions. The solid relationship established with our counterparts in the months prior helped avoid much of the chaos.

A scrub of the final ship manifests of 101st CAB’s equipment with the 42d Aviation Brigade’s property revealed that a substantial portion of the equipment had been approved for early retrograde and had already been shipped to Kuwait. The brigade S3 and battalion representatives conducted a final review of the operations in their units to identify additional 101st CAB equipment requirements that may have occurred over time.

An operational needs statement requesting more than 150 items from the 42d Aviation Brigade’s organizational property book was submitted. The early retrograde of vehicles, frustrated cargo at the port, and organizational mismatch also left requirements for more than 200 trucks based on the approved MEEL, emphasizing the need for more timely MEEL approval. Knowing exactly what would be authorized before the early retrograde would have allowed time to coordinate with the outgoing unit and possibly stopped the redeployment of needed equipment.

The regulatory issues governing diversion of equipment from the ARNG to Active Components also proved to be a big hurdle to filling shortages. Title 10 of the United States Code specifies an obligation to provide Reserve Components with serviceable equipment. Any plan to divert or withdraw equipment from a Reserve Component unit must include a

replacement plan and ultimately be approved by the Secretary of Defense.

Since the 101st CAB counterparts were a mobilized ARNG unit, the authority to divert their equipment was delegated to the Secretary of the Army. The request process still required a lengthy chain of endorsement prior to receiving Headquarters, DA (HQDA) approval, and the 42d Aviation Brigade’s redeployment date was rapidly approaching. The outgoing unit was willing to transfer the property, but understandably couldn’t leave their commanders liable for transferring property to the Active Component without HQDA approval.

The approval for most of the SBE/TPE requested from the 42d Aviation Brigade finally came through as their trail party left Iraq. By this time, most of the equipment was packed in shipping containers in Kuwait or had been harvested by Army Material Command (AMC). Luckily, one of the last 42d Aviation Brigade Soldiers waiting to redeploy was the PBO. He spent a hectic week tracking down what he could in Kuwait and transferring it to our G4 for shipment back to Iraq.

With the arrival of the SBE/TPE from Kuwait, the 101st CAB was functional, albeit with some minor shortfalls. The G4 Material Readiness Division sourced most of the remaining equipment needs, and approximately 45 days later the 101st CAB was sufficiently equipped to generate a new MEEL.

The relief in place was a tough transition due to a late MEEL and lack of “real” visibility. It was known what was here, but not what would actually stay. Visibility, unfortunately, has little to do with “authority to transfer” when it comes to SBE/TPE. The 101st received everything that was on the MNC-I PBO hand receipts and everything on the 42d Aviation Brigade’s organizational property book coded as SBE. Requesting additional equipment from the outgoing unit proved to be another serious administrative problem. The unit

was willing, but the cross-component transfer added several weeks of administrative delay while the request was staffed through the layers of command.

Lessons Learned

- ▶ Establish a dialogue with your counterparts early.
- ▶ Don't count on getting organizational equipment as SBE/TPE.
- ▶ Accurate pre-deployment site surveys are essential, and most importantly, continued follow-up down to the unit level.
- ▶ Battle Web, WebLIDB, and CAVERS are good tools, but not the final word. Nothing replaces on the ground assessment, an accurate MEEL, and early coordination.

Recommendations

- ▶ Approved MEELs for deploying units no later than three months prior to deployment, ideally four to six months.
- ▶ Unit to unit contact rosters down to the company level no later than six months prior to deployment. Army Knowledge Online NIPR at minimum, with SIPR access a strong plus (including PBO).
- ▶ PBO and maintenance technicians need to be on the final PDSS with the operational experts. Operations and mission should be stable enough to predict needs, potential shortfalls corrected, and the ONS/SBE nominations submitted well in advance.
- ▶ Incoming and outgoing PBOs and planners need PBUS-E asset visibility for the outgoing unit's equipment. An asset visibility task force, including counterparts, should include all TPE/IPBO and ORG Vic's (ORG just for SBE requests). The incoming unit can run tailored reports as needed.

A much better transition was expected on the way out. Most problems were ironed out within 45 days of RIP/TOA. The 42d Aviation Brigade Soldiers made the transition as smooth as possible under the circumstances. The 101st CAB just caught an unfortunate convergence of CLFCCs

asset reduction initiative, the theatre's transition from SPBS-R to PBUS-E, a late MEEL, and a pronounced force structure mismatch.

At six months into the deployment, the theatre command was getting MEEL input early enough to have an approved version out well in advance of our replacement's deployment date. The unit following us was a much closer match organizationally, and using PBUS-E asset visibility task force for SBE/TPE planning should eliminate some of the difficulty.

Deploying units should coordinate as early as possible with the units they are replacing in order to ensure everything needed for the transition is approved in a timely manner (draft MEELs, property listings, requests for additional resources, etc.). The goal is to allow replacement units to move into a turn-key operation when they arrive in country.

Useful Links

CFLCC C4's TPE Calculator (on SIPR) - <https://www.swa.arcent.army.smil.mil>, go to Staff Sections, C4, Theater Property Book Team.

Logistics Integrated Warehouse (LIW) - <https://liw.logsa.army.mil/> follow the link for WebLIDB (Logistics Integrated Database). LIDB allows non-PBUS-E users to access TPE/SBE data.

Property Book Unit Supply-Enhanced - <https://pbuse.us.army.mil>

Battle Web - <https://www.us.army.mil> must be launched from Army Knowledge Online. From AKO Home Page select "Logistics" in the Content Directory. Battle Web link is on the lower right of the Logistics page.

LOGNET - <https://lognet.bcks.army.mil/> Select Quartermaster, Property Book Officer, and finally the Stay-Behind Equipment link. This site provides a discussion forum, official messages, and other documents related to stay behind equipment.

NEW PROGRAM TRAINS IRAQI ARMY COOKS

By SFC GUADALUPE STARTMAN

Soldiers from the Iraqi Army completed the first train-the-trainer cooking class at the Iraqi Army Service and Support Institute in Taji, Iraq during January 2006. This program was designed to train Iraqi Army cooks at a supervisory level so they can then begin training their own cooks instead of depending on U.S. Army cooking resources.

Two Soldiers from the 4th Sustainment Brigade assisted with the 19 day course that was designed to teach students to prepare daily meals in a field location. The idea is to teach as many Iraqi cooks as possible in order to reduce the cost of feeding their Army. Classes dealt with choosing a good spot for the field kitchen, safety, sanitation, and potential fire hazards. Students set up the field kitchen and created meals the last three days as their final exam. The final meal prepared was lamb, rice, corn, and hot tea.

They also cooked traditional Iraqi meals, preparing the food the same way civilians prepare their meals. This is significant since they hope the food they prepare will help the quality of the food and improve the morale of Iraqi soldiers coming from different backgrounds. Some Iraqi soldiers come from poor backgrounds and have never been exposed to American food and cooking methods.

The students easily understood the course material and showed enthusiasm throughout the instruction process. They showed pride in their accomplishments as cooks and expressed thanks for having the opportunity to learn to cook for themselves. They also enjoyed working with their American instructors.

According to one instructor-advisor, a food service sergeant from the 542d Maintenance Company, 189th Corps Support Battalion, the

Iraqi students learned very quickly and were very creative at using all the resources provided.

The Iraqi soldiers were also very quick to respond and implement suggestions during the course. Some will become very good cooks while others may not, but this, their first time cooking in a field environment, proved very successful

After successfully completing the course, the Iraqi students become the trainers themselves. The overall goal is for them to go back to their Iraqi units where they will be tasked to form small teams to operate their kitchens like this and become the seed to train others in their units.

Every division in the Iraqi Army is sending soldiers to the class and currently more than ten such classes are planned.

SFC Guadalupe Startman is the Public Affairs Officer for the U.S. Army 4th Sustainment Brigade.



Since many Iraqi soldiers are from varied backgrounds and are not used to the American diet, Iraqi cooks are learning to prepare traditional meals the way local Iraqi civilians do in order to help boost Iraqi troop morale

TEAM KOREA WINS THE OVERALL U.S. ARMY CULINARY ARTS COMPETITION FOR THE SECOND YEAR IN A ROW

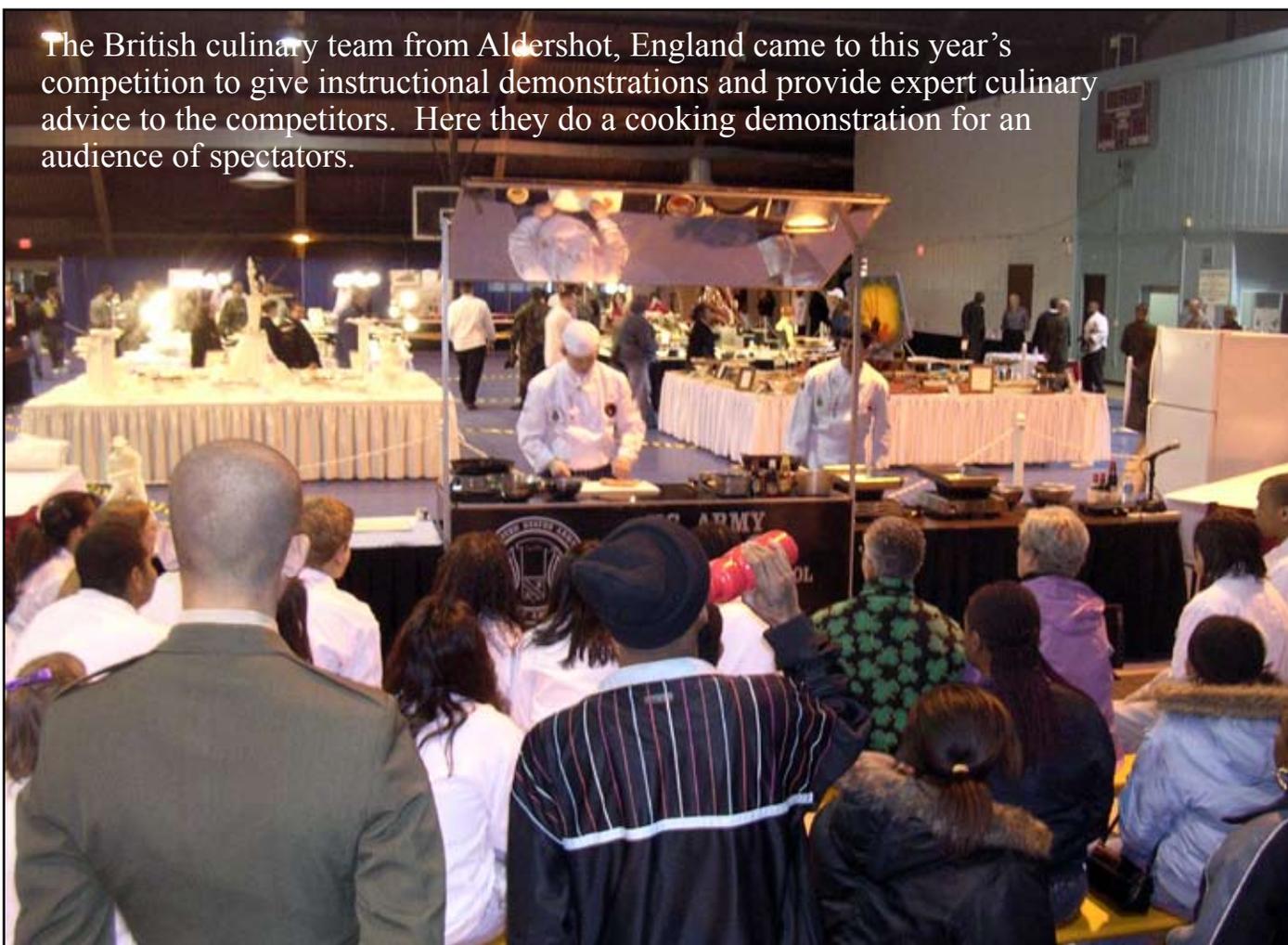
The prestigious U.S. Army Culinary Awards Competition began 31 years ago when Lieutenant General John D. McLaughlin, then Commandant, U.S. Army Quartermaster Center and School (QMC&S), had the wisdom and vision to create a forum to showcase the talents and abilities of the U.S. Army's food service Soldiers and to recognize them in a special way. Army cooks are outstanding Soldiers and world class in culinary arts. Even though this year's competition was as competitive ever, Team Korea won the overall U.S. Army Culinary Award for the second year in a row. The competitors represented the best of the best in military food service.

Everyday U.S. Army food service personnel make significant contributions to our nation

through their dedication and commitment by supporting Soldiers through excellence in food service operations. They have demonstrated their skills over and over again under all sorts of conditions from modern Army facilities to the harshest, most inhospitable deployed locations. They fuel the military's most valuable resource, the individual Soldier.

This annual competition makes it clear to everyone who has seen and tested the fruits of their work that they have learned talents beyond the standard and they share what they have learned freely with everyone interested. The competitors have all learned from their noncommissioned officers and warrant officers and have done an enormous amount of self

The British culinary team from Aldershot, England came to this year's competition to give instructional demonstrations and provide expert culinary advice to the competitors. Here they do a cooking demonstration for an audience of spectators.





Team Korea is presented the overall winner of the U.S. Army Culinary Arts Competition Award during the awards ceremony in March.

study and practice to be the best. They are accomplished and skilled. The challenge is to share these improved professional skills, pride, and knowledge to help other food service personnel in the field reach a higher level of excellence. This competition is about improving individual and team skills to feed U.S. Army Soldiers. By raising the bar during competitions like this, Army food service personnel are contributing directly to strengthening an already strong Army.

The techniques and tips garnered during the preparatory and the actual competitions are many. Competitors share knowledge, continue to teach, coach, and mentor others in the food service field of expertise. The Army is better because of these competitions. While these Soldiers are engaged in this annual competition, countless other Quartermasters are performing magnificently around the world. The performance of the participants during the competition reflects a shining example of competence and professionalism.

Becoming a member of the U.S. Army Culinary Arts Team (USACAT) is a pinnacle of achievement for these individuals and they

have earned international prominence competing in the toughest culinary events in the world. In 1996, the team entered the Olympics and captured 16 gold, 6 silver, and 6 bronze medals. In 2000, they captured the Olympic championship by a margin of 9 points over 13 other nations. In 2002, they brought home 6 gold, 6 silver, and 2 bronze medals from the Culinary World Cup in Luxembourg. In 2004, they won an unprecedented 33 Olympic medals - 16 gold and 17 silver medals.

This year the USACAT will once again compete for the Culinary World Cup in Luxembourg. They are looking forward to achieving what no other U.S. team has accomplished and that is winning this prestigious competition. These professionals excel equally on the world culinary stage and as food service warriors. Over half of the team members in this year's competition have been deployed in support of *Operation Iraqi Freedom/Operation Enduring Freedom* and they represent three bronze stars and numerous other warrior accolades.

Each USACAT team member over the last 31 years has attended a ceremony similar to this year's. This competition encourages them to look



towards the future and continue the quest to be the best. They have proven that they win through teamwork and hard work.

The British culinary team from Aldershot, England came to this year's competition to give instructional demonstrations and provide expert culinary advice to the competitors. Their efforts ensured that the exchange of ideas, training, and culinary camaraderie will continue. They have a long history of supporting our culinary program and are a world class group of talented professionals in culinary skills.

This event is sanctioned by the American Culinary Federation. To gain the sanction requires the expertise of a number of very prestigious chef judges. They critique the work and give the benefit of their years of being among the best in their respective specialty. The judges for this year's competition once again have shared their time, energy, guidance, and inspiration to ensure this event is world class.

The QMC&S Army Center of Excellence, Subsistence continues to put together great

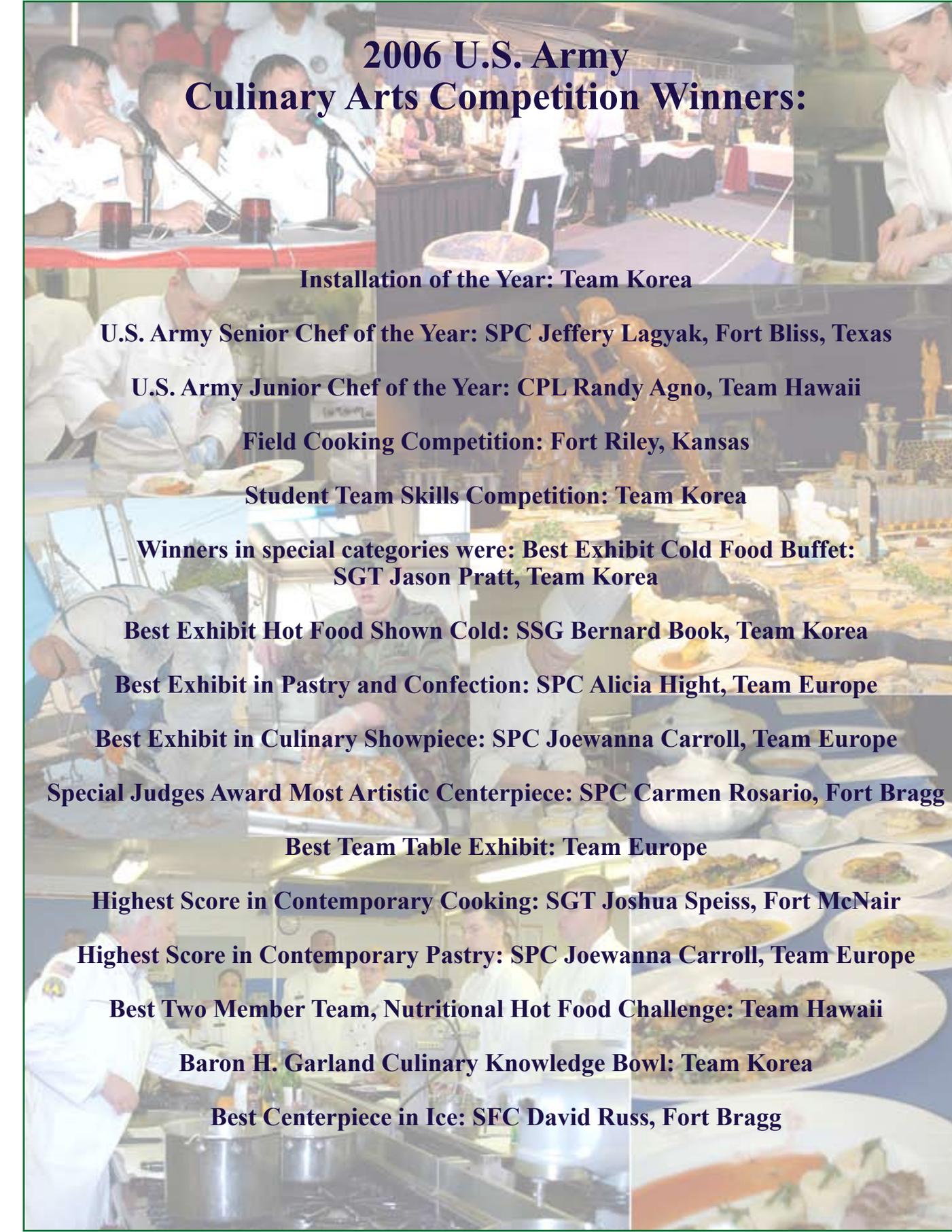
cooking competitions. The outstanding food service instructors work hard each year to prepare for this event. The Soldiers that competed are a testament to their instructional abilities and motivational leadership.

The QMC&S thanks all of the units across the Army, including the Installation Management Agency, for supporting this competition.

Army Soldiers, and all of our U.S. Armed Service members and their families, and the Department of Defense civilians who support them, know that America is a great nation because of what the U.S. military does.

Congratulations to everyone!

And the winners are...



2006 U.S. Army Culinary Arts Competition Winners:

Installation of the Year: Team Korea

U.S. Army Senior Chef of the Year: SPC Jeffery Lagyak, Fort Bliss, Texas

U.S. Army Junior Chef of the Year: CPL Randy Agno, Team Hawaii

Field Cooking Competition: Fort Riley, Kansas

Student Team Skills Competition: Team Korea

**Winners in special categories were: Best Exhibit Cold Food Buffet:
SGT Jason Pratt, Team Korea**

Best Exhibit Hot Food Shown Cold: SSG Bernard Book, Team Korea

Best Exhibit in Pastry and Confection: SPC Alicia Hight, Team Europe

Best Exhibit in Culinary Showpiece: SPC Joewanna Carroll, Team Europe

Special Judges Award Most Artistic Centerpiece: SPC Carmen Rosario, Fort Bragg

Best Team Table Exhibit: Team Europe

Highest Score in Contemporary Cooking: SGT Joshua Speiss, Fort McNair

Highest Score in Contemporary Pastry: SPC Joewanna Carroll, Team Europe

Best Two Member Team, Nutritional Hot Food Challenge: Team Hawaii

Baron H. Garland Culinary Knowledge Bowl: Team Korea

Best Centerpiece in Ice: SFC David Russ, Fort Bragg

2006 PHILIP A. CONNELLY AWARD WINNERS

The ten winners of the Philip A. Connelly Awards for excellence in preparing and serving food in Army dining facilities and field kitchens were honored April 8 at the Joint Services Excellence in Food Service Awards in Miami, Florida. The Army Center of Excellence, Subsistence (ACES) at the U.S. Army Quartermaster Center and School, Fort Lee, Virginia, administers the annual program. The program is named in honor of Philip A. Connelly, past president of the International Food Service Executives Association (IFSEA), highly regarded as the driving force behind obtaining IFSEA sponsorship for the Department of the Army's recognition of excellence in Army food service. The program is cosponsored by the Department of the Army and IFSEA. ACES and IFSEA evaluators traveled around the world during October-December 2005 to obtain first-hand knowledge of how Army food service personnel perform their jobs. All the finalists were evaluated in a number of areas including food preparation, taste, nutrition, service, and sanitation.

Five winners and five runners-up won awards in these five different dining facility categories: Small Garrison (serving 400 or less), Large Garrison (serving 401 or more), Active Army Field Kitchens, U.S. Army Reserve Field Kitchens, and U.S. Army National Guard Field Kitchens. For this year's competition, a total of 26 finalists were selected for evaluation.



LARGE GARRISON - WINNER
UNITED STATES ARMY GARRISON
GARRISON DINING FACILITY
GRAFENWOEHR, GERMANY



LARGE GARRISON - RUNNER-UP
HEADQUARTERS AND HEADQUARTERS COMPANY
24TH INFANTRY DIVISION (MECHANIZED)
FORT RILEY, KANSAS
*OPERATED BY LOGISTICS AND ENVIRONMENTAL SUPPORT
SERVICES CORPORATION*



SMALL GARRISON - WINNER
82D AIRBORNE DIVISION
FORT BRAGG, NORTH CAROLINA



SMALL GARRISON - RUNNER-UP
CHESAPEAKE INN
FORT MEADE, MARYLAND



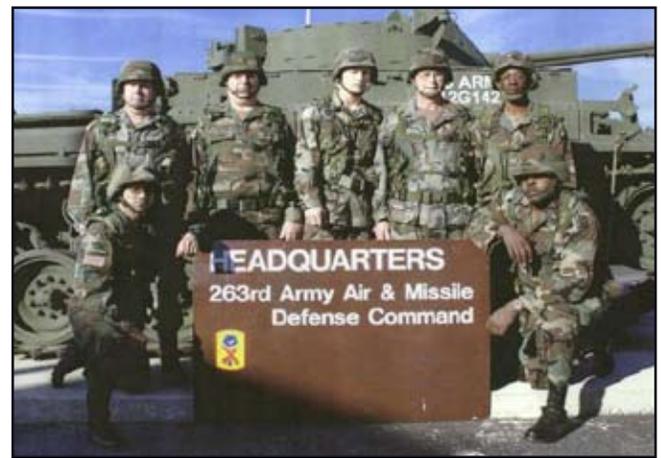
ACTIVE ARMY FIELD KITCHEN - WINNER
HEADQUARTERS AND HEADQUARTERS BATTERY
18TH FIELD ARTILLERY BRIGADE (AIRBORNE)
FORT BRAGG, NORTH CAROLINA



ACTIVE ARMY FIELD KITCHEN - RUNNER-UP
HEADQUARTERS AND HEADQUARTERS COMPANY
501ST CORPS SUPPORT GROUP
19TH THEATER SUPPORT COMMAND
CAMP STANLEY, KOREA



U.S. ARMY NATIONAL GUARD FIELD KITCHEN - WINNER
1ST BATTALION, 246TH FIELD ARTILLERY
VIRGINIA ARMY NATIONAL GUARD
DANVILLE, VIRGINIA



U.S. ARMY NATIONAL GUARD FIELD KITCHEN - RUNNER-UP
HEADQUARTERS AND HEADQUARTERS BATTERY
263D ARMY AIR AND MISSILE DEFENSE COMMAND
SOUTH CAROLINA ARMY NATIONAL GUARD
ANDERSON, SOUTH CAROLINA



U.S. ARMY RESERVE FIELD KITCHEN - WINNER
489TH MAINTENANCE COMPANY
MARCH AIR RESERVE BASE
RIVERSIDE, CALIFORNIA



U.S. ARMY RESERVE FIELD KITCHEN - RUNNER-UP
535TH MILITARY POLICE BATTALION
CAMP BUTNER, NORTH CAROLINA

PETROLEUM AND WATER DEPARTMENT OPENS NEW TRAINING FACILITIES

The U. S. Army Quartermaster Center and School (QMC&S), Petroleum and Water Department opened its new training facilities in December 2005.

The facilities include six, three-classroom multi-functional buildings, a troop feeding facility, and a storage and operator maintenance training facility. The 18 classrooms can each accommodate 40 students and are equipped with computer, projector, and adjustable screen. The location near the outdoor petroleum training area also facilitates both classroom and hands-on training.

The 5,000 square foot three-bay storage facility fulfills a dual purpose. It provides a climate-controlled environment capability for safeguarding high-dollar equipment, particularly during adverse or cold weather conditions. The facility also affords students training in water purification and treatment the opportunity to conduct troubleshooting and hands-on operator maintenance requirements on such things as the recently fielded Tactical Water Purification System and the Lightweight Water System.

Building all of the buildings with the same "footprint" helped expedite the planning and construction of the project.



The training support facilities entered the planning stage in September 2004 and were designed to replace five modular trailers previously used for training support. The construction phase was completed within nine months.

One feature students appreciate is the troop feeding/multi-purpose facility. This is one of the biggest improvements because students no longer have to be transported to lunch across garrison. Now they can be brought out of the training environments and marched to this facility in a much quicker turnaround time. There is no longer a need to tie up drill instructors and drivers with buses at lunch time, pull the Soldiers out of training, run them through chow lines, and bring them back into their respective training environments. It is all at the new facility.

When not being used to support the petroleum and water students, the troop feeding facility is available as a multi-purpose building that can be used to support other events, such as conferences and large classroom-type functions.

Training is the nature of our business and our number



Training has begun in the new facilities. There are 18 classrooms, each capable of supporting 40 students.

Photos by George Dunn

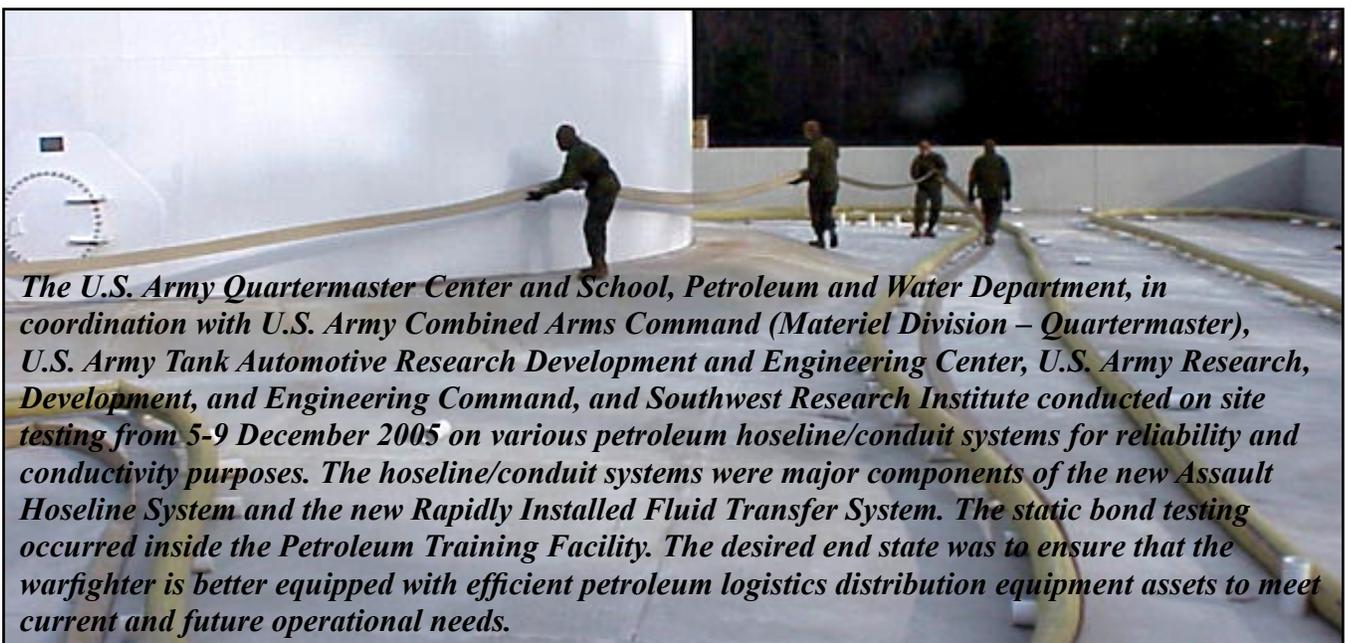
The new multi-purpose facility is used to serve lunch meals to students to save the time, effort, and costs of bussing them to the dining facility.



one priority, and we shall never lose sight of that. Use of these new facilities in a wise and responsible manner will improve training for our nation's current and future logistic warriors.

According to Brigadier General Mark A. Bellini, U.S. Army Quartermaster General, the new petroleum and water training facility is an important improvement that will be utilized to its fullest in the very near future.

Petroleum and Water Department Conducts Hoseline/Conduit Test



The U.S. Army Quartermaster Center and School, Petroleum and Water Department, in coordination with U.S. Army Combined Arms Command (Materiel Division – Quartermaster), U.S. Army Tank Automotive Research Development and Engineering Center, U.S. Army Research, Development, and Engineering Command, and Southwest Research Institute conducted on site testing from 5-9 December 2005 on various petroleum hoseline/conduit systems for reliability and conductivity purposes. The hoseline/conduit systems were major components of the new Assault Hoseline System and the new Rapidly Installed Fluid Transfer System. The static bond testing occurred inside the Petroleum Training Facility. The desired end state was to ensure that the warfighter is better equipped with efficient petroleum logistics distribution equipment assets to meet current and future operational needs.

PETROLEUM AND WATER DEPARTMENT BEGINS NEW PETROLEUM AND WATER WARRANT OFFICER TECHNICIAN COURSE

On 3 January 2006, the U.S. Army Quartermaster Center and School, Petroleum and Water Department, implemented the 923A Petroleum and Water Technician Course for warrant officers. This marked a major milestone for the Quartermaster Corps as well as the Army's petroleum and water community. Three newly commissioned warrant officers, 923A, Petroleum and Water Technicians, began their first day of technical training at the Advanced Petroleum and Water Division.

This eight-week course focuses on unique division level and above petroleum and water logistics. Applicants for these 923A positions include military occupational specialties of 92F Petroleum Specialists, 92W Water Specialists, and 92L Petroleum Laboratory Specialists. The training focuses on petroleum and water logistics

functions. Additionally, students conduct field trips to U.S. Air Force, U.S. Navy, and various civilian petroleum and water institutions. The course features guest speakers/instructors who provide a complete overview of Department of Defense petroleum and water logistics.

The purpose of this course will be to take highly qualified petroleum, water, and laboratory Soldiers and develop them into highly skilled and knowledgeable liquid logistics experts. These warrant officers will continue the great tradition of technical excellence that has always been exemplified by our Quartermaster warrant officers. *POC is Robert A. Lias, Advanced Petroleum and Water Division, U.S. Army Quartermaster Center and School, phone (804)734-2618 or DSN 687-2618. Visit our web site at: www.quartermaster.army.mil/pwd.*

PETROLEUM LABORATORY SPECIALIST TRAINING CENTERS ON PETROLEUM QUALITY ANALYSIS SYSTEM

Since the initial fielding in August 2005, the Petroleum Quality Analysis System (PQAS) has been an integral part of the Petroleum Laboratory Specialist (92L) program of instruction. It has enabled four classes of 92L students, as well as elements from the 49th Quartermaster Group and the 240th Quartermaster Battalion, to familiarize themselves with what will be the future in mobile laboratories. The 49th Quartermaster Group is scheduled to receive one PQAS in the near future for deployment. The PQAS was featured as part of the Petroleum and Water Technology Exposition held in October 2005. Its first deployment from the Petroleum and Water Department (PWD), U.S. Army Quartermaster Center and School (QMC&S), was to Logistics Warrior Exercise 06-11 (23-27 January 2006), where the students were actually able to apply knowledge from the classroom to the field environment as well as provide valuable input for the improvement of the future models to include a commercial, off-the-shelf system for replacement of equipment. The PWD PQAS is

currently on schedule to receive modifications from the U.S. Army Tank-Automotive Command. The system has already received extra supplies and a portable space heater for the Modular Command Post System tent which is included in the PQAS. *POC is Kizer Paulk, Chief, Petroleum Laboratory Training Division, Petroleum and Water Department, U.S. Army Quartermaster Center and School, phone (804) 734-2626, DSN 687-2626.*



Petroleum Quality Analysis System training equipment allows students to apply classroom training to hands-on practice.

NCOs GRADUATE FROM LASER MARKSMANSHIP COURSE

Conventional marksmanship training employs such methods as placing a dime-sized washer at the end of a rifle barrel followed by countless trips up and down range to zero a rifle. Technology, however, has brought innovations to training Soldiers. Many noncommissioned officers (NCOs) on Fort Lee got the chance to see the benefits of one new system recently. Hosted by the U.S. Army Quartermaster Center and School (QMC&S) NCO Academy at their newest training site, 23 NCOs graduated from the marksmanship course using the Laser Marksmanship Training System (LMTS).

The LMTS uses a laser device which attaches to a weapon and electro-optic targets that detect the laser pulse from short or long distances. The system uses software that controls target functions and immediately displays training results. The LMTS is great because it reduces time spent on live fire ranges, saves live ammo, increases the number of first-time-go rates, and improves unit qualifications and readiness levels significantly. Soldiers are afforded the opportunity to see, utilize, and understand the system, and in some cases, learn to instruct others on LMTS.

During the four-day course, NCOs received instructions from the MPRI BeamHit system trainers before being tested on their ability to guide each other through the training. Familiarization with the system included equipment tests, troubleshooting, and software instruction.

The advantage of the LMTS is that it has pinpoint accuracy and immediately delivers the Soldier's strengths and weaknesses in marksmanship. The system can evaluate and identify everything at once giving better results and instant feedback to each Soldier providing them greater probability of qualifying with each weapon.

The Soldiers rotated through different roles, playing the marksmen or the NCO in charge of observing the Soldiers firing, grading their marksmanship, and using the system's software to show the Soldiers how they performed and what they need to adjust. The Soldiers also trained on other weapons, including the 9-mm pistol and the M-249 squad automatic weapon. Activities included indoor and outdoor weapons training with popup targets, and clearing a room with a three-Soldier team.

The training helps Soldiers in their live fire qualification and affords them the opportunity to conduct the training anywhere, indoor or outdoors, and in any weather condition. It also helps the Soldiers become proficient in the latest equipment changes available and up-to-date training techniques so they can teach other Soldiers. By using advanced training systems like the LMTS and virtual convoy training, Soldiers will strengthen their skills. Soldiers have adapted well to the new technology and are learning through its use.



A group of NCOs take instructions from an MPRI trainer on how to fire the 9-mm pistol with the laser attachment. Following successful testing with 40 individuals, the NCO Academy is now using the system for regular training evolutions. Several classes can be trained at the same time with the LMTS, with class size usually averaging 36 individuals.

Photo by Mike Strasser, Staff Writer for The Traveller.

SESAMS MAKES MARK ON THE 49TH QUARTERMASTER GROUP

The 49th Quartermaster Group (Petroleum and Water), U.S. Army Quartermaster Center and School, Fort Lee, Virginia, is the first active duty Army logistics unit to utilize the low velocity munitions Special Effects Small Arms Marking System (SESAMS) to conduct convoy live fire exercises. SESAMS training has evolved into an essential aid in the 49th Quartermaster Group's ability to prepare combat ready Soldiers by using the most realistic go-to-war training device available to Soldiers deploying in support of *Operation Iraqi Freedom* (OIF) and *Operation Enduring Freedom* .

The special ammunition rounds are filled with color paste that leaves a visible mark wherever it hits. The paste is biodegradable, environmentally friendly, and washes off with soap and water. It currently comes in two colors, red and blue. With SESAMS, plastic bullets filled with an incandescent dye are fired with a maximum effective range of 150 feet. SESAMS leaves the "wounded" Soldier with an unmistakable mark.



SESAMS is a user-installed weapons modification kit that allows a Soldier to quickly convert their assigned weapon (M-4, M-9, M-16, or M-249) to fire non-lethal training ammunition with non-toxic primers in a force-on-force situation. This conversion is done by simply replacing the weapon's live bolt with a SESAMS training bolt. Once converted, the weapon functions just like a live weapon except for the range restrictions associated with the ammunition.

This is not to be confused with paint ball. Paint ball does not allow Soldiers to use their assigned weapon as SESAMS training does.

Some additional commercial convoy live fire training aids available to the 49th Quartermaster Group include improvised explosive devices (IEDs), vehicle born IEDs, mortars, and anti-personnel mines. With the use of this equipment, units can be trained to any scenario developed by the 49th Quartermaster Group under very realistic combat conditions.

SESAMS provides realistic and safe training for Soldiers. Soldiers get the chance to engage an opposing force with the same weapons used on an everyday basis. The live fire training exercise serves as a test to ensure that Soldiers understand the many complex aspects of convoy operations. SESAMS provides a sense of realism that cannot be duplicated by any other means than actual combat operations.

The 49th Quartermaster Group has already trained four company-sized elements using the SESAMS capability in preparing those units for deployment in support of OIF and has made the tactical convoy lanes training a mandatory event for all future units deploying to a combat zone.

Recently, other combat service support units not assigned to the 49th Quartermaster Group have requested, through the U.S. Army Forces Command, that the 49th Quartermaster Group deploy a mobile training team to conduct convoy training operations at their home stations. The 49th Quartermaster Group is currently scheduled to conduct four more tactical lanes training events preparing units deploying to the U.S. Central Command area of responsibility later this year. Three of these events will be for organic 49th Quartermaster Group units and one for an external organization. These training events will be conducted as a joint effort between the 49th Quartermaster Group and Special Forces personnel from Special Operations Command. This will again be another great training year for the 49th Quartermaster Group supporting victory.

ARMY DESIGNATED LOGISTICIAN PROGRAM

The U.S. Army Logistics Management College recognized 29 individuals on 18 October 2005 for completing the Army Designated Logistician Program. The individuals, who were part of the pilot group, represented U.S. Army officers, warrant officers, and noncommissioned officers. The program also included members of the U.S. Army Reserve, U.S. Army civilians, the Canadian Army, and the U.S. Air Force.

This program was developed as a partnership with SOLE-The International Society of Logistics and the U.S. Army Logistics Management College (ALMC). It was designed to serve both the military and civilian Army logistics workforce. There is also a projected program in progress to include the international defense community and other U.S. military branches.

The three designations that a logistician can achieve through the program are Demonstrated Logistician (DL), Demonstrated Senior Logistician (DSL), and the Demonstrated Master Logistician (DML). The program was developed by Timothy Overstreet, chairman of the Logistics Executive Development Department at ALMC and vice president of administration for SOLE, and by Sarah James, Executive Director for SOLE.

The program combines education, training, and experience and gives an individual a personal designation of having attained a certain level of competency in logistics. The program has a standardized set of requirements including academic education, lifelong

learning, mandatory learning, and a blend of experience. It provides a knowledge base of two categories of experience called “enablers and functionality.” These will be documented as specific job experiences between 3 and 7 years depending on the designation.

There are two broad goals of the new designation program. One is to provide a comprehensive path for recognition in the various stages of development as a multifunctional logistician that can serve as evidence of attained sustainment logistics knowledge and functional competency. The other is to serve as a complement to, and not competitor with, all pre-existing educational programs and certifications.

The DL, DSL, and DML designations will be awarded jointly by ALMC and SOLE, with no examination requirement. As a credential, the designation may be affixed to one’s name (for example-Darlene Smith, DL or Tony Moore, DML).

For more information on the Army Designated Logistician Program, contact Timothy Overstreet, DSN 536-4710, (804) 765-4710, overstreett@lee.army.mil, or timothy.overstreet@us.army.mil.

Point of contact for the U.S. Army Quartermaster Center and School is SGM Joseph W, Brundy, (804) 734-4143, DSN 687-4143 or joseph.brundy@us.army.mil.

Information provided by the Chief, Office of the Quartermaster General.



SAFETY SAVES SOLDIERS



HEATERS AND TENT FIRES: DON'T MAKE AN ASH OF YOURSELF

By MICHAEL L. DAVIS

SAFETY SPECIALIST ASSIGNED TO THE U.S. ARMY QUARTERMASTER CENTER AND SCHOOL, FORT LEE, VIRGINIA

Fire! Fire! is one of the scariest phrases that we can ever hear, whether at home or on the job. It is especially true when it involves a tent. Fire, once it starts, can engulf a tent and destroy anything and anyone inside in about 60 seconds. Personnel in the tents have little time to react.

Emergency shut down procedures for the heater and correct fire fighting procedures are critical to survival for both equipment and Soldiers. Remember that both procedures only come with training and rehearsals for Soldiers and units.

While there are few tent fires during the course of a year, there are many “minor” incidents worldwide each year that could lead to a fire

and the possible death of Soldiers. Heat on cold nights provides the advantage of warmth and comfort. It also poses potential hazards of fire and carbon monoxide poisoning. These hazards can kill. Carbon-monoxide kills more people annually than fire. It is a silent killer that can kill or injure quickly. Inhalation of smoke fumes during fires can also cause dangerous health problems for Soldiers and can even lead to death.

Safety practices and procedures must always be followed. Units and Soldiers must only use authorized heaters. Unvented and propane heaters are not authorized.

Units should have approved fire extinguishers (Class B carbon dioxide) on site in every heated



A tent in tatters from a heater fire is examined to determine whether the blaze was caused by human error and poor judgment or some technical problem.



Picking the proper location and then using care and good judgment can help prevent tent fires. From the time a blaze starts, it can take as few as 60 seconds to consume a tent. It could lead to serious injury or death, or at least leave one out in the cold and wet.

tent and Soldiers should be trained to use them properly as needed. Also, remember that throwing water on a gas fire will cause the fire to flare up and possibly spread, making it even harder to control.

A list of authorized heaters can usually be found in your local safety office. Commercial heaters and electric heaters may be used if they are approved by a reputable national standards organization, have a CE label, and are approved by a higher command.

All heaters must be used in accordance with the specific heater operating instructions. Most heaters should never be operated at highest capacity. Heaters can become so hot that the stovepipe can overheat and ignite a tent. Additionally, running a heater at full capacity, even in extreme cold, can cause warping or damage to the heater's components, which could lead the heater to malfunction and cause a fire. Refueling sites must be kept clean and free from spilled or leaking fuel. Leaking fuel cans and heater feeding hoses can saturate an area and surrounding material and feed a fire once it starts. Units also must ensure the technical manual for the heater is consulted when installing and operating the heater. Check for damaged parts while assembling a heater and be certain that the

heater is assembled correctly. Not performing any of these steps can lead to the chance of a fire. Commanders are required to publish a standard operating procedure (SOP) that includes the principles outlined in AEP 385-15. They must also establish a field pre-operations inspection requirement of all field heaters used in an effort to ensure the device's serviceability. The SOP should also include instructions for fire guards. Finally, all stoves are designed to use specific types of fuel. Use only the approved fuel for the type of heater in operation.

While heaters are being used, keep clothing at least two feet from the heater. Keep all combustibles, such as cots, at least four feet from the heater. And keep all flammables at least 50 feet from the heater. All heaters must be allowed at least 30 minutes to cool down before refueling. The reason for this procedure is to ensure that an explosion or fire does not occur. Additionally, prior to initial fueling or refueling the system, check for loose line connections and carburetor fuel leaks. These simple precautions can prevent a fire.

Stoves should be located on firm, level, and fireproof bases. The base must be in a clear area, kept free of clothing and other combustible material, and marked. Finally, heaters should be

placed where they will not be knocked over easily or obstruct personnel from leaving the tent in an emergency.

Never leave heaters unattended by a trained operator and always ensure fuel lines are not damaged. Tent flaps must be rolled back and tied down for the stove exhaust pipe. At least two pipe sections must extend above the tent peak and three guy wires must be used to secure the exhaust pipe. No combustible material should contact the stove pipe while the heater is being used. All tent exits should be maintained free of obstructions and ready for use. Fuel tanks must be located outside the tent and shelters with appropriate secondary containment and the secondary containment must be checked and emptied daily.

Required training should be properly documented in accordance with Department of the Army (DA) Pamphlet 600-55 on DA Form 348, Operators Qualification Record of Equipment Licensed and Training. Operators' OF 46, Equipment Qualification Card, will reflect equipment they are authorized to operate. The SOP should also include instructions for fire guards.

While fires cannot always be prevented, the probability of having a fire can be lowered through training and enforcement of standards.

Prevention of tent fires can be a life and death situation for our Soldiers. As the photo below shows, a hot fire can destroy your tent in moments and leave almost nothing but ashes. Always think safety when using tent heaters. Through training and enforcement of standards, prevention of tent fires can be accomplished, lessening life and death situations for our Soldiers.

Field commanders are responsible for implementing a field fire alarm system for site evacuation if a fire occurs. They should have fire points designated and equipped as specified in AEP 385-15; ensure Soldiers know where fire points are; and ensure only properly trained and licensed personnel install and operate heaters. Training and certification programs should be in place to train operators on the heaters that are used within their command.

Equipment training procedures are provided in each heater's operator and maintenance manual. Training emphasis will be provided to the operator to include safety before, during, and after operations. Training should also include emergency shut down procedures and fire fighting techniques. No heater will be operated unattended. When heaters are operated in sleeping tents, a fire guard must be posted inside the tent. Fire guards must remain awake and alert.



In July 2004, a fire roared through tents in Camp Al Asad, Iraq, burning the belongings of more than 100 Marines just days before they were slated to return to the United States.

DOG TAGS HAVE SPECIAL MEANING FOR MILITARY PERSONNEL



Former Soldier Van Miller, pictured with one of his grandchildren, lost his dog tags 36 years ago in Vietnam. They were recently returned to him during a ceremony at Fort Lee, Virginia. Since 1917, all combat Soldiers have worn a form of dog tags on chains around their necks. From the Vietnam jungles to the markets of Ho Chi Minh City to Fort Lee, the journey for one set of dog tags was a long one. The shiny oblong metal disks traveled thousands of miles and more than three decades to be returned to their original owner after being discovered with a number of other sets of dog tags that were purchased by an American traveler in Vietnam. The benefactor hopes to be able to return as many of the others to the original owners as possible.

MAJOR GENERAL HENRY GENE SKEEN

QUARTERMASTER HALL OF FAME 1997



Major General Henry Gene “Hank” Skeen (U.S. Army retired), 72, of Cummings, Georgia, died Thursday, January 12, 2006. A native of Dale County, Alabama, he entered the Air Force in 1949 and transferred to the U.S. Army in 1953. Upon completion of Officer Candidate School that year, he was commissioned a second lieutenant in the Infantry.

Commentary

PRACTICING WHAT YOU PREACH

BY CHAPLAIN (COL) PAUL VICALVI

Most major religions of the world today recognize Jesus as a great teacher. In several places in the Bible as Jesus taught, it says that people were amazed at His teaching because “He taught them as one who had authority and not as their religious leaders did.”

My read on this is that Jesus practiced what He preached! The other leaders talked a good line but lived a different way. It reminds me of some folks who are elected and work in Washington. It was “do what I say and not what I do.”

Jesus said, “Follow me as I lead the way.” The other leaders said, “Do what we tell you to do because we are the boss.”

When Jesus taught them that God cared about them, He demonstrated this care by healing them and caring for and about them no matter what they could do for Him. He led them to a higher way of living that would give them meaningful and productive lives.

This is servant living and servant leadership.

In my almost 29 years on active duty, I have witnessed two types of leadership. Although there are various types of leadership styles, I can sum up these two different kinds like this, those leaders who saw themselves as and led as servants of their nation and their subordinates; and those that led expecting their subordinates to serve them and make them look good. Those who believed they were in leadership to take care of and support those they led and those who were there to be taken care of by those they led.

An unknown author has described it like this:

The boss drives his men; the leader coaches them.

The boss inspires fear; the leader inspires enthusiasm.

The boss says, “I”; the leader says “we.”

The boss says, “Get here on time;” the leader beats them all to it.

The boss fixes the blame for breakdowns; the leader fixes the breakdowns.

The boss makes work drudgery; the leader makes it interesting.

The boss says, “Go;” the leader says, “Let’s go.”

Now think back. Have you seen both types of leadership? I honestly believe that both kinds produce results. Servant leadership produces results by encouraging and teaching. The other kind produces results by threatening, intimidation, and manipulation but results are produced. I would propose that the leader who produces results by encouraging and teaching has longer lasting results because he or she builds future leaders who learn to believe in themselves and their abilities and strengths. The intimidator produces people who either become tyrants themselves or do things out of fear of punishment and when the fear is gone, they don’t produce anymore.

Back in August of 1879, Major General John M. Schofield, in his address to the Corps of Cadets at West Point said this: “The discipline which makes the Soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an Army.

It is possible to impart instruction and to give commands in such a manner and such a tone of voice to inspire in the Soldier no feeling but an intense desire to obey, while the opposite manner

and tone of voice cannot fail to excite strong resentment and a desire to disobey.

The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the Commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself.”

This is getting back to the basics of soldiering and leadership the right way. The Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Great values! Some just memorize them and some live them.

Now we might think that servant leadership is supposed to go only from high to low, from superior to subordinate but this is not so. My first assignment was as a battalion chaplain in the 82d Airborne Division. I remember that one of the first leaders that I turned to was a first lieutenant, and a seasoned Vietnam veteran who had come up through the ranks. Now I was a captain but he took me under his wing and never made me feel dumb. He showed me patiently how to rig a rucksack for jumping and what to expect on a tactical jump. He went out his way to serve me. The next person I remember learning from by observing him was a staff sergeant who taught me how to really care for Soldiers. The Soldiers in his platoon knew that he would die for them and he knew that they would do the same for him. Now he did something that I seldom see anymore. He was single and at that time he lived in the barracks. On Sunday morning he cared enough about the spiritual needs of his Soldiers to lead them to chapel. I would see them coming like baby ducks following their mother. He led the way in their moral and spiritual development. Maybe this is one of those basics of soldiering and servant leadership that we need to dust off these days.

I remember those servant leaders even today and they have inspired my leadership through all

these years. They built their lives into mine and I am better having served with them.

Now being a servant leader does not always mean that those who we lead like the things we do. At times it means that we must discipline, that we must expect more out of our Soldiers than just getting by. It means correcting and at times having them do jobs they really don't want to do. Sometimes it means kicking them in the pants. Jesus did all these things with his disciples because he cared for their well being.

I believe that the trademarks of a good servant leader are competence, courage, and compassion. Those trademarks don't always come easily. Many times they come from hard knocks in our own lives. I learned some of my lessons on what makes an effective servant leader by serving under some pretty ineffective tyrant leaders. I vowed to never be like them.

True servant leadership is not age or gender specific.

March 1994, Green ramp, many ran for their lives from this inferno and I don't fault them, but the first Soldiers that I saw when I came around the corner into the flame and smoke were a young female first lieutenant aviator and a young specialist signal corps Soldier. With disregard for their own well being, they gave of all they had and could have died, but they put it on the line. They received the Soldier's medal for their servant heroism. They were true servant leaders.

I pray that no matter whether we wear stripes, bars, leaves, eagles, or stars that we would continually get back to the basics of true soldiering, of true servant leadership. May God bless you all and may God bless America. Pro Deo ET Patria—For God and Country!

Chaplain (COL) Paul Vicalvi, Commandant, U.S. Army Chaplain Center and School, Fort Jackson, South Carolina, was guest speaker at the 2006 Fort Lee Prayer Breakfast.

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The following index references what the Quartermaster Corps printed in the Spring, Summer, and Winter editions of the *Quartermaster Professional Bulletin* for 2005. 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 sending an e-mail to the editor at george.dunn2@us.army.mil. Online, access archive files of selected articles dating to 1995 on the Quartermaster Home Page at www.quartermaster.army.mil, Professional Bulletin.

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1ST ARMORED MAINTENANCE BATTALION MECHANICS REPAIR A BATTLE DAMAGED 13TH REGIMENT M3 TANK NEAR BIZERTE, TUNISIA, MAY 1943.



ILLUSTRATION AND LINAGE BY KEITH FUKUMITSU



123D MAIN SUPPORT BATTALION (MSB)

ACTIVATED 1 JANUARY 1942 AT FORT KNOX, KENTUCKY AS 1ST ARMORED MAINTENANCE BATTALION, 1ST ARMORED DIVISION.

INACTIVATED 19 APRIL 1946, AT CAMP KILMER, NEW JERSEY.

REACTIVATED 7 MARCH 1951 AND REDESIGNATED AS 123D MAINTENANCE BATTALION AT FORT HOOD, TEXAS.

INACTIVATED (LESS COMPANY B) 23 DECEMBER 1957 AT FORT POLK, LOUISIANA.

REACTIVATED 4 FEBRUARY 1962 AT FORT HOOD, TEXAS.

INACTIVATED, REORGANIZED, AND REDESIGNATED 4TH SUPPORT BATTALION (MAIN), 1ST ARMORED DIVISION ON 15 DECEMBER 1984 AT MONTEITH BARRACKS-FEURTH, GERMANY.

REDESIGNATED AS THE 123D MAIN SUPPORT BATTALION 1 MAY 1987.

INACTIVATED 22 NOVEMBER 1991 AT MONTEITH BARRACKS-FEURTH, GERMANY.

REACTIVATED 8 JANUARY 1992 AT ANDERSON BARRACKS, DEXHEIM, GERMANY.

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