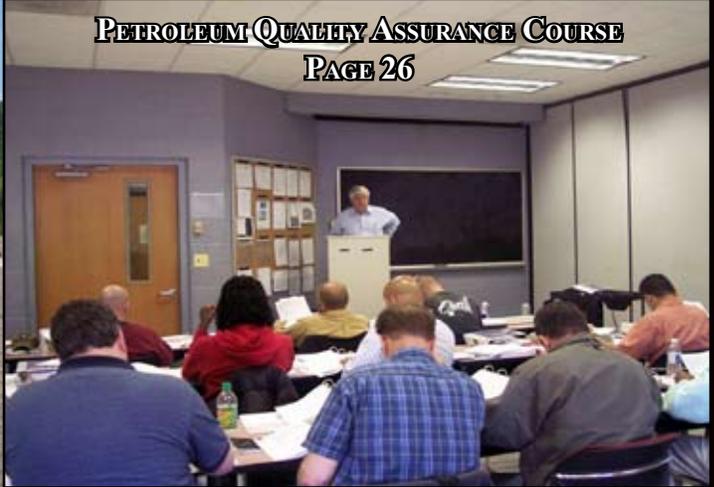


Quartermaster

PROFESSIONAL BULLETIN

SUMMER 2008
WARRIOR LOGISTICIANS

PB-10-08-02





FROM THE QUARTERMASTER GENERAL

I personally thank all of those individuals who worked so hard to make our recent 2008 Quartermaster Symposium a success. Your dedication and support made it all possible. The symposium provided a great platform for meaningful discussions on many issues at several levels. I appreciate our guest speakers for taking their time to support this effort. Not only did the symposium provide a forum for communication of Quartermaster and Army business, it also gave the Quartermaster Center and School (QMC&S) the opportunity to pay special tribute to some very deserving individuals. We took great pleasure in naming the Logistics Training Department's Automated Logistics Training facility in honor of General (Retired) Richard H. Thompson. We were equally proud to honor Lieutenant General (Retired) John J. Cusick with the dedication of a corridor in the Aerial Delivery and Field Services Department.

We also took the opportunity to welcome the 2008 inductees into the Quartermaster Hall of Fame, Distinguished Members of the Regiment, and Distinguished Units of the Regiment. Their names are provided on page 47, so please take note of them as you read. The symposium was a time for camaraderie, the renewing of old friendships, and cultivating new ones.

The QMC&S has been working on several initiatives to provide more opportunities for sustainment training on Property Book Unit Supply-Enhanced (PBUSE) to Soldiers and Civilians and to eliminate shortfalls in PBUSE training. These new training initiatives are being developed and incorporated into revised programs of instruction, and will be fully implemented upon final approval. Read more on page 15 of this issue of the *Quartermaster Professional Bulletin*.

In this issue you will also find the last of an excellent three part historical series on "The Quest for Supply Accountability" by Dr. Steven Anders as well as an article on the 2008 Supply Excellence Awards and many other interesting features. As you read the Bulletin, take note of the two senior promotions and Senior Service College Selectees mentioned on page 46 in the Career News Section.

As we look around Fort Lee, we see the progress being made as Base Realignment and Closure (BRAC) related construction surrounds us. While the time lines for actually moving personnel seems a long way off, it will be here before we know it. We need to prepare ourselves for the changes and challenges that will undoubtedly accompany this transition as we continue to evolve into the Sustainment Center of Excellence. In the midst of all the BRAC activity and Army Transformation, we cannot lose our primary focus on providing the best training possible.

Once again I thank you for your dedicated support and hard work. I greatly appreciate your continued daily support for our Corps. Please let me hear from you with your comments, suggestions, questions, and critiques. I can be reached by telephone at (804) 734-3458 (DSN 687) or jesse.cross@us.army.mil.



**Brigadier General
Jesse R. Cross**



Quartermaster

PROFESSIONAL BULLETIN

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COVER: The cover reflects some of the featured items in this edition of the Quartermaster Professional Bulletin. The Quartermaster Center and School prepares Soldiers through training excellence.

INSIDE BACK COVER: The battalion-size units that LTC (Retired) 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.

TIME TO REFOCUS OUR YOUNG WARRIORS AND LEADERS ON OUR GREAT ARMY TRADITIONS



BY REGIMENTAL COMMAND SERGEANT MAJOR
NATHAN J. HUNT III

When I was a private, a lensetic compass was considered a sensitive item; it had to be signed out of the arms room before training by a leader and carefully guarded. As a specialist, I didn't have enough rank to sign one out. That opportunity was reserved for leaders in the grade of E-6 and above. Those same noncommissioned officers (NCOs) would be in the barracks every morning checking on us and ensuring accountability of all of the Soldiers assigned to them. I had great junior leaders and I attribute my career success to them and the time they spent with me.

Today's lower enlisted Soldier leaves the arms room with a great deal more technology than a lensetic compass. As a matter of fact, today's Soldier is assigned and responsible for understanding the operation and employing of systems like Movement Tracking System, Blue Force Tracker, Harris Radio, Global Positioning System, Depressed Altitude Guided Gun Round, and all sorts of "own the night equipment." Today's civilian volunteer Soldiers show up at basic training somewhere between the age of 17 and 41. They show up with typing skills, software skills, college educations, maturity, and the knowledge that they will see combat sometime in their travels. Today's Soldiers are bright and courageous; most volunteered to join our ranks after 9/11 knowing that their first tour of enlistment would probably include trips to places like Afghanistan and Iraq. Now, they are being led by great junior leaders.

For those who have never seen the main supply routes and alternate supply routes of

Iraq, and the footpaths of Afghanistan, it is pretty easy to say that combat support (CS) and combat service support (CSS) units do not perform patrols and really do not have a dangerous mission in combat, because those same people are comfortable here in the United States, completely ignorant of what is really going on in the global war on terrorism (GWOT). As I reflect over the past seven years and our Army's involvement in persistent conflict, I have seen Quartermaster warriors performing their duties honorably and without self interest in these places. I see them deploying again and again, seeing some leave theater and return to theater within a 15 month span. I have seen Quartermasters performing as hunter/killer teams hunting for improvised explosive device (IEDs) emplacements, route and security teams-impeding the flow of accelerants, convoy logistical platform commanders, etc. They can purify water; test fuel; issue and receive supplies and equipment; prepare outstanding meals; conduct pre-combat checks (PCCs)/pre-combat inspections (PCIs); conduct rock drills; call in casualty, react to IEDs, blocked ambushes; indirect fire; etc. They are experts on the tactics, techniques, and procedures in their area of operations.

Our 92Gs have suffered the majority of our casualties. That's right, our cooks, who someone considered doing away with a few years ago, continue to serve our Army with distinction and honor in the GWOT. CSS and CS units and Soldiers are constantly called on to perform non-standard missions.

Today you will find young Quartermasters and their units in Iraq and Afghanistan doing whatever the Army has asked them to do and

they are experts. They are operating in sections and on teams spread throughout the battle space, separated from their units, in austere locations and conditions, getting the job done.

There are not enough first sergeants, company commanders, or even platoon sergeants and platoon leaders to send one out with each team or section. Our junior leaders are out front today and our young Quartermaster warriors are doing an awesome job. They are located at remote sites, with a staff sergeant, sergeant first class, or a lieutenant in charge, yet they stand alone and unafraid. They are responsible and highly proficient in the performance of their duties. They are 'Army Strong' and combat hardened.

The subject matter expert on current combat operations in Afghanistan and Iraq is the Soldier/officer who has just come back in the gate. As their senior leaders, we must listen to these junior leaders to find out how we can assist them in performing their duties. We must ensure that all of the resources of our units and staffs are geared to support the warriors that are doing the heavy lifting.

I have learned some valuable lessons over the past few years; I will share a few. First, there is no substitute for battlefield circulation. The small teams of warriors that occupy the battle space need to know that we have their backs and they need our support. They want to see their leaders. I have had experiences where some senior leaders felt that it was not required or not their responsibility to travel and personally check on their Soldiers. Perhaps a lack of "guts" was their problem. Not willing to share the risks that our Soldiers endure is a sure sign of cowardice and a huge burden on unit morale. Second, we must all understand the levels of responsibility that we have given these young leaders and Soldiers and realize that if we are to keep them on the team, we have to keep them just as challenged in garrison as they are in combat. In order to do this, and stay relevant as senior leaders, some of us may have

to change our way of thinking. Rank has its privileges and the best privilege of all is leading Soldiers. We cannot forget to delegate once we return to garrison. Having the team all together and being in charge is great, but do not forget that many of our junior leaders have had to be self-sufficient and had to make critical life-saving decisions and were held accountable for everything that happened, good or bad. When we place them back inside the garrison box, something will have to give. Things can easily fall apart when these junior leaders are abruptly removed from their key leadership roles just because they are now back in garrison. They will not be content if there are not opportunities to lead like they have learned.

The garrison environment is not as bad as many warriors think. The systems, efficiencies, and customs we use to keep us grounded need attention, right now, and immediately after deployments even more so. These consist of things like Class A inspections, room inspections, pay day activities, counseling, housing visitations, barracks maintenance, area beautification, and customs and courtesies. I believe these programs and customs have all suffered due to the current operational tempo (OPTEMPO). We are all just getting back or getting ready to deploy again or making permanent change of station. Those things mentioned above are all important and that small list is definitely not all inclusive. It is things such as the above that helps keep our Army in order. Many of our young leaders and Soldiers have known nothing but the current OPTEMPO and have never experienced all of those sacred Army life customs mentioned because they have been in the Army for five years, are a staff sergeant, and have been deployed three or four times. Current initiatives, such as the first sergeant's barracks initiative, complicate things even further with first sergeants and company commanders no longer having all of their Soldiers living in the same areas.

Today, I believe we need to stop for a minute, think about where we have been,

where we are, and where we want to go. Part of that includes focusing on our great Army traditions and communicating that to our young warriors. It is important! Then we must determine how we want to get there. I believe our junior leaders are the key. Senior leaders who have been around for a while have to show them the way we used to do things. We have to show them the way back into the barracks, how to conduct PCCs and PCIs on Class A uniforms, vehicles, motorcycles, counseling forms, homes, and Families. We have to show them how to rock-drill weekend plans, and everything else like we used to do and let them go. They need to know and understand that their responsibilities are the same as they were downrange. Our junior leaders have proven themselves capable. Now all we have to do is show them how and allow them to get after it. We must challenge them as much in garrison as they were challenged in combat. Give them the mission, the responsibility, the resources

needed, the expectations, and watch them perform. They can handle it and our Army needs it!

CSM Nathan J. Hunt III is the 9th Regimental Command Sergeant Major for the Quartermaster Corps. He enlisted in the Army in 1983 and received his advanced individual training as a petroleum supply specialist. CSM Hunt has held numerous positions throughout his military career. They include squad leader, platoon sergeant, first sergeant, and battalion command sergeant major. Prior to his assignment to Fort Lee, CSM Hunt was assigned as the 82nd Sustainment Brigade as Command Sergeant Major. His military education includes Basic and Advanced Noncommissioned Officer Courses and the United States Army Sergeants Major Academy. CSM Hunt has a bachelor's degree in business management and is currently working on a master's degree with Webster University.

Creed of the Noncommissioned Officer

No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored Corps, which is known as "The Backbone of the Army."

I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind -- accomplishment of my mission and the welfare of my Soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

QUARTERMASTER WARRANT OFFICERS SUPPORT THE WHOLE MILITARY TEAM, NOT JUST THE ARMY



BY CHIEF WARRANT OFFICER FIVE
MATTHEW A. ANDERSON, SR.

This article is written with all those who serve in the Department of Defense in mind, whether they are Active or Reserve

Component military, government Civilian, or government contractors.

I cite the entire team and do not focus solely on the 2,816 Quartermaster warrant officers in the Active Duty, National Guard, and Reserve Components because without our minds and our hearts embracing the entire team, we will never fully understand the unique and critical role and responsibility of the Quartermaster warrant officer.

Non-traditional activities are being covered down very ably by our sister services during deployments. They are afforded quality, streamlined, and targeted training by the Quartermaster Center and School (QMC&S) functional training departments and mobile training teams. Every organization arrives on station with a mission to accomplish, rolling up their sleeves and conducting business as professionally as any career Army Soldier might muster. Further, we could not possibly fight and continue to prosecute this business without the drive and professionalism of our talented Civilian work force and the incredible depth and breadth of knowledge of our contractor associates. It is indeed one team and one fight. We all recognize that fact as we prosecute the business of this nation. The business of this nation is anything that we are directed to do! That should be easy enough.

I recently spoke to a Warrant Officer Basic Course class at their social. This class of

“Spartans” and every wave of “Spartans” that pass through the QMC&S are extraordinary in their professionalism and dedication to service, to their units, and their Army! I told them that warrant officers will be given, potentially, non-traditional roles and responsibilities which may push some technicians out of their comfort zones. What is comfort anymore? We are a nation at war. Our nation requires us to do what needs to be done to prosecute the will of the commander.

For those who might be confused or disorientated about what is important and what value is added to the fight, understand that whatever your command needs you to do must be done. Soldiers are the commander’s 911 team possessing years of hard core experience and depth of knowledge that a commander may leverage to conduct unit business and support higher command intentions. In a perfect world, one may expect to work a 9-5 day performing their technical subject matter expert lane of responsibility and, of course, that is what the Army has hired you for, trained you for, and expects you to do. Let us call that your day job! Now let us talk about your swing shift or your night job...whatever the commander needs!

The QMC&S’s Warrant Officer Training Division and the US Army Combined Arms Support Command’s Training Directorate are working aggressively to ensure that lesson plans, programs of instruction, and course maps are current, relevant, and valid. They are also ensuring that future training requirements promote success in the fight. No matter how the term “fight” is defined! Pause for a moment and think of what you may be asked to do in your technical lane. Rapid growth

in technological capabilities are leading to continuous modernizations in equipment and sweeping changes in doctrine. Each of us must respond quickly to these changes to ensure success in both the operating and generating force fight. All Soldiers should understand and appreciate the fact that the tasks you may be faced with are as diverse as the units to which you are being assigned. Take the time to learn all the functions (some may be new to you) that are required to ensure success in the mission of your unit.

How is that training provided? How do we deliver back capability? We are decisively engaged in monitoring the Battle Command Knowledge System (BCKS) forums of LOGNET, LEADERNET, and WARRANT NET. The Quartermaster General has designated specific members of his command to monitor and reply within 24-48 hours to all inquiries, regardless of the topic. So fire away. Further, the content of the Life Long Learning Center, Quartermaster, has been upgraded and lessons continue to be added to the available list. These enhancements are being done because we know that you may not have the advantage of returning to Fort Lee for training. The fight is too busy and the Army force generation is a hungry model. However, having the option to take training on line, upgraded in quality and availability, as we proceed into the future will prove to resolve many training issues.

The 2008 Warrant Officer Symposium held in May was very successful and productive. Attendance was great and everyone appreciated the full program and agenda of Army general officer staff briefers, component specific briefers, and subject matter experts in all the five functional areas.

Of special note was the re-dedication of Mullins Auditorium. Brigadier General Cross unveiled a case and shadow box of memorabilia of a man whom I affectionately title, the godfather of modern day Quartermaster warrant officers, CW5 (Retired) William C. Mullins!

We accepted the request for release from duties as the Honorary Chief Warrant Officer of the Quartermaster Regiment from CW5 (Retired) Jim Revels. CW5 Revels was a vital and supportive member of our team. CW5 (Retired) Rufus Montgomery was selected to fill the position as the new Honorary Chief Warrant Officer of the Quartermaster Regiment. We are incredibly honored to have CW5 Montgomery on the command team. We look forward to the sharing of his depth and breadth of knowledge demonstrated in a proactive manner to all current and future Quartermaster warrant officers as he assists the Quartermaster Corps as it forges ahead and continually improves.

Folks, keep your eye on the ball and your mind in the fight. I appreciate your service and look forward to your comments whether I receive them via Army Knowledge Online or telephone calls. This Warrant Officer Corps is not shy and reserved and I look forward to your observations and recommendations!

Warrior Chief in the fight!

CW5 Matthew A. Anderson, Sr. is currently assigned to the Command Group, US Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia, as the Regimental Quartermaster Chief Warrant Officer. He has served in a variety of tactical, operational, and strategic assignments worldwide. These include Chief, Warrant Officer Training Division, Logistics Training Department, QMC&S; Senior Chief to the Commanding General and Strategic Integration Team, 3rd Corps Support Command, Wiesbaden, Germany; and served during Operation Iraqi Freedom I and IV. CW5 Anderson has completed every level of the Warrant Officer Education System and has a master of science degree in logistics from Florida Institute of Technology. He also holds a Logistics Management Certificate from Georgia Tech University and is a Certified Professional Logistician.

2008 QUARTERMASTER WARRANT OFFICER SYMPOSIUM



BY CHIEF WARRANT OFFICER FIVE
DAVID A. DICKSON

More than 80 registered attendees spanning all warrant officer ranks and all components attended the 2008 Quartermaster Warrant Officer Symposium in May at Fort Lee, Virginia. Many other warrant officers in training at Fort Lee also attended some of the sessions.

There were several significant differences in the content of this year's event. One was the fact that we integrated more information on the Reserve Component (RC). Traditionally about half of the attendees are members of the United States Army Reserve (USAR) or the Army National Guard (ARNG). At this year's symposium, both the Command Chief Warrant Officer for the USAR and Command Chief Warrant Officer for the ARNG spoke about the role of the RC in the current operating environment.

Additional speakers came from the National Guard Bureau, Washington DC, and the Human Resources Command in St. Louis, Missouri. The latter were in attendance to discuss personnel and assignment issues that are unique to RC warrant officers. This was followed with a breakout session with a representative from the Human Resources Command in Alexandria, Virginia, who provided the career update to the Active Duty Soldiers.

The second significant change was the addition of more sessions that focused on changes to the Warrant Officer Program in general as opposed to being branch specific. As

mentors to both the young warrant officers and enlisted/noncommissioned officer personnel who want to join the warrant officer program, it is important that we all have current knowledge on the program. As the Army changes to meet the needs of the current environment, our corps will also have to change.

The Commandant of the Warrant Officer Career Center (WOCC) and his deputy also spoke during the symposium. They presented a number of recent and proposed changes not only to the Warrant Officer Candidate School, but also to the Warrant Officer Staff Course and the Warrant Officer Senior Staff Course. The WOCC is effecting great change in the warrant track of the Officer Education System to ensure that the warrant officers of today and tomorrow are prepared to meet the challenges of an ever-changing Army. There was also discussion of the Warrant Officer Leadership Development Program and updates on issues that are being addressed by the Senior Warrant Officer Advisory Council. These two bodies have a tremendous impact on the direction of the Warrant Officer Corps.

Some time was spent discussing the changes that are occurring at Fort Lee and the Quartermaster Center and School (QMCS). The Deputy to the Quartermaster General, QMC&S, provided an update on the structure of the school and how it is changing to meet the training needs of the Quartermaster Corps. Additional updates were given on the Sustainment Center of Excellence (SCoE) and the Army Logistics University (ALU). If any of you have driven on Fort Lee over the last six months, it is obvious

that there are major changes taking place and the QMC&S and ALU play a critical role in the transformation to the SCoE. If you had been at the Symposium, you would have gotten it straight from the horse's mouth so to speak (no offense guys).

With all this going on, there was still time to talk about Quartermaster topics. Headquarters, Department of the Army G-4, gave an update on Operation Total Recall. The advances in the Global Combat Support System-Army were also discussed. The senior warrant officer for each military occupational specialty (MOS) provided an update on their MOS (in the case of MOS 923A, the senior civilian).

The Chief of the Warrant Officer Division (WOD), covered MOS 920A and 920B and also a WOD update. The Senior Aerial Delivery Technician, briefed the 921A update. The Army Food Advisory personnel addressed both food service operations in theater and new equipment being fielded. The Director of the Petroleum and Water Department, QMC&S, briefed our newest MOS, the 923A Petroleum Systems Technician. Since warrant officers, especially the senior warrants, are now being looked at in a more multi-dimensional light, it was important that all warrant officers in attendance hear the updates on all MOSs.

There were also two special ceremonies conducted as part of the Quartermaster Warrant Officer Symposium. The first was installing a new Honorary Chief Warrant Officer of the Quartermaster Regiment. The incumbent, CW5(R) James Revels, passed the charter to the incoming Honorary Chief Warrant Officer, CW5(R) Rufus Montgomery. The Honorary Chief Warrant Officer of the Regiment is responsible for providing mentorship to other warrants and to provide his knowledge and insight to the senior leaders of the Corps regarding the direction that the Corps is headed.

The Warrant Officer Corps expressed its thanks to CW5(R) Revels for his service and

congratulated CW5 Rufus on his selection to this esteemed position. The second ceremony was the rededication of Mullins Auditorium and the unveiling of a display case containing historical memorabilia that CW5 (Retired) Mullins donated. CW5 (Retired) William Mullins joined the Army in 1955 and had a distinguished career that spanned over five decades (he retired once and was called back to duty). The 50th Quartermaster General, presided over both ceremonies.

At the conclusion of the Quartermaster Warrant Officer Symposium, the attendees toured various static displays that represented new equipment and initiatives in the military. The attendees received two more days of invaluable information concerning new logistical initiatives and operations by also attending the Quartermaster Symposium.

Slides for the Quartermaster Warrant Officer Symposium can be found by going to AKO and clicking on files>US Army Organizations>TRADOC>Schools>Quartermaster School>2008 Quartermaster Warrant Officer Symposium.

CW5 David A. Dickson is currently assigned to the Office of the Quartermaster General, US Army Quartermaster Center and School, Fort Lee, Virginia, as the Reserve Component Quartermaster Warrant Officer Proponent Manager. He is an Active Guard/Reserve Soldier with 32 years of military experience and has served in a variety of assignments worldwide. CW5 Dickson has completed the Warrant Officer Senior Staff Course, holds a master of science degree in management information systems from Bowie State University and master certifications in both applied project management and information systems/information technology project management from Villanova University.

THE QUEST FOR SUPPLY ACCOUNTABILITY

PART III – LOGISTICS AUTOMATION ON THE EVE OF THE 21ST CENTURY



BY DR. STEVEN E. ANDERS
QUARTERMASTER CORPS HISTORIAN

Editor's Note: This is the last of a three-part series of articles on the history of supply accountability and use of automated technology in the Quartermaster Corps since World War II.

A Context for Change

By the time American forces had left Vietnam in 1975, some senior Pentagon leaders were already advocating the need for Army reform and wholesale modernization. Critics likewise alleged that weapons development and new technology had lagged dangerously behind during the “Vietnam decade.” And that while we were preoccupied fighting a “proxy war” against communism in the jungles of Southeast Asia, the massive Soviet build-up in Central Europe had created an ominous threat for our North Atlantic Treaty Organization allies. What’s more, the just ended 1973 Mideast War gave a shocking reminder of how much the tempo and lethality of modern warfare had increased in recent times.

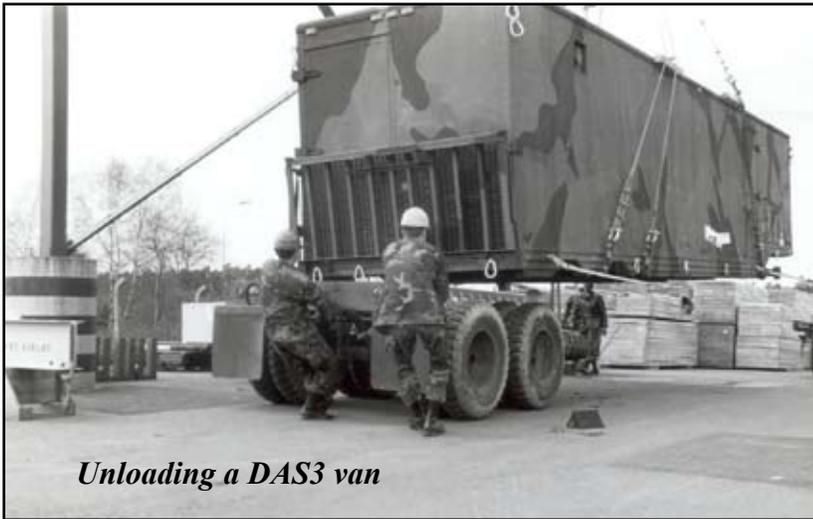
Starting with the Carter Administration and continuing throughout the Reagan Years, the US Army invested heavily in the development of new doctrine and organization and the fielding of new weapons and equipment – on a scale unprecedented for a time of peace. The 1976 FM 100-5, *Operations*, introduced the concept of active defense, which was soon transformed into the 1980s airland battle doctrine and Army of excellence organization redesign. During that same time frame, battalion level units began rotating through the Army’s new National Training Center (NTC) for hands-on training and force-on-force, simulated engagements that offered realistic testing of new doctrine and organizations.

More telling still was the fielding of a whole new generation of weapons systems – including the Abrams tank and Bradley Fighting Vehicle, Black Hawks and Apache helicopters, new Multiple Launch Rocket Systems, and Stinger and Patriot missiles – that vastly altered our perceptions of, and preparations for, the future battlefield. Each of these new systems relied for their effectiveness on revolutionary advances in computer technology. The same “Information-Age Technology” would make possible vast improvements in supply distribution and accountability at the end of the 20th and beginning of the 21st centuries.

Supply Automation’s Age of Renaissance

Looking back it is remarkable to see how quickly advances in automated data processing equipment and computer graphic technology changed the face of Army logistics in the 1970s and 1980s. It is a complex story with many “moving parts,” and a host of truly arcane acronyms – e.g. STAMIS, SAMS, SAILS, TACCS, SARRS, ULLS, and the list goes on and on, which makes it impossible to render a detailed look in the short space here allotted. Instead this brief overview.

With the Vietnam War fairly at an end by the mid-1970s, logistics combat developers were already looking for upgrade/replacements for the “aging” NCR 500 systems that had been fielded with such fanfare only a few years before. Suddenly a world of possibilities



Unloading a DAS3 van

opened with the advent of “microcomputers.” And soon the smaller, “modularized” hardware terminals (namely, Honeywell computers run on highly adaptable Phoenix software) took the place of the NCR 500s. Installed in 35-foot air conditioned vans, they formed the heart of the newly designed Decentralized Automated Service Support System (DAS3).

The “multi-command” DAS3 was powered by mobile generators in the field and on regular commercial electrical outlets in garrison. Its modular nature afforded greater ease of operation and maintenance over larger conventional, mainframe type hardware. Peripheral ports allowed for use of a keyboard and interpreter, a punched card reader and punch, magnetic tape drives and disks, a printer, and keyboard visual display terminals. Most importantly, the DAS3 system allowed for increased interaction between the central computer and the Soldier/logistician. Supply-related transactions still had to be entered into the computer using punched cards. But now the operator communicated instantly with the decentralized computer terminals – thus making concurrent file postings possible.

By the early 1980s, the prime software for DAS3 operators had been

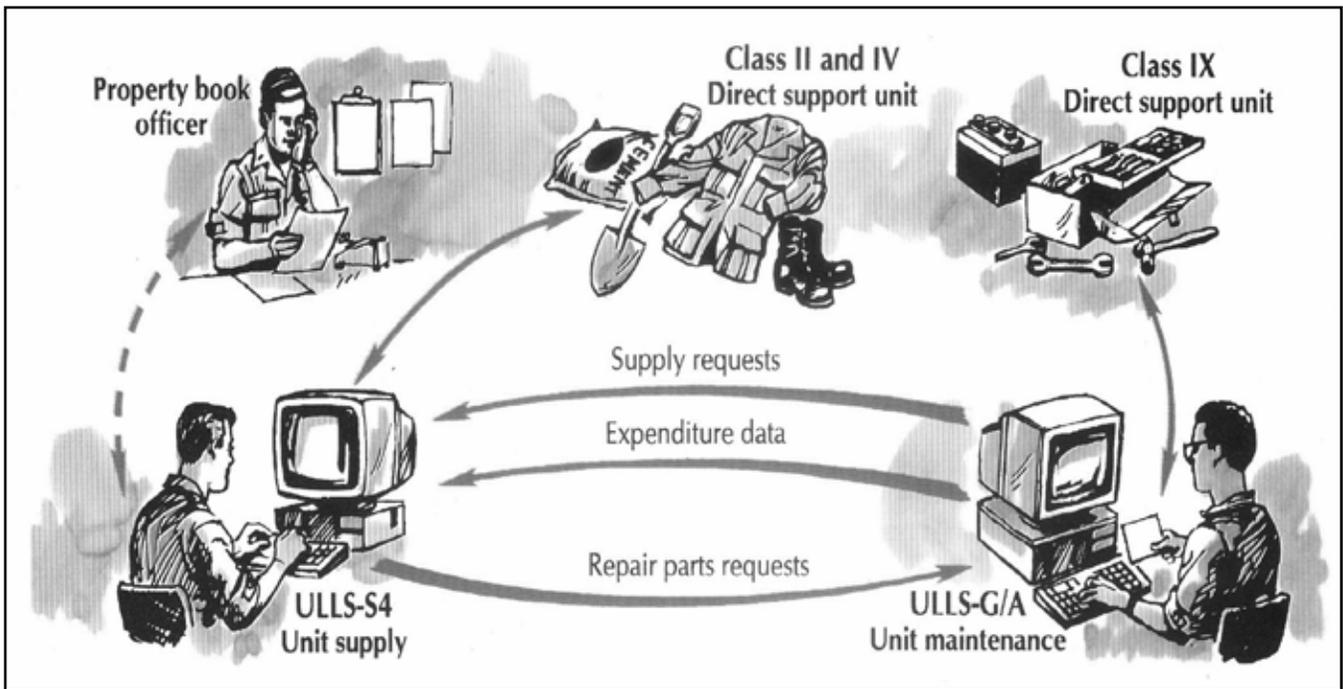
mostly converted from Phoenix to the newer, more effective Direct Support Unit Standard Supply System (DS4). This allowed for automation of routine supply and stock control procedures of most Quartermaster classes of supply. It also translated into increased speed and accuracy of information, more lateral issue capability at the division level, and less excess stockage at all levels. So successful was the DAS3/DS4 combination that it had some enthusiasts claiming we were now at the very threshold of that much sought after goal of “total asset visibility.”

Unfortunately, however, that proved not to be the case, not yet at least.

More than 300 DAS3 van-mounted units had been fielded, including ones for Reserve and National Guard units (where the growing majority of logistics personnel were located). At the same time, improved software had already led to the development of standardized applications for supply, maintenance, and property book accountability: the Standard Army Retail Supply System (SARSS), Standard Army Maintenance System (SAMS), and Standard Property Book System (SPBS), respectively.



During the Vietnam War, the DAS3 allowed the Soldier/logistician to communicate instantly with decentralized computer terminals.



Getting a Handle on Logistics Automation

The US Army Logistics Center (LOGC) at Fort Lee (established in 1973) had the task of designing and fielding new logistical techniques and procedures under evolving doctrine – and seeing to it that these emerging systems were properly meshed and put on a path toward full integration. By the mid-1980s this had become a daunting task, in that the LOGC’s Logistics Automation Directorate was responsible for no less than 25 logistics oriented STAMIS (Standard Army Management Information System).

During the 1986 Worldwide Supply Conference held at Fort Lee, LOGC briefers highlighted key problems associated with the current DAS3/DS4 supply system. It was too large and cumbersome. It lacked redundancy, which made it too vulnerable for the modern battlefield. Experience had also shown that it could be difficult to deploy. While it was faster, it still took too long to process requests (usually two to five days). Finally, critics noted, DAS3/DS4 stopped short of the “factory to foxhole” goal, by leaving the lower level direct support units, battalion trains and companies, still without any onsite automation of their own.

Their solution: TACCS – the Tactical Combat Service Support Computer System.

TACCS was a small tactical computer system designed to process data in a field environment. It centered on an easily transportable, yet “ruggedized,” microcomputer that was user friendly, and could be adapted for use by most current supply and maintenance applications. Housed in made-to-order transit cases for ease of movement, the TACCS operated on either generator or commercial power. Nearly 500 of these systems were distributed across the Army during calendar year 1985, and began running SARSS, SAMS, and SPBS (while upgrades of the latter were already underway).

Help was soon on the way for unit level logisticians as well. In July 1983, one battalion of the 25th Infantry Division implemented a Unit Level Logistics System (ULLS) program using off-the-shelf commercial computers. The results were favorably reported to the Vice Chief of Staff of the Army in December 1983, and the following November the experiment extended to two full divisions: the 24th Infantry Division and the 1st Armored Division. The Unit Level

Computers (ULC) hardware consisted of nearly 300 Radio Shack TRS-80, Model 16B minicomputers. Three hundred and thirty-two prescribed load list (PLL) clerks were given special training on how to operate them.

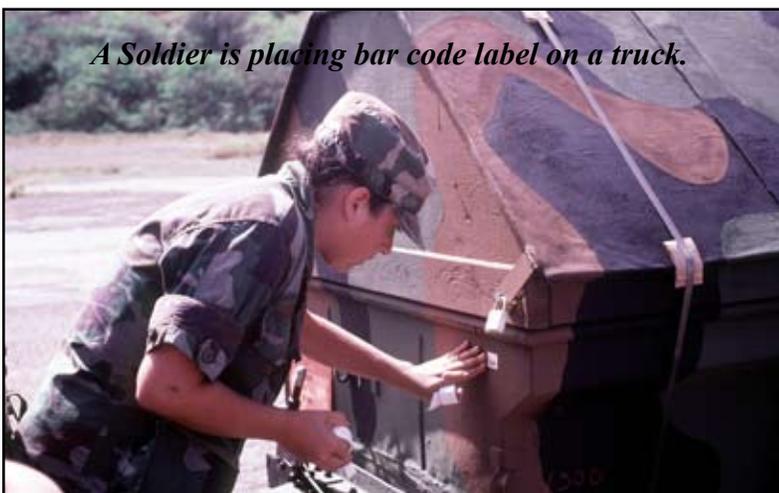
The ULLS-1 was extended to the newly built NTC in December 1985, and to Special Operations Forces in December 1986 – then on to the remainder of the Army immediately thereafter. When fully implemented by decade’s end, the TACCS/SARSS/ULLS connection established an automated supply “network” from the corps support command down to the battalion trains and individual companies. It meant that now Quartermaster School trained 76P (Material Control and Accounting Specialists) and 76Y (Unit Supply Specialists) could use automated as well as the more familiar manual techniques to handle requests, receipts, stock lists, PLLs, turn-ins, etc. And

they could do so with ever increasing speed and effectiveness.

The introduction of TACCS/SARSS in the 1980s eliminated punch cards, reduced manual editing, improved customer response time, made for better host computer efficiency, and prompted much-improved logistics data communications with fewer errors over all. In short, it marked a major milestone on the road to better supply management and accountability. Those rugged and ready-to-go “green box” computers had quickly become the workhorse for Army logistics. By the end of the decade, nearly 10,000 of them had been fielded worldwide.

Bar-Coding: Another Tool in the Box

The modern supermarket as we know it today fairly burst onto the scene after World War II and rapidly proliferated across the country. Food chain operators recognized early on what a boom it would be if they had a reliable system to automatically read product information during checkout. That is easier said than done. However, in 1949 two Drexel Institute of Technology graduates – Bernard Silver and Norman Joseph Woodland – patented the first effective bar-coding apparatus. They said of their new invention that it related to “the art of article classification through the medium of identifying patterns.” Those patterns were a series of four white lines on a dark background.



Kroger stores in the mid-1960s were the first to employ scanning techniques based on Woodland and Silver’s remarkable breakthrough. Soon RCA, IBM, and NCR were all competing to provide the best equipment, while a Supermarket Ad Hoc Committee came up with a uniform product code that is still in use today. Fortunately none of this was lost on the Department of Defense (DoD). In 1976, DoD issued a

Supply movement and storage during Operations Desert Shield/Storm



charter for Logistics Applications of Marking and Reading Symbols (LOGMARS) and made the Army the executive agent. The LOGMARS Final Report published in 1981 concluded that bar-coding provided a cost-effective way for machines to read preprinted labels, and that such labels could be placed on virtually anything.

The Army tested LOGMARS extensively in 1985, let contracts the following year, and began fielding the new system in 1987 especially in the areas of supply, maintenance, and transportation. Soon more than 5,000 bar code readers could be found throughout the Army, used for cargo documentation and supply control, petroleum management, ammunition control, and so on. “This bar coding and scanning system,” proclaimed one senior analyst, “may be the greatest innovation ever implemented into the Army supply system.” To which he quickly added, “the future of LOGMARS is limited only by the imaginations of logisticians.” Indeed.

Operation Desert Shield/Storm

For a decade and a half (1975-1990), the Army had worked seemingly nonstop, fielding new weapons and equipment, crafting revised doctrine and organization, and employing

“hands-on” and “realistic” force-on-force field exercises to bring our nation’s military up to a level of proficiency unmatched for a generation. Then it happened. On 2 August 1990, Iraqi forces invaded Kuwait. Four days later President George H. W. Bush ordered US forces to commence deployment to the Persian Gulf region in what became *Operation Desert Shield*. Backed by United Nations resolutions and the support of 38 other nations, it marked the largest, most rapid deployment of Allied forces since World War II. It also afforded an unprecedented, and wholly unforeseen, test of the US Army’s updated logistical system.

So how did the new system fare? It was a classic example of good news (overwhelming good news in certain areas) ... and yet some bad news as well. The scope, scale, speed, and relative efficiency with which *Operation Desert Shield* unfolded was remarkable in every sense. The amount of supplies (over two million tons) and personnel (nearly a half million) shipped to Saudi Arabia (six to eight thousand miles away) in less than six months, far and away dwarfed accomplishments for a similar period in Korea and Vietnam. General Colin Powell, then Chairman of the Joint

Chiefs, aptly noted in December 1990 that: “This is comparable to moving the entire city of Richmond, Virginia, 8,000 miles to the Saudi desert.” Reflecting on it afterwards, General Norman Schwartzkopf said *Operation Desert Shield/Storm* was “an absolute gigantic accomplishment, and I can’t give credit enough to the logisticians and transporters who were able to pull this off.”

It took approximately 9,000 aircraft and 500 ships to move those “mountains” of people, weapons, supplies, equipment, and vehicles into and around the theater of operations. A billion gallons of fuel was pumped and over 94 million meals were served. All of which had to be properly controlled, distributed, managed, and accounted for. Such a feat doubtless could not have been accomplished in an earlier age, without recent improvements in airlift and sealift capabilities, or revolutionary developments in telecommunications and satellite technology, or the advent of automation.

But of course the system was far from flawless. The idea of shipping massive amounts of supplies in specialized (usually 40-foot long) steel containers greatly facilitated both transportation and storage. But what if one loses track of what is in those containers? And there, in a nutshell, was the problem – and one of the most important lessons learned to come out of *Operation Desert Shield/Storm*. Of the 40,000 or so containers dropped at the port of Damman, it was estimated that some 25,000 of them had to be opened to determine their contents. The system, it turned out, was very good at force projection, but highly deficient when it came to asset visibility. Such a major flaw, left uncorrected, threatened to undermine further improvements in supply accountability, and serve as a continued roadblock to effective distribution.

Stage is Set for 21st Century Logistics

Over the course of nearly two decades now since *Operation Desert Storm* ended, steady improvements in logistics techniques,

automated equipment, and new procedures have continued to unfold at a rapid pace. The Supply Master Plan of the mid-1980s gave way to the 1990s Total Distribution Action Plan. Which in turn has led to our better understanding of such vital concepts as velocity management and supply chain distribution. And so it goes ... as logisticians have had to wrestle with the same persistent problems generation after generation, for decades on end.

When US troops deployed to Cuba during the Spanish American War at the start of the last century, they found that much of their supplies remained in a tangled mess back in Tampa or on the choked and confused docks of Havana. Likewise did General Pershing experience unbelievable “supply difficulties” upon arriving in France in World War I a few years later. Ditto for Generals Eisenhower and MacArthur in World War II, and their harried successors on the chaotic docks of Saigon and Damman.

But alas here at the start of the 21st century there is good reason to believe that many of the elusive goals of yesteryear might finally be attained – if not completely, then at least to a degree heretofore unimaginable. Who knows, maybe the Army’s newest strategic vision (Single Army Logistics Enterprise, or SALE) coupled with, and dependent upon, such cutting edge systems as GCSS, PBUSE, VSAT, and SAILS (and no doubt a slew of other acronyms still waiting to be born) may make that dream a reality, sooner rather than later.

In which case we can look to the future with great expectation for that time when the movement of supplies from factory to foxhole will indeed appear “seamless.” When the vision of “total asset visibility” will become a reality and not a mirage. And that age-old quest for complete supply accountability, alas, will be rendered a sure thing.

Dr. Steven E. Anders is the Quartermaster Corps Historian assigned to the US Army Quartermaster Center and School, Fort Lee, Virginia.

PBUSE TRAINING CONTINUES TO RECEIVE SPECIAL EMPHASIS

By **BILLY DEMPS**

The Quartermaster General has mandated new training strategies and initiatives in support of US Army operational forces. One of those initiatives is to provide Soldiers and Civilians more Property Book Unit Supply-Enhanced (PBUSE) sustainment training opportunities. The Quartermaster Center and School (QMC&S) is responding by providing our operational force Soldiers more PBUSE training. This update identifies initiatives and provides all Soldiers and Civilians a point of contact to request a PBUSE mobile training team (MTT) visit.

In order to determine what requirements were really needed, an action committee was established and tasked to delve into the shortfalls that the field was experiencing in PBUSE training. The action committee determined that a PBUSE training shortfall did exist. The Quartermaster General then provided guidance to the training divisions, emphasizing that all skill levels would be incorporated into the training mix.

Beginning with the 92Y Unit Supply Specialist 10/20 skill levels, an action plan called "bridging initiative" was developed to incorporate 20 skill level critical tasks into the 10 skill level advanced individual training to ensure 20 level training was conducted and received by Quartermaster Soldiers. Given the operational tempo of our operational forces, it would be a challenge for a unit to have time to train all 20 level tasks to each and every Quartermaster Soldier. Additionally, Department of the Army Civilians and contract personnel converting from the Defense Property Accounting System to the current PBUSE automated systems can, on a space available basis, receive training through the PBUSE

module of 92Y10 Unit Supply Specialist resident training.

In addition to the 10/20 skill level shortfall, it was also identified that the number of reclassified and military occupational specialty-trained Soldiers in grades specialist through sergeant first class, attending resident training on Fort Lee needed an understanding beyond the PBUSE apprentice level of training. To address this problem, the 92Y10 Unit Supply Specialist Course now includes some property book accounting functions within the PBUSE automated system using selected roles assigned for property accounting appropriate to particular skill levels. Another block of instruction has also been added which describes the overall spectrum of accounting for property, emphasizing accounting and responsibility, asset reporting, relief from responsibility, and obtaining disposition and turn-in. Considerable emphasis is also given on the Command Supply Discipline Program as defined by the Army G-4.

The QMC&S Noncommissioned Officer Academy (NCOA) also conducted a detailed review and analysis of both the Basic and Advanced NCO Courses. The NCOA, in conjunction with the Logistics Training Department, Functional Division, is developing a PBUSE course of instruction for mid and senior level management NCOs. As this training strategy matures, it will become more hands-on, incorporating practical applications that a supply sergeant, property book NCO, or any senior supply staff NCO would use in the daily operation of unit and organization supply. Additional emphasis will be placed on readiness reporting, accounting

(Continued on page 30)

WHAT LEADERS SHOULD KNOW ABOUT FOOD SAFETY AND ARMY OR CONTRACTOR OPERATED DINING FACILITIES

BY MICHAEL DAMICO

“Hey Chief, should we pull these frozen chickens and roast beef out and put them under the table to thaw out over the weekend?” This phrase or something similar is repeated many times by inexperienced food service specialists and contract cooks. Incorrect thawing or “tempering” procedures of potentially hazardous foods (PHF) are sure-fire methods for ensuring that the hospital emergency room or medical clinic staff will have a busy day. Food safety hazard analysis and critical control points (HACCP) and composite risk management (CRM) are two parallel Army programs that identify hazards and control or eliminate risks. Unit commanders use CRM as one of their primary decision-making processes when evaluating tactical, non-tactical, threat-based, or accident-based hazards on a daily basis. Army food advisory staff, installation food program managers, senior food operations sergeants, contract food service project managers, and contract dining facility managers use HACCP procedures as their primary decision-making process when evaluating threat-based food safety issues on a daily basis in the garrison or field dining facilities.

Food advisory staff, food operations leaders, and food service contractors in the continental United States (CONUS), outside CONUS, or area of responsibility must be familiar with the principles of both risk management programs and ensure they are being applied across the full food service operational spectrum in all Army food service dining facilities. Special food safety attention and HACCP emphasis must be employed by leaders at all levels of command when food service support is being provided in a field environment or at forward operating bases.



The bottom line is that the absence of active food safety HACCP and CRM programs can lead to diminished mission effectiveness and combat readiness.

A quick review of both the Army’s food safety HACCP and the CRM processes indicates that both programs essentially follow the same practical processes when identifying and evaluating risks and developing and implementing controls to eliminate or mitigate the level of risk to an acceptable and manageable level. Noted below is the 5-step cyclical CRM process used by commanders and leaders to determine risk. In parentheses are the food safety equivalents that the HACCP program would evaluate to identify risks in any food service operation. Food safety HACCP and CRM both follow the same practical application process.

- Identify hazards (potentially hazardous foods, recalled foods, leftovers, latent damage to vendor delivered foods, equipment).

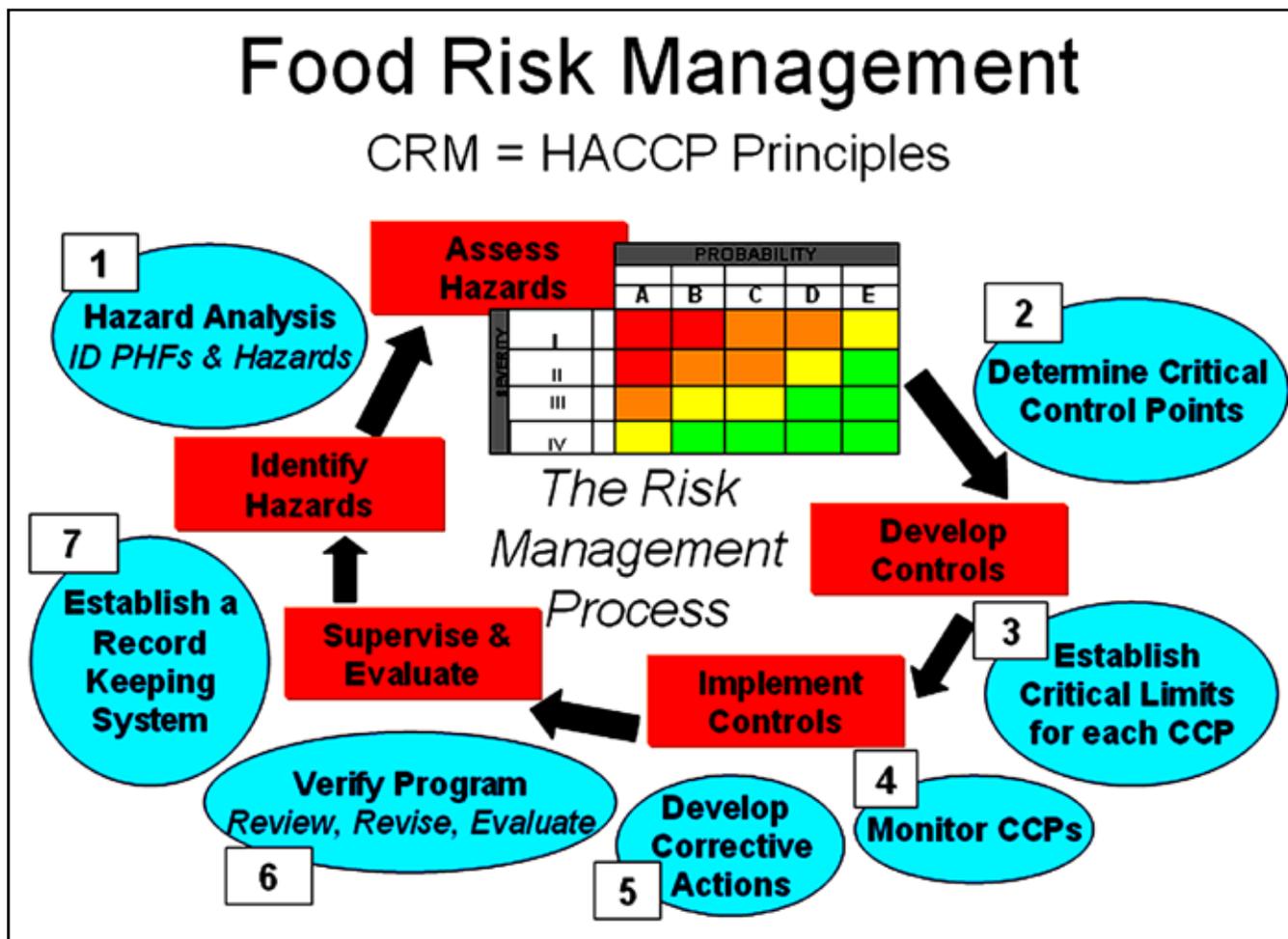
- Assess hazards (food items unprotected, exposed to diners or the elements or held at unsafe temperatures, recalled by the United States Department of Agriculture or manufacturer).
- Develop controls and make decisions (hold foods in safe temperature zones, discard those deemed unsafe by fact and temperature).
- Implement controls (Technical Bulletin Medical (TB MED) 530, HACCP procedures, food safety and leader provided training, Army Regulation and Department of the Army (DA) Pamphlet 30-22).
- Supervise and evaluate (Army food service leaders and contract food service managers).



Clean food environments help reduce the risk of personnel becoming ill from eating at Army dining facilities.

Here is a review of practical HAACP considerations and practices that all supervisors

and leaders should find routinely practiced in all Army dining facilities. The purpose of both CRM and HACCP programs is to reduce, eliminate, and control risk. In an Army dining



facility, feeding hundreds of Soldiers daily, the use of HACCP procedures is imperative! At forward operating bases or in contracted food service facilities employing local or third country nationals for food preparation tasks, HACCP (the risk must be recognized) must be trained and the critical nature of the training understood by the staff. Key management must strictly enforce HACCP principals, practices, and procedures. The assigned contracting officer technical representative (COTR) must provide surveillance inspections for compliance and advise the contracting officer (CO/KO), project manager, and the commander if HACCP problems are discovered.

The COTR must also be trained in HACCP in order to recognize deficiencies and eliminate or reduce the risk associated with a possibility of an outbreak of a food borne illness related to inadequate sanitation, unsafe food handling, improper storage practices, or risky cooking practices. The HACCP procedures identified and explained in the following paragraphs should be employed in all Army or contractor operated dining facilities to mitigate or eliminate the risks associated with food preparation, service, storage, and sanitation practices. HACCP compliance procedures, just like CRM, should be identified, assessed, controlled, enforced, monitored, and documented by supervisors using appropriate HACCP management forms and discussed with the staff daily.

Commanders and food operation leaders must ensure that those individuals either appointed or hired under the provisions of a government contract to manage and operate Army dining facilities are following and enforcing sanitation, food safety, and food risk management practices detailed in Army regulatory policy and TB MED guidance. These are leadership and management responsibilities reflecting risk and HACCP assessments associated with food safety and how management has a fundamental responsibility to ensure that food safety is applied at regular intervals in all Army dining facilities. A look



Pleasant and sanitary dining facilities promote health and boost morale.

at the practical application of risk and how the application of HACCP mitigates the risk associated with large quantity food preparation is worth while. The following practices and procedures should be evident in all Army food service operations regardless of who is charged with management and the delivery of food service to Soldiers.

Cooking, Holding, and Service

All PHFs, including all meat and poultry items, must be cooked to their proper internal temperatures before being offered for service to Soldiers/diners. The cooking staff will routinely use calibrated food service thermometers to check for correct product temperatures prior to serving the products to aid in preventing the possibility of illness to Soldiers/diners by eliminating the chief risk associated with food-borne illness; foods that are not cooked, cooled, or maintained at proper safe temperatures. All Army dining facilities are directed by Army policy to implement and use the food safety standards outlined in TB MED 530, Occupational and Environmental Health Food Sanitation, 30 October 2002, and the Food Risk Management principles and standards stated in Chapter 3-7 DA Pamphlet 30-22, dated 6 February 2007.

Safe Temperatures

Prepared foods must be maintained in the safe temperature zone of below 40 degrees or

above 140 degrees Fahrenheit to prevent and slow the growth of bacteria in prepared food items. Refrigeration units are maintained at a temperature of 38 degrees Fahrenheit to ensure proper cooling and storage temperatures for stored items. Thermometers are inside all refrigerators to monitor their internal temperature.

Evaluation and Oversight

Ensure that a copy of local preventive medicine (PM) inspections of all dining facilities are forwarded to the assigned food program manager, food service officer, COTR, contracting officer (CO/KO), and garrison or installation food program management staff for their review to make sure that corrective action is initiated for deficient areas.

Reinforcement Training

The assigned food operations sergeant or contract dining facility manager must provide training to staff on food safety and coordinate with local PM staff to provide refresher training to dining facility employees.

Subsistence Sources

Only Army veterinary approved sources are used for the procurement of all foods including ice, water, dairy, breads, fresh fruit, vegetables, and related market-ready food products. The subsistence prime vendor is the source for bulk subsistence products and Defense Supply Center Philadelphia (DSCP), as the Department of Defense (DoD) executive agency for subsistence, is the source for all subsistence and market-ready food items or contracts. They maintain a list of approved vendors and government approved sources of supply.

Kitchen Equipment Maintenance and Sanitation

Ensure that the semi-annual equipment maintenance program is in place and that supporting Installation Management Command (IMCOM) Department of Public Works (DPW) or contracted equipment cleaning or maintenance personnel are cleaning electric motors, refrigerator compressors, controls,

deep interiors of exhaust hoods, and other food service equipment not normally accessed by food service employees. This cleaning will reduce insect harborage and maintain expensive equipment in safe and optimal operating condition.

Integrated Pest Management

IMCOM DPW, PM, garrison or installation food program management staff, and food operations personnel must work as a team to develop methods and procedures for identifying and tracking structural deficiencies and ensuring that corrective actions to repair and eliminate any access to dining facilities for vectors (rodents and pests) are put in place and monitored for effectiveness. At Army operated forward operating base dining facilities, leaders should ensure that supporting PM staff are visiting the facility on a regular basis at Army field kitchen locations. The unit's internal field sanitation team should be providing routine oversight for vectors and other field sanitation factors (latrines, water, etc.).

Food Safety and Sanitation Training

Food sanitation certification is required every four years for food operations sergeants, dining facility managers, shift leaders, COTRs, contractors, quality assurance evaluators for food contracts, dining facility attendant supervisors, and/or the "person in charge." Garrison or installation food program managers, assigned military food advisors, and contractor project managers should take the lead as coordinating agents by identifying certification needs among food service personnel and consulting with supporting PM activity staff to schedule certification training. Paragraphs 2-18 and 2-19 of TB MED 530 outline training requirements and equivalent training certifications available to ensure compliance with this critical and fundamental food safety training.

Food Risk Management Program

The Food Risk Management Program is used in all Army dining facilities to address

time and temperature controls for potentially hazardous foods used in the preparation, holding, serving, and storage of all subsistence items. This program is accomplished by the use of the following series of DA Forms used to monitor and track critical limits: DA Form 7458, Risk Management Data Log-Cooking, and DA Form 7459, Risk Management Data Log-Hot or Cold Holding. DA Forms 7458 and 7459 are used at each meal daily and attached to the production schedule for use by shift leaders or the individual in charge of food production. DA Form 7458 is used to monitor the cooking process of selected PHF items at each meal. DA Form 7459 is used during each meal period to monitor all walk-in and reach-in refrigeration and freezer units. A separate DA Form 7459 is also used for each meal to monitor hot holding of food items in the dining facility. The monitoring guidelines contained in Table 3-1, DA Pamphlet 30-22, must be implemented by all food operations sergeants and dining facility managers. Assigned food advisors, food program managers, and/or contract project managers will complete a DA Form 7438-R, Hazardous Analysis Critical Control Point Monitoring Report, quarterly as a minimum. A copy is provided to the facility manager or individual in charge. A copy of the report is also maintained at the inspected dining facility.

All Food Activity (ALFOODACT) Messages

The recent major recalls of ground beef, spinach, bagged salads, and canned chili are commercial risks mitigated by the Army through the use of the ALFOODACT messages. If a commercial subsistence item is identified as a health risk resulting in a recall, checks are made to determine if it is an item available in the DoD subsistence supply system. If it is, the DSCP Food Safety Office, as the DoD executive agent for subsistence, sends a DSCP Alert Message to the Army veterinary officer assigned to DSCP. DSCP develops the ALFOODACT identifying the product and provides instructions to food activities regarding product management, how to handle the product, suspend use, place on medical hold, and disposition instructions.

DSCP installation or garrison food program managers and tactical food advisors should ensure that they are receiving ALFOODACT messages. DSCP maintains copies of all ALFOODACT messages at their website: <https://www.dscp.dla.mil/subs/fso/alfood/afamess.asp>

In summary, HACCP, like CRM, should be incorporated into all Army or contracted food service operations, missions, activities, and processes to ensure that risks are minimized to acceptable levels. Both programs emphasize that leaders at all levels should not accept unnecessary risks. Both programs are continuous and focused on reviewing risks at different levels across the operational spectrum. Like CRM, HACCP teaches Soldiers and leaders how to evaluate, reduce, and control risk. Do not take risks with food safety practices. Food service professionals should never put themselves in the position of having to explain to leadership why there was a serious outbreak of food borne illness in their dining facility. The HACCP food safety tools are readily available for all food service professionals to implement. HACCP and CRM put you in charge of risks. Now go and manage it!

Three references that you should have available in your dining facility are:

1. AR 30- 22, *The Army Food Program*, 10 May 2005
2. DA Pamphlet 30-22, *Operating Procedures for the Army Food Program*, 6 February 2007
3. TB MED 530, *Occupational and Environmental Health Food Service Sanitation*, 30 October 2002.

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OPERATION OF A SUCCESSFUL INSTALLATION/ GARRISON FOOD PROGRAM

By MICHAEL DAMICO

The Army food program is the largest food management and food operations program within the Department of Defense (DoD). One of the largest aspects of the Army food program's scope deals with the efficient, effective administration and management of the Army food program at the regional and installation levels of operation. Success at regional and installation levels of food program management requires the food program manager (FPM) to have technical expertise and knowledge in many functional areas. These include dining facility (DFAC) design, DFAC equipment, menu standards, quality oversight of subsistence, subsistence supply management operations, automated food management systems, food operations contingency planning, contracting for services, annual and out-year operational and subsistence budgeting, and the development of overarching food program policy and doctrine. That is quite a plate full for one person.

One individual is typically at the table of distribution and allowances staffing level assigned by the Installation Management Command (IMCOM) regions and installations to ensure the successful operation of an installation or region multi-million dollar annual food program. There is usually little time during their week for anything other than focusing on food program issues. This article provides some reminders and considerations for the FPM which are sometimes overlooked in the daily rush to ensure that bottom line food program Soldier/diner feeding meets Army menu standards and supports the commander's food service mission guidance.



Today's food serving lines are clean and sanitary compared to those some people might remember from years past.

A topic often written about is the importance of DFAC management at the DFAC and installation levels and methodical management skills required at the garrison DFAC management levels to ensure individual garrison accounts are solvent. As an FPM, individual management abilities and skills impact the quality and content of the center of the plate provided to your Soldiers/diners. This article takes a closer look at food program management considerations that impact the overall operation of the Army food program at the IMCOM regional and installation management levels.

Because of the scope and size of the Army food program, the operational management and program oversight is decentralized with responsibilities assigned and accomplished at many levels within the Army's force structure. Army G-4, Army service component commands, and IMCOM regions and installations are all



Meal choices and quality are as varied as most commercial cafeterias.

involved in the operation and management of the total Army food program.

Army food program responsibilities are outlined in Army Regulation (AR) 30-22, *The Army Food Program*. AR 30-22 details Army food program responsibilities from the Assistant Secretary of the Army to individual unit commanders, FPMs, food operations sergeants, and DFAC managers. All Army management levels of organizations responsible for the operation of the Army food program should consider how their guidance, action, or inaction impact on the ability of the DFAC manager to meet the objectives of the Army food program. The objectives of the Army food program remain the same, promote the operational efficiency of garrison DFACs, while providing Soldiers and diners safe, nutritious, and appealing meals in an environment that equals quality commercial cafeterias. The closer we get to the actual operator level of the DFAC the more apparent any actions or inactions by higher echelons of management, since the bottom line impact of those actions is realized the closer you get to the DFAC operator level.

Considerations

Since one of the primary objectives of the Army food program is to promote the operational efficiency of garrison DFACs,

it is important to consider some actions that may assist FPMs in accomplishing their mission at the regional and installation FPM levels. The subsistence prime vendor program is a DoD mandated program required to be used by all services. Regional/installation FPMs are familiar with the program and the vendor catalog of subsistence items that are cataloged to meet their individual food program menu standards.

All food program management staff must analyze and review cataloging subsistence items for use in their Army garrison DFACs. Procedures for requesting and adding new subsistence items to the installation food program are contained in Department of the Army Pamphlet (DA Pam) 30-22, paragraph 3-12. The following areas should be considered.

- ❶ Do the vendor's products meet Army quality requirements for grade and standards? Review DA Pam 30-22, Appendix I, for these standards.
- ❷ What is the product cost per serving? Is this item the best value for your installation food operations sergeants or DFAC managers, and does this product fall within the parameters of the overall basic daily food allowance (BDFA)? Be careful of pre-prepared commercial desserts and flavored coffees.
- ❸ Is the product offered by the vendor really required on your catalog to support Soldier feeding?
- ❹ Bulk size containers of products such as condiments, salad dressings, coffee, cereals, frozen vegetables, frozen potatoes, poultry, seafood, and meat products (40 pound cases, #10 cans, or 20 pound cans) are usually significantly less expensive per serving than individual serving size packages or smaller (10 pound) cases of products. Cataloging products in bulk (based on menu repetition) avoids increased costs by reducing the distribution fees paid for delivery and related other agency recovery fees assessed on each case, box, or container delivered to the

DFAC as part of the subsistence prime vendor contract. Remember these fees are recovered from your installation BDFA dollars.

- ❶ Can the DFAC afford to serve this item? Some commercial pre-made desserts and pastry products cost \$.75 - \$1.75 or more per serving. Not many garrison DFACs can support the use of these products. So why catalog the item?



Equipment

All food program management staff should review equipment costs and related issues when considering the use of vendor furnished dispensing equipment instead of Army procured equipment.

- ❶ Be advised that vendors seldom provide free equipment or maintain their “beverage programs” equipment free of charge. The cost of their equipment and any maintenance program is built into the cost of the products they are offering.
- ❷ Be aware of exactly what this cost will be over the continuum and discuss that cost with the vendor and do the math. It may be more cost effective for the garrison to procure the equipment and obtain a local maintenance agreement to maintain similar dispensing equipment, such as soda, coffee, juice, slushy, and soft serve dispensers. Outside the continental United States locations where Army and Air Force Exchange System (AAFES) produces ice cream in bulk and individual ice cream servings, they will provide the frozen food dispensing cabinets

for the individual novelty ice cream bars at no cost, as long as you buy the AAFES produced ice cream (Sweet Reflections) bars. That is a good deal! AAFES ice cream novelties are consistently lower in cost and equal in taste and quality to any commercial product available.

- ❸ Query vendors regarding what is the “value added” that you will realize by using their products. How will using their products improve the quality of service in your garrison DFACs? How will they support and assist you in marketing their products in your DFAC? If they can’t fully explain this, look elsewhere for a supplier. BDFA dollars are limited.
- ❹ Defense Logistics Agency central contracts such as Coke and Pepsi products used in garrison DFAC are high-volume big sellers on an annual basis. Based on this fact alone, the Coke or Pepsi vendors will supply dishwasher safe 16-ounce plastic tumblers to support and market use of their products. The Defense Supply Center, Philadelphia account manager who manages the prime vendor or central contract can assist in locating phone numbers and points of contact.



These actions save installation expendable supply dollars and assist in marketing the particular soda products being offered. The same situation holds true for all high moving beverages. If you don’t ask, nothing happens! Most vendors will not volunteer the support. Remember, every penny saved around the center of

the plate allows the DFAC management more flexibility to improve the quality of the entrée in the center of the plate.

Other Considerations

All food program management staff should research and review when considering the use of pre-prepared or heat-and-serve commercial products in garrison dining facilities.

☉ The cost of the product. Boil in the bag and heat and serve products are convenient; however, there is a cost associated with that convenience in product and Soldier/cook training. There is a place for these items in the garrison DFAC; however, you must balance the cost impacts against the benefits. Skills acquired in garrison are demonstrated in other cooking situations such as in the field or during deployments where these items may not be available. Heat and serve biscuits, bacon, omelets, French toast, chicken, pot roast, sausage, meat loaf, hot breads, pies, hamburger patties, pancakes, and cookies are all easy to prepare, but at what BDFA and training cost? Again, there is a time and place for all these items in the garrison DFAC. The professional knows which are cost effective and when they really need to use them. A Soldier/cook who has heated pre-cooked biscuits for the last year may not have the skills necessary to prepare biscuits if only flour, water, baking powder, salt, and shortening are available from the subsistence prime vendor or field Class I break point.



☉ Know the plate costs. All commercial activities and professional food operations management staff know what it costs to serve menu items.

The Army Food Management Information System provides all the management tools required for determining and programming meal-service costs. This is based on the types of menu products offered for service at each planned meal throughout the accounting period. The new Joint Service Common Food Management System is required to do the same when it is fielded.

Management Practices

All installation FPMs should continually be reviewing, managing, and tracking at the installation level.

☉ The repeated use by DFAC management of Department of Defense Form 200, Financial Liability Investigation of Property Loss (FLIPL), is not the answer for adjusting overspent dining facility accounts occurring because of mismanagement or fraud. The FLIPL, when liability is not assessed to an activity or individual, is a direct cost to the Military Personnel, Army (MPA) subsistence account and the Army food program. FLIPLs are initiated in many cases by organizations to “fix” poor DFAC management practices and the resulting mismanagement of Army MPA subsistence funds. They do not address the underlying root cause of the problem that is, in many cases, poor management at the operator level. Food program management professionals at all levels must ensure that the DFAC account status and menu planning in garrison DFACs are making every effort to manage the DFAC within established regulatory policy guidance.

☉ Garrison FPMs or assigned food advisors working with DFAC managers will determine during their review of accounts if additional management training and mentoring is required. Food program leadership is charged with the responsibility of providing assistance as required to assist facility

management to be successful. Garrison FPMs and food advisors at all levels from garrison to region or Army level can access the Army Food Service Decision Support System (DSS) which is one of their tools for reviewing DFAC status. This tool provides insight to a DFACs well being, but it does not replace the hands-on approach needed to advise and train Army food service personnel. The Army food program policy and procedures (AR 30-22 and DA Pam 30-22) provides the responsibilities for oversight and corrective actions to be initiated if accounts are under/overspent. Staying with the basics of management and providing appropriate training and leadership are where it all begins when ensuring Army food service professionals have the tools to maintain and operate DFACs in today's fluctuating environments. Installation and regional FPMs who do not have access to DSS should contact the Army Center of Excellence Subsistence (ACES), Concepts, Systems and Policy Division.

Just because an installation DFAC is balanced or under spent does not relieve the installation FPM or food advisor from the responsibility of individual DFAC accounts being within required account tolerance factors. Any DFAC out of tolerance at the end of the fiscal year (FY) requires a FLIPL to determine why the account was out of tolerance. Remember at the end of the FY, contractors operating garrison DFACs are responsible for the overspent account status. Contact the responsible contracting officer for adjudication. Copies of all FLIPLs exceeding \$4,000 dollars must be sent to ACES in accordance with AR 30-22.

There are many assets available to assist in meeting these management requirements from individual mentorship from food service warrant officers or noncommissioned officers to the IMCOM regional food program leadership or from ACES. ACES can provide additional training either by video teleconference or during the ACES, Management Assistance Division's

scheduled Food Management Assistance Team (FMAT) visit. Use the FMAT to assist in developing a tailored training and support program for any food service operation needs from menu development, account management, BDFA training, to the needs of your personnel and operations. The FMAT is just a phone call or e-mail away.

Finally, there is the annual budget process for DFAC equipment, expendable supplies, and other items. Installation food program management should ensure all garrison dining facility equipment is included in their annual budget program process and equipment status reviewed quarterly. The equipment replacement program must be managed and is a major annual expense. The same is true for expendable supplies. Track the costs of these items and ensure they are included in the installation budget build (program objective memorandum). It is recommended that the installation FPM develop a standard annual budget format for use by all who provide input into the annual budget process. Food service training as well as culinary arts and recognition program participation should also be factored into the budget process.

The operation and management of a successful regional or installation food program is a full time job with huge responsibilities. Army Soldiers/diners, installations, and regional and Army leaders look to the FPM to ensure the objectives of the Army food program are in place and being achieved in all Army food service facilities and activities. The considerations discussed within this article can enhance knowledge and provide the tools for success.

POC at ACES is Michael Damico, (804) 734-3390 (DSN 687) or mike.damico@us.army.mil.

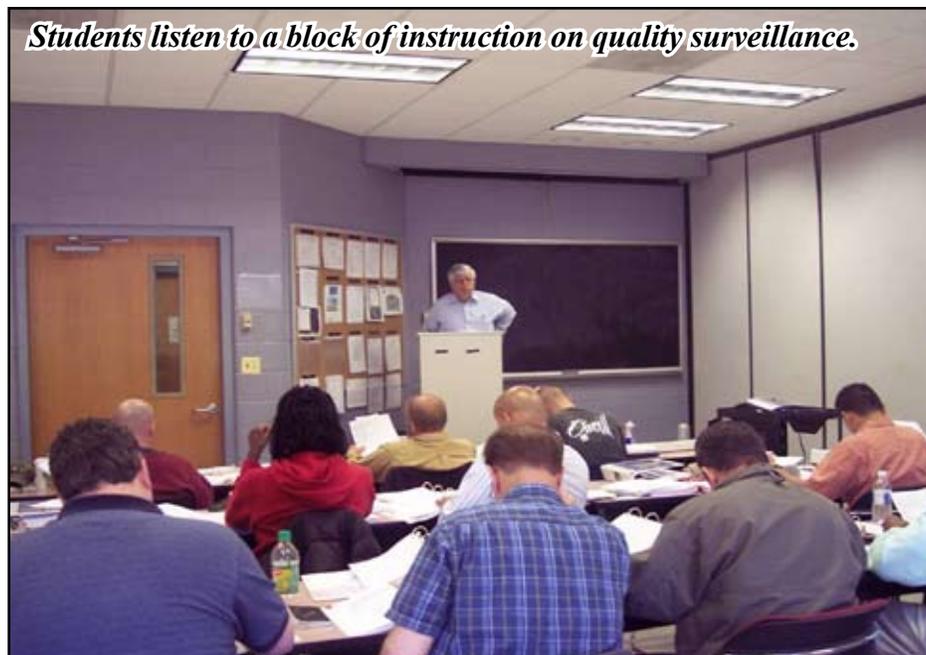
Michael Damico is assigned as a Food Service Systems Analyst with the Concepts, Systems, and Policy Division, Army Center of Excellence, Subsistence, US Army Quartermaster Center and School, Fort Lee, Virginia.

THE PETROLEUM QUALITY ASSURANCE COURSE (J-20)

BY SFC VANESSA BRYANT

The two week Petroleum Quality Assurance Course (J-20) affords selected individuals an opportunity to learn how the Defense Energy Support Center's (DESC) quality assurance and surveillance programs are applied to the bulk petroleum procurement process. Quality assurance and quality surveillance are paramount to the successful accomplishment of this process. The 80-hour course involves lectures, conferences, and performance based hands on training. These include in and outside of the classroom training and a field trip to the Colonial Pipeline Company.

This DESC course is only offered twice a year and is always in high demand. While the course is conducted at the US Army Quartermaster Center and School, Petroleum and Water Department (PWD), Seaman Petroleum Laboratory, Fort Lee, Virginia, it is primarily targeted for DESC personnel. Non-DESC personnel can request attendance after the posting dates of the class to: Director, Defense Energy Support Center, DESC-QA, ATTN: James Fair, J-20 Course Coordinator, 8725 John J. Kingman Road, Room 2834, Fort Belvoir, VA. 22060. The memorandum MUST be signed by the first O-5 in their chain of command. See the DESC web page for course dates after July 2008. All questions pertaining to the J-20 course (when, locations, number of students) can be directed to the course coordinator at james.fair@dla.mil.



Students listen to a block of instruction on quality surveillance.

Upon successful completion of this course, the student is one step closer to performing petroleum quality functions, conducting pre-award and post-award surveys, and conducting petroleum quality surveillance of Defense Logistics Agency (DLA)-owned products with minimal supervision. This course is a mandatory requirement for quality assurance personnel and a right of passage to perform bulk petroleum acquisition duties.

The course prepares the student to become a quality assurance representative (QAR). QAR is an organizational title assigned to the individual responsible for government contract quality assurance functions. QARs are responsible for the procurement of product or services at contractor facilities such as refineries, terminals, packaging plants, laboratories, etc.

A common mistake to non-petroleum personnel is to interchangeably use or even



Students receive a practical exercise on quality surveillance that is a part of their grade for the course.

misuse the terms quality assurance and quality surveillance. The confusion stems from the fact that in both instances fuel is being tested for adherence to specifications and suitability for use.

Quality assurance is a method of determining if a refiner or other source has fulfilled its contract obligations pertaining to quantity and quality of petroleum products. It includes all actions required to ensure the government is receiving the proper quantity of on-specification bulk petroleum products. Petroleum quality assurance responsibility is fulfilled when the product has been accepted by the government and has become government-owned.

Quality surveillance is the aggregate of measures (blending, stock rotation, sampling, etc.) used to determine and maintain the quality of product receipts and government-owned bulk petroleum products to the degrees necessary to ensure that such products are suitable for their intended use. Quality surveillance begins when

the product becomes property of the US government.

Throughout the course, students are exposed to and learn about the importance of quality assurance and quality surveillance. These elements are essential when handling petroleum products. DESC contracts require the contractor to develop a quality control plan for certain aspects related to products offered to the government. Part of this requirement is quality assurance. Full specification testing in storage tanks and supplemental testing at various stages during the loading and shipping processes can be required by DESC to ensure the commodity meets specifications. Some of the quality surveillance measures such as: blending, stock

rotation, sampling, etc. are used to determine and maintain the quality of product receipts and government-owned bulk petroleum products to the degree necessary to ensure that such products are suitable for their intended use.

The Department of Defense (DoD) Military-Standard (MIL-STD)-3004A (Quality Surveillance for Fuels, Lubricants, and Related Products) and the Student Reference Handbook are the main source documents used in the J-20 course. They provide general instructions and minimum procedures to be used by the military services and the DLA in quality surveillance of US government-owned fuels, lubricants, and related products worldwide. Although the standard addresses quality surveillance procedures, the information it contains is also appropriate to quality assurance, where applicable (e.g. direct delivery to customers). This standard also contains intra-governmental receipt limits. Petroleum specifications list the essential characteristics, which are quantitative measures of physical and chemical properties of that product. Changes in the composition of

the product will cause changes to the properties themselves. Such changes can make a product unsuitable for use. The importance of quality surveillance is paramount. If not detected, an unsuitable product may cause loss of life, loss and/or damage to equipment, and failure of daily ground operations (these could be the deciding factor in the success or failure of a tactical operation).

During 21 April - 2 May 2008, the PWD assisted DESC instructors and graduated 24 DoD personnel so they could begin their careers as QARs. Student demographics for the course reflect DESC's focus on supporting the war in Iraq. Almost half of the students were from Army units that had deployed to the Middle East or were deploying in the near future, with the remainder of the students from various DESC regions worldwide as well as Army, Navy, Marine Corps, and Air Force personnel.

J-20 Course Blocks of Instruction

- **Legal Environment.** The legal environment provides a framework within which an organization operates. It establishes our existence; our authority to conduct and transact business; our ability to procure and sell fuel; who we procure from and sell to; the type, quantity, and quality of the fuel we buy and sell; the cost of the fuel; what taxes/fees apply; etc. It also creates laws, regulations, international agreements (status of forces agreement, memorandum of agreement/memorandum of understanding), contract, standards, specifications, policies, and procedures.

- **Introduction to Petroleum.** This block of instruction introduces students to the flammable liquid that occurs naturally in deposits, usually

beneath the surface of the earth. The exact composition varies according to locality, but it is chiefly a mixture of hydrocarbons. Petroleum products are grouped into four main categories: petroleum-base liquid propellants and fuel; fuel oils, burner fuels, and kerosene; cutting, lubrication, hydraulic oils, and greases; and miscellaneous chemical specialties.

- **Acquisition Processes.** Each service has a Class III control point. This service control point (SCP) will task each subordinate activity to prepare requirements forecasted one year in advance of need. The SCPs are responsible to identify the military or commercial specification for the product desired.

- **Storage Contracts and Agreements.** Students review examples of completed contracts and solicitation bids that can be used as references in future assignments.



Students take turns conducting tests in the petroleum laboratory.

➤ **Bulk Storage and Handling Processes.** Contract operated and owned fuel handling activities are usually required to establish a written quality control plan that manages the storage and handling system. It includes but is not limited to tanks, lines, valves, and manifolds used; ability to properly gauge, sample, and drain water; filtration system capability; and other process/system to maintain product integrity. Other areas addressed are co-mingling from other sources; water moves to the bottom properly; proper settling time; product in tank testing before authorizing shipping (quality control hold); and protection of product from degradation or contamination.

➤ **Sampling and Gauging Petroleum Products.** This practice provides procedures for manually obtaining samples of petroleum and petroleum products of a liquid, semi-liquid, or solid state from tanks, pipelines, drums, barrels, cans, tubes, bags, kettles, and open-discharge streams.

➤ **Gauging, Temperature, and Volume Determination of Petroleum Products, Volume Correction.** Product measurement consists of two separate operations; gauging the total height of product in the tank and determination of product temperature. Gauging is simply measuring the depth of product or the fuelage remaining in a tank, depth of bottom sediment, and water. These measurements give the total measured quantity in the tank. Petroleum products expand and contract depending on temperature. In order to assure accurate volume determination, students use a volume correction table which uses 60 degrees Fahrenheit as a standard to determine net quantities.



Students discuss how to perform a test on a petroleum product.

➤ **Basic Petroleum Product Analysis and Testing.** Students receive demonstration and hands-on training on the performance of the following laboratory tests: flash point, saybolt, color, American Petroleum Institute gravity, distillation, and jet fuel thermal oxidation tester.

➤ **Loading and Shipping (Pipeline).** The importance of oil pipelines and how they are cleaned are discussed. Pipelines require periodic cleaning in addition to inspection. The preferred method is to clean the pipeline while product is flowing through the system. This is accomplished by inserting “pigs” into

the pipeline and letting product push the cleaning device along the desired route. The “pig” has wire brushes installed to remove excessive scale from the interior walls of the pipeline. How product is separated into a multi-product pipeline is also discussed.

- **Loading of Tank Trucks (TT), Tank Cars (TC), and Intermodal Containers.** Top loading (the most dangerous) is loading while a person stands on top of the TT/TC and holds a downspout open to fill the conveyance. Bottom loading, the safest way to load both TT/TC, may require a person on top to make sure neither is over filled.
- **Process of Loading Tank Vessels.** The shipment or movement of refined and crude oil products involve the same detail and level of effort required for the effective quality assurance control of production process. In many cases, it may be more complex and demanding

with respect to the QAR’s responsibilities and judgment.

- **Government Quality Assurance Practices.** This block of instruction covers the risk management process (planning, assessing, handling, monitoring, and documenting).
- **Quality Surveillance/Service Contracts.** The major bulk petroleum references (American Standards of Test Measurement MIL-STD-3004, Specifications), the different testing requirements, and the various classes of fuel quality are discussed.

SFC Vanessa Bryant is an instructor/writer at the Seaman’s Petroleum Laboratory, Laboratory Training Division, Petroleum and Water Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

(Continued from page 15)

PBUSE TRAINING CONTINUES TO RECEIVE SPECIAL EMPHASIS

for property in split operations, and logistical planning. These new training initiatives are being developed and incorporated into revised programs of instruction and must still be reviewed and approved by the US Army Training and Doctrine Command before being fully implemented.

The QMC&S has on-site PBUSE MTTs capable of providing both unit level and property book level training. To inquire or make a request for an on-site PBUSE MTT,

coordinate through the following points of contact: Billy Demps, (804) 734-4711 (DSN 687) or billy.demps@us.army.mil, and Steve Pawlick, (804) 734-3481 (DSN 687) or steve.pawlick@us.army.mil.

Billy Demps is assigned to the Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

SURGING FUEL STORAGE CAPABILITIES

BY CPT BRIAN T. JENNINGS

Shortly after the arrival of the 164th Quartermaster Group at US Central Command area of responsibility, there was a significant increase in operational tempo (OPTEMPO). The increased OPTEMPO generated a spike in fuel requirements in theater. To support the increased requirements, it was necessary for the Defense Energy Support Center (DESC) to negotiate fuel quantity increases with their prime providers. As the flow of fuel increased to support the new requirements, inventory levels began to grow.

It quickly became apparent that sites receiving direct delivery of DESC-contracted fuel did not have enough storage capacity to allow storage of the increased amount of fuel. This led to fuel being issued out before downloading of incoming tankers was possible. A review of possible courses of action available to mitigate the inability to load at the refinery was executed to determine how best to minimize the financial risk involved with the Defense Working Capital Fund.

Fuel storage problems at some hubs were correctable through contract flexibility. Some

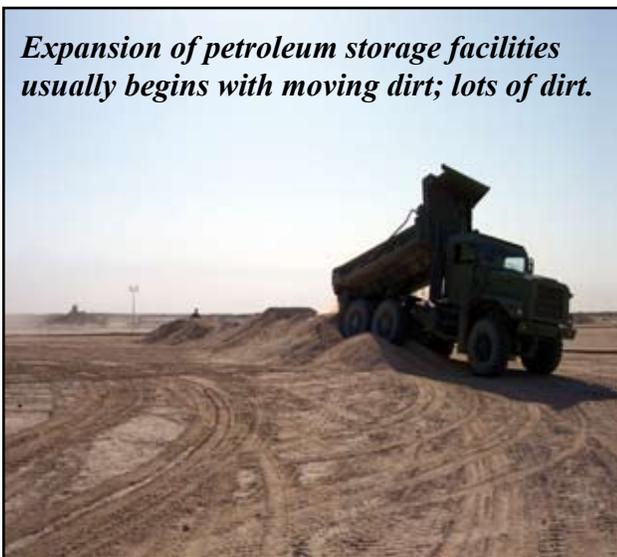
of the other storage problems were not as easily corrected. At one particular site it was determined that the best course of action would be to focus on distribution adjustment.

Retrograde of fuel tankers was a major concern in solving the problem. The DESC transportation contract possessed only a certain numbers of tankers to move all commodities of fuel. In order to keep the supply line running fluidly, a balance of upload, download, and retrograde had to be maintained.

Defining the Problem

The higher fuel delivery requirements and the minimal capacity above standard stock objective (SO), the mitigation entailed developing a solution that fit the dynamics of fuel site. The solution entailed developing a flow system that fit the dynamics of the fuel site. Analysis of this fuel site revealed average inbound deliveries of JP8 fuel at or above one million gallons per day (GPD). However, outbound shipments from this fuel storage site varied from as low as 189K GPD to as high as 1.5M GPD, based upon Multi-National Corps-Iraq contracted tanker truck availability. With its available JP8 capacity above the SO limited to 1.5M, an effort ensued to determine the predictability of outbound shipments to reduce retrograde delays by matching low inbound deliveries to low outbound shipments. While this proved somewhat successful, the DESC contract provider required daily high volume receipts that would require a location to store the fuel. The obvious answer was to add more fuel storage capability to the facility. However, this was not possible due to operational constraints. One available option was to use increased storage capacity at another more practical location.

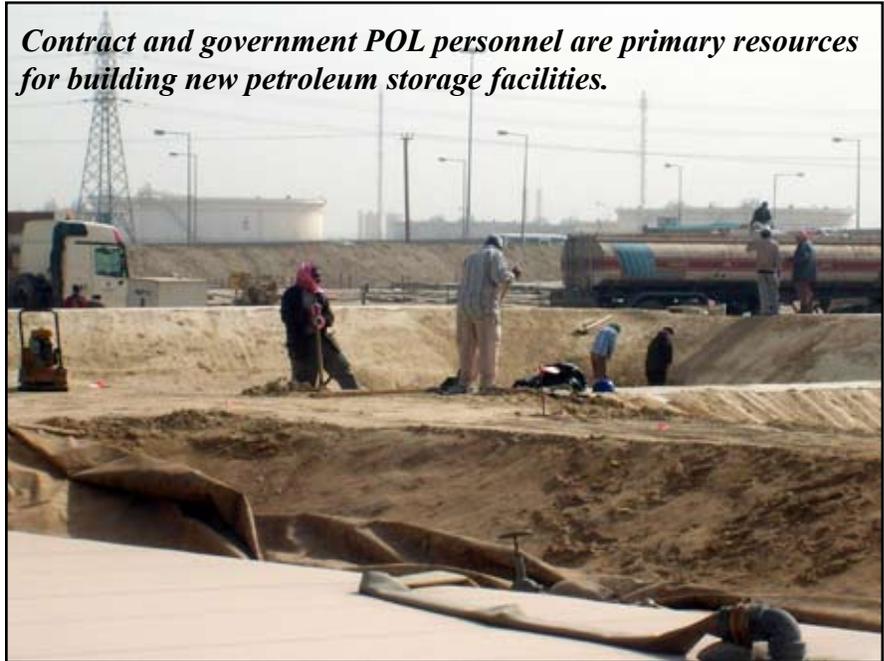
Expansion of petroleum storage facilities usually begins with moving dirt; lots of dirt.



Determining Requirements

In determining the operational needs to compensate for the site's storage limits, additional factors were considered to ensure the best decision was made. One critical factor was consideration of comparison of the actual issues against forecast issues. Another factor that further compounded the problem was the fact that contract obligations and order submissions are placed at least 30 days prior to the start of delivery and another piece of the contract specified a 15 day advance order. Analysis indicated that actual issues differed from forecast issues--the criteria used to create fuel orders. The fact that DESC locked in orders with the providers further complicated the process. This meant that fuel stored in Kuwait would sometimes have to be added to fuel shipments to supplement shortages and if there was not a shortage, the fuel would need to be stored at a Kuwait based fuel site. Records indicated a variance of at least 100K GPD to either supplement the provider's order or held locally in Kuwait, if the order did not need to be supplemented if not required at the site. This meant sustaining a requirement for at least

Contract and government POL personnel are primary resources for building new petroleum storage facilities.

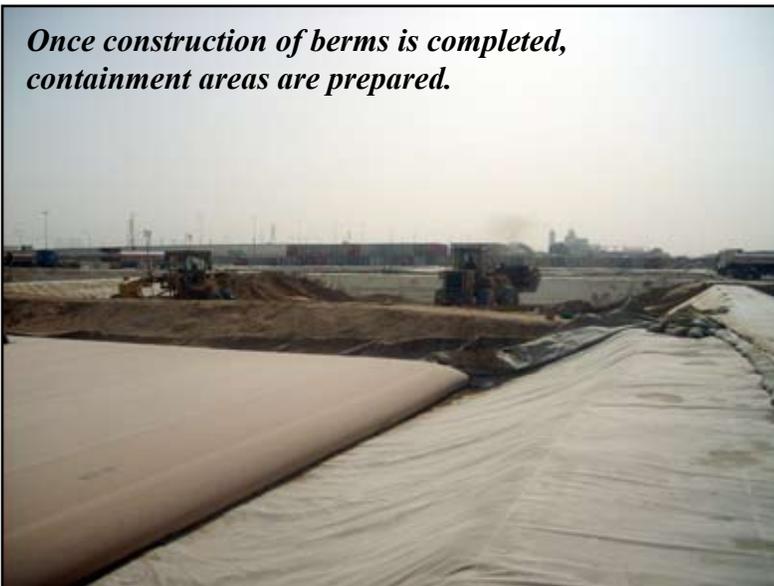


15 days, the lowest order timeframe available from DESC's providers. However, with that requirement being submitted 15 days prior to delivery, the capacity requirement to sustain this change had to allow at least 30 days. This meant that an additional 1.5M gal in stock was required to offset part of the delivery time frame and 3M gal in stock was needed to actually ride out the difference between actual needs the forecast.

Knowing this base calculation, the final piece of the puzzle was the need to verify the impact of weather conditions on actual shipping requirements. After gathering historical

weather issues from the Air Force meteorologists, it was determined that the Shamal's or dust storms and other brown out days were a legitimate factor that inhibited convoys moving fuel forward to the fuel site. Therefore, there was a legitimate need to store at least three days of fuel receipts, which reinforced the importance to maintain at least 3M in available storage somewhere in Kuwait. Doing this would allow fuel receipts to continue unencumbered from DESC providers until the weather improved, allowing convoys to resume shipments to the site.

Once construction of berms is completed, containment areas are prepared.



Well constructed berm structures are the foundation for the fuel storage areas.



Two requirements needed to be met to resolve the issue. Three million in additional JP8 had to be maintained to supplement a needed increase of 100K GPD and 3M in available JP8 storage capacity was required to hold fuel for up to three days when weather prohibited convoys moving forward to the site. The same 3M in available JP8 storage would also be used to offset an after order decrease requirement of 100K GPD.

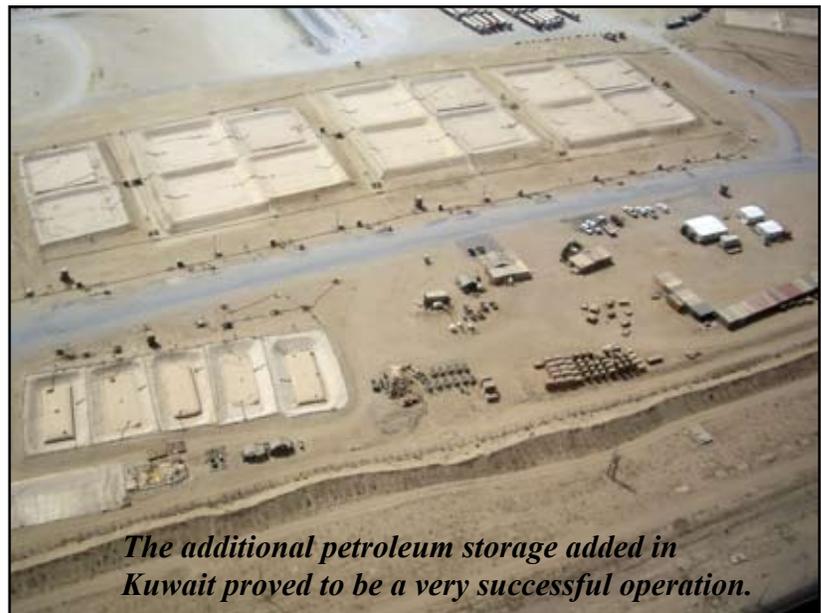
Implementing the Solution

After determining the need to provide a 6M GPD increase in storage within Kuwait, the next part was to determine the best location or locations to apply this requirement. Space constraints at the two sites managed by the petroleum group made it impossible to increase storage solely at one site. Fuel distribution operations and force protection requirements also suggested splitting the requirement between these two sites. This evaluation process also caused a review of the stock objective level and performance rating of the Mina Abdullah truck fill stand. This historic fuel distribution facility was utilized as a through-put station and was intended for back up storage for limited periods of time

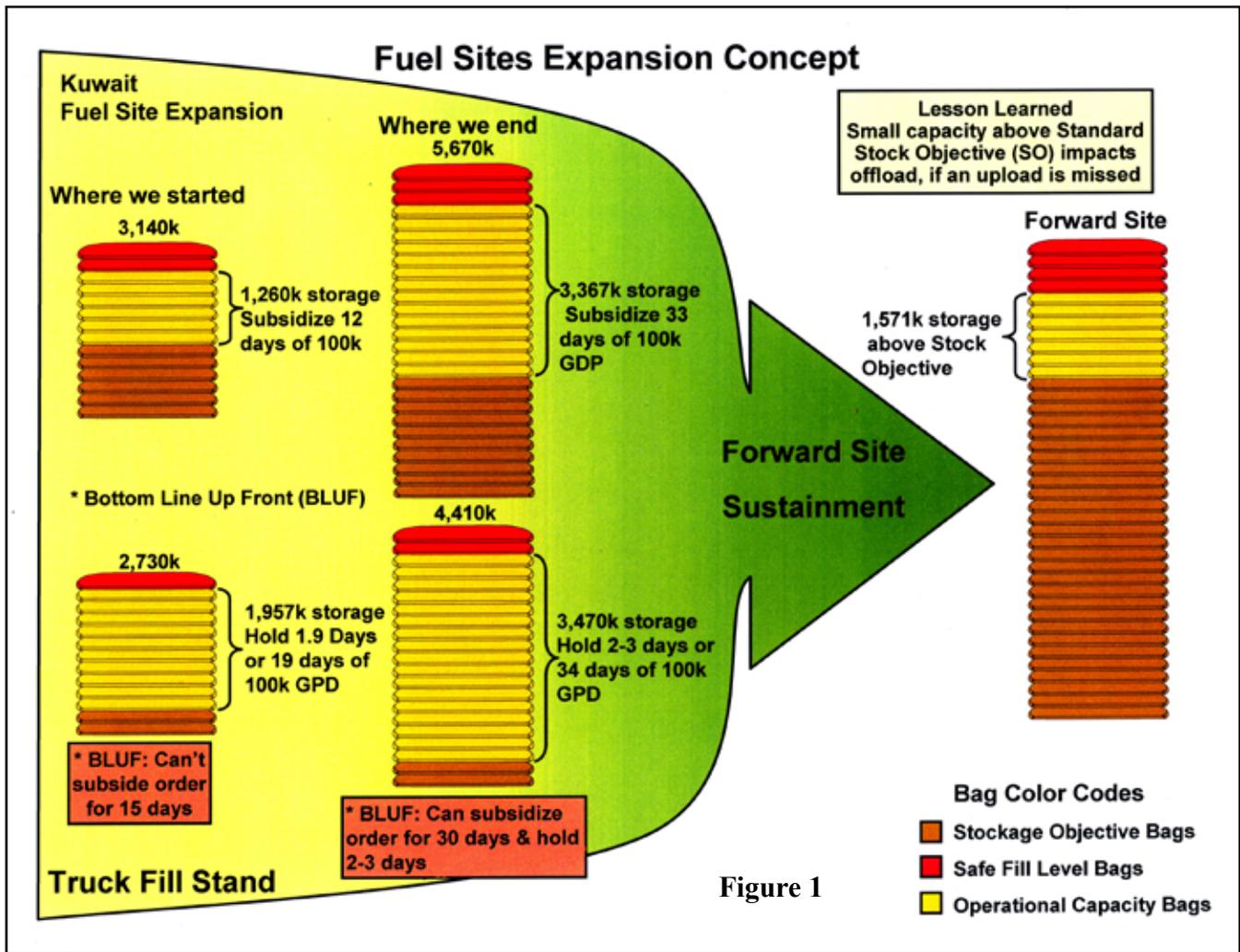
when no movement due to weather or other operational factors came into consideration. This location also had the advantage of reducing double handling of fuel sufficient space available to meet the other planning factors necessary to add the additional storage.

To minimize the number of storage bags, the mission review determined that a decrease in the stock objective and lowering the number of days of supply maintained at this site was appropriate. This was based on the fact that the stock maintained at this site was only necessary to prime the pumps and begin issuing fuel without having to wait for it to flow through the pipeline, and be injected with additives that converted jet fuel to the military specification known as JP8.

Storing fuel over an extended period would inhibit the proximate benefit this fuel site had to offer in sustaining a consistent fuel flow. In essence, if this site became full, it would be unable to receive fuel through the pipeline until storage became available. The other key fuel site location had a benefit that warranted consideration. It was currently used to receive fuel and convert it to military specification JP8 with fuel tanker deliveries made by another DESC contracted provider. The location of this



The additional petroleum storage added in Kuwait proved to be a very successful operation.



fuel site made it suitable to continue serving as a Kuwait direct support fuel hub. Add this mission capability with the fuel site's ample space to expand and it instantly became the perfect candidate for a general support mission. Additional storage was programmed for this site to hold the 3M GPD in additional JP8 stock to back up low fuel orders when demand increased. Making changes to these two fuel sites would meet the objectives needed to sustain the forward site at a high stockage level as needed for operations (see figure 1).

Lessons Learned

In addition to offering storage capacity to support increased requirements, there were several valuable lessons learned that are worthy of note. The first lesson learned was that outbound and inbound deliveries to a primary fuel hub rarely match convoy cycle periods.

This dynamic requires careful planning in capacity of the tanker truck fleet sizes. The second lesson learned is that storage capacity needs to have sufficient capacity above the stock objective to avoid delays in offload operations. The final lesson learned was that periodic reviews of the fuel distribution plans are needed and fuel sites need to ensure they are functioning in accordance with current and future mission requirements. These three key lessons learned should provide valuable bits of knowledge for logisticians and sustainers desiring to optimize fuel distribution systems.

CPT Brian T. Jennings is in the US Army Reserve and was assigned as a Group Petroleum Officer with the 164th Quartermaster Group stationed at Camp Arifjan, Kuwait, when this article was written.

2008 SUPPLY EXCELLENCE AWARD WINNERS

By CW4 DAVID F. GORMAN

In the 23rd year of competition, the 2008 Chief of Staff, Army, Supply Excellence Award (SEA) Program recognized 49 units for logistical readiness and supply effectiveness. This year the Army recognized 21 winners, 19 runners-up, and 9 honorable mention units. Twenty-five Active Army, 14 Army National Guard (ARNG), and 10 US Army Reserve (USAR) units comprised this year's winners and runners-up. Nominated units that were unavailable for the evaluation because of deployment/mobilization are encouraged to participate in competition year 2009.



The Department of the Army and the National Defense Industrial Association (NDIA) cosponsored a Combined Logistics Excellence Award (CLEA) ceremony June 2008 in Alexandria, Virginia.

LTG Stephen M. Speakes, the Army G-8, and the Army G-4, LTG Ann E. Dunwoody, presented plaques to unit representatives. The CLEA honors the winners of the SEA, Army Award for Maintenance Excellence, and the Deployment Excellence Award. As in previous years, the NDIA provided the plaques.

Competition for the SEA begins with major Army commands (MACOMs) nominating units based on their performance in local Command Supply Discipline Program (CSDP) evaluations. Strict adherence to the Army's CSDP is the stepping stone to success in the SEA Program. Evaluators from the US Army Quartermaster Center and School, augmented by ARNG and USAR evaluators, traveled worldwide from September through March conducting on-site assessments.

To participate, a unit must contact its MACOM SEA point of contact. A point of contact list is posted at <http://www.quartermaster.army.mil/ltd/supexcel.html>. SEA policies and procedures are contained in Appendix G, AR 710-2. Details regarding the 2009 SEA nomination/competition process are contained in the Army G-4 message dated 23 April 08, titled: "Fiscal Year 2009 (FY09) Guidance for Implementation of the Chief of Staff, Army (CSA) Supply Excellence Award (SEA)."

The 2008 SEA winners, runners-up, and honorable mentions are listed in the charts on pages 36-37.

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CW4 David F. Gorman is currently assigned to the Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, Virginia. He is serving as an Evaluator, Chief of Staff, Army, Supply Excellence Awards Program.

2008 Supply Excellence Award Winners, Runners-up, and Honorable Mentions

Level of Competition	Comp	Standing	Unit
Level I (A) MTOE Unit	Active	Winner	HHT, Regimental Support Squadron, 11th ACR (FORSCOM)
		Runner-up	C Company, 302nd Signal Battalion (NETCOM)
		Honorable Mention	HHD, 208th Finance (USAREUR)
		Honorable Mention	540th Quartermaster Company (USARPAC)
Level I (B) TDA Unit	Active	Winner	HHC, US Army Garrison, Fort Lewis (FORSCOM)
		Runner-up	HHC, 16th Ordnance Battalion (TRADOC)
Level II (A) MTOE Property Book	Active	Winner	HHD, 28th Transportation Battalion (USAREUR)
		Runner-up	101st Division Special Troops Battalion (FORSCOM)
		Honorable Mention	302nd Signal Battalion (NETCOM)
Level II (B) TDA Property Book	Active	Winner	UC Santa Barbara Army ROTC (TRADOC)
		Runner-up	527th Military Intelligence Battalion (INSCOM)
		Honorable Mention	Aviation Technical Test Center (ATEC)
		Honorable Mention	US Army Material Support Center-Korea (EUSA)
Level III A MTOE Parent Organization	Active	Winner	28th Transportation Battalion (USAREUR)
		Runner-up	3rd Battalion, 2nd Air Defense Artillery (FORSCOM)
Level III (B) TDA Parent Organization	Active	Winner	527th Military Intelligence Battalion (INSCOM)
		Runner-up	7th Army NCO Academy (USAREUR)
Level IV (A) MTOE SSA	Active	Winner	HHC, 160th Special Operations Aviation Regiment (USASOC)
		Runner-up	240th Quartermaster Supply Company (USAREUR)
		Honorable Mention	595th Maintenance Company (EUSA)
		Honorable Mention	209th Aviation Support Battalion (USARPAC)
Level IV (B) TDA SSA	Active	Winner	US Army Garrison, Director of Logistics, Fort Campbell, Kentucky (IMC)
		Runner-up	Aviation Center Logistics Command, Fort Rucker, Alabama (AMC)
		Honorable Mention	14th Maintenance Company, 58th Signal Battalion (NETCOM)
		Honorable Mention	498th Combat Service Support Battalion (EUSA)
Level I (A) MTOE Unit	ARNG	Winner	292nd Infantry Battalion, Puerto Rico
		Runner-up	43rd Army Band, Nebraska
Level I (B) TDA Unit	ARNG	Winner	Troop Command, Mississippi
		Runner-up	Joint Forces Headquarters, Hawaii

2008 Supply Excellence Award Winners, Runners-up, and Honorable Mentions			
Level of Competition	Comp	Standing	Unit
Level II (A) MTOE Property Book	ARNG	Winner	Joint Forces Headquarters, Nevada
		Runner-up	42nd Regional Support Group, New Jersey
Level II (B) TDA Property Book	ARNG	Winner	HHD, Joint Forces Headquarters, Florida
		Runner-up	Joint Forces Headquarters, Nevada
Level III (A) MTOE Parent Organization	ARNG	Winner	527th Engineer Battalion, Louisiana
		Runner-up	Headquarters, 1st Battalion, 137th Aviation, Ohio
Level III (B) TDA Parent Organization	ARNG	Winner	Joint Forces Headquarters, Wisconsin
		Runner-up	Joint Forces Headquarters, Guam
Level IV (A) MTOE SSA	ARNG	Winner	
		Runner-up	
Level IV (B) TDA SSA	ARNG	Winner	United States Property and Fiscal Office, Wisconsin
		Runner-up	United States Property and Fiscal Office, Hawaii
Level I (A) MTOE Unit	USAR	Winner	425th Transportation Company
		Runner-up	663rd Movement Control Team
Level I (B) TDA Unit	USAR	Winner	SETAF Augmentation Detachment
		Runner-up	Headquarters Detachment, 4th Brigade (Combat Service Support)
Level II (A) MTOE Property Book	USAR	Winner	206th Regional Support Group
		Runner-up	469th Combat Sustainment Support Battalion
Level II (B) TDA Property Book	USAR	Winner	Headquarters, 7th Army Reserve Command
		Runner-up	
Level III (A) MTOE Parent Organization	USAR	Winner	
		Runner-up	
Level III (B) TDA Parent Organization	USAR	Winner	57th Area Maintenance Support
		Runner-up	2nd Battalion, 349th Regiment
Level IV (A) MTOE SSA	USAR	Winner	Detachment 1011th Quartermaster Company
		Runner-up	
Level IV (B) TDA SSA	USAR	Winner	
		Runner-up	

CORRECTION

In the Spring 2008 edition of the *Quartermaster Professional Bulletin*, authors for the article, “The Army is Looking for a Few Good Cooks,” were incorrectly identified. The authors were David Sheriff, Cara Vartuli-Dusablon, and David Staples. We apologize for this incorrect information.



PROTECTING THE FORCE - SAFETY FIRST OR MAYBE NOT COMPOSITE RISK MANAGEMENT (CRM), LEADERSHIP, AND THE INDIVIDUAL

By MICHAEL L. DAVIS

SAFETY SPECIALIST ASSIGNED TO THE US ARMY QUARTERMASTER CENTER AND SCHOOL, FORT LEE, VIRGINIA

Too many times we hear individuals, both leaders and Soldiers, say “safety first” without really knowing what it means or really believing it. The term is over used and does not reinforce what needs to be instilled in our personnel. The phrase is not only over used, it is wrong. Safety can never be first. Safety is important and must never be forgotten, but it is not first.

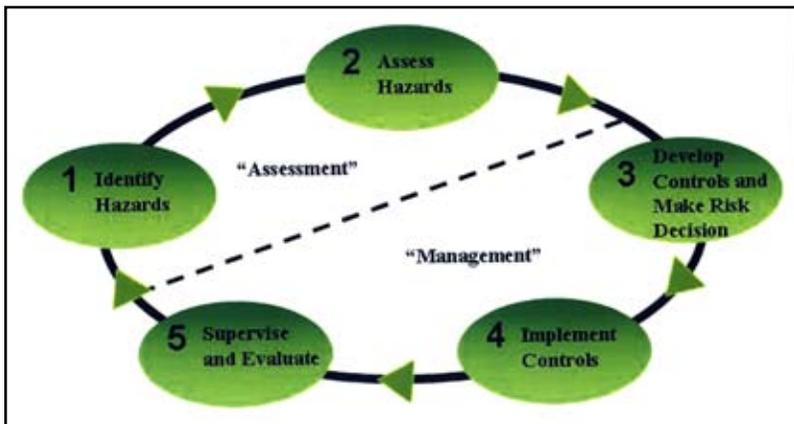
The mission of the unit or organization has to be first and safety must be incorporated into all mission requirements. This does not reduce the importance of safety, but allows it to be integrated into the unit’s mission without controlling it. The tool leaders and individuals have to do this is the CRM process. CRM is the process of identifying, assessing, and controlling risks arising from operational factors and making an informed decision that balances risk cost with mission benefits.

The integration of safety must be done for all missions or events that are performed by a unit or organization. All Army missions (including training events) are demanding and

are often complex. They are therefore inherently dangerous. Leaders of all ranks must remember that the CRM process must be used in conserving military resources and that the process must be integrated to all military decisions. CRM is the Army’s primary decision-making process for identifying hazards and controlling risks across the full spectrum of Army missions, functions, operations, and activities.

Some benefits of integrating safety into training and using the CRM process are:

- Helps identify realistic controls that are clear, practical, specific, and can be used to integrate safety into training.
- Helps identify those areas where additional training may be required.
- Helps identify areas where additional supervision is required.
- Allows leaders to identify feasible and effective control measures where published standards do not exist.
- Allows a leader to train personnel on major hazards that they and their equipment will face during a mission while enhancing situational awareness during an event.
- Allows leaders to identify weak points in their unit’s capabilities and how to improve unit capabilities while maintaining Army standards and discipline.
- Helps leaders in making decisions that balance risk with mission benefits and allows leaders to conserve lives and equipment, reduce mission degradation, and increase effectiveness.



Also remember that safety is not just leader business - everyone makes safety happen! But it is successful only when the tools of safety are integrated, used, and applied to the mission of the unit or organization.

Safety Attitude

An unsafe attitude is one of the biggest reasons that accidents and injuries happen. Too often individuals are in a hurry and are unaware of their surroundings. Do not fall into this common tendency. Remember that someone in a hurry tends to be more careless about what they are doing and their safety. Try to always pay close attention to what you are doing and stay alert for the unexpected.

Make the safety attitude a part of your environment. Your environment reflects your attitude. If you care about your surroundings, you can reduce the possibility of an injury. Look around you. Is your environment safe? Put some thought into what you can do to make a safer environment. If you have a poor attitude, then you are putting yourself at risk for a possible accident or injury.

Make the safety attitude a habit you can live with. The more you think about your environment, the more it will become a habit to keep you safe. Developing a routine can be as simple as being aware of your surroundings. Pay attention to where you are going, what you are doing, and keep yourself injury free.

Protecting the force requires that leaders integrate safety into their training and operations and that individuals also learn how to avoid accidents. The CRM process can help do this. The benefits ensure that equipment and personnel are available to complete all mission requirements.

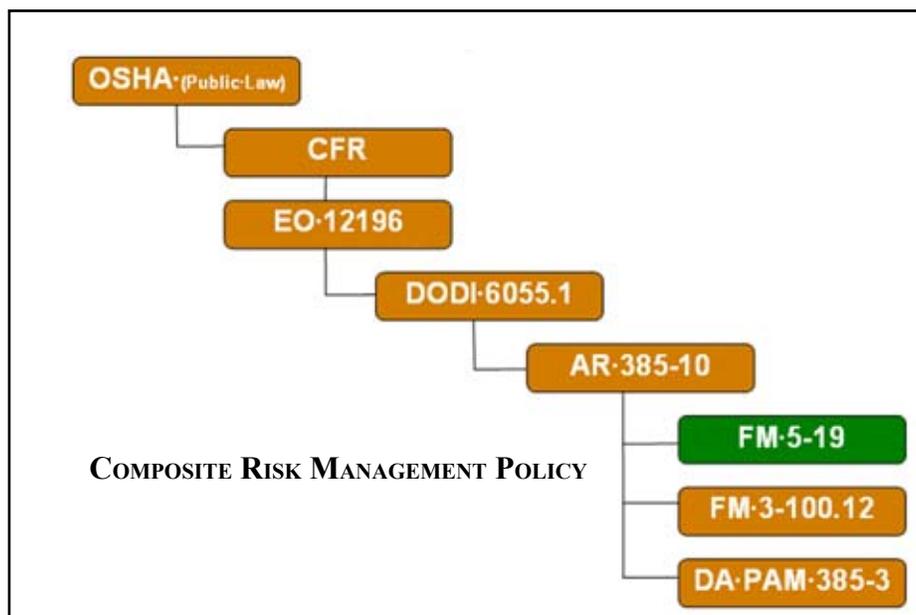
It is Department of Defense (DoD) policy to eliminate accidents, deaths, and occupational illnesses by applying risk management strategies towards achieving an annual goal of significant reductions in all accidents and occupational injuries and illnesses. The ultimate goal is zero accidents, no occupational injuries or illnesses, and compliance with DoD safety and occupational health standards and policies. (DODI 6055.1, paragraph 4.1)

The CRM process shall be institutionalized and be an inherent part of all military operations to address safety and occupational and environmental health risks. (DODI 6055.1, E3.2.1).

In all operations, commanders, leaders, and individual members will use the risk management process. They need to anticipate problems, identify hazards, assess hazards, develop controls, make risk decisions, and implement controls. (DODI 6055.1, E3.2.4).

CRM techniques will be used in the planning and executing of training operations. (DODI 6055.1, E3.2.5).

Leaders and commanders at all levels must be trained in risk management principles, tools, and techniques necessary to create and maintain a culture that promotes a safe and healthful work environment. (DODI 6055/1, E3.3.1.1.2).





TOTAL FORCE



QUARTERMASTER LIQUID LOGISTICS EXERCISE (QLLEX)

By LTC CHUCK MURRIEL

During this year's QLLEX, the 475th Quartermaster Group, US Army Reserve (USAR), Farrell, Pennsylvania, brought together more than 5,000 USAR and Army National Guard (ANG) Soldiers to train command and control of running the US Army Reserve Command's exercise for training liquid logisticians. The US Army Quartermaster Center and School (QMC&S), Fort Lee, also assisted during the exercise.

According to the 475th Quartermaster Group personnel, the QLLEX is the only Army liquid logistics exercise providing both Active and Reserve Component (RC) petroleum and water logisticians with the opportunity to train in their craft. The exercise is important because the Soldiers are able to get hands-on training prior to deploying into a theater of war such as Iraq or Afghanistan.

QLLEX is an exercise primarily designed to provide RC petroleum/water logisticians with real-world training and prepare them for possible deployment in support of the global war on terrorism. This year, QLLEX was conducted at seven locations: Camp Pendleton, California; Yakima, Washington; Fort Bragg, North Carolina; Forts Pickett and A.P. Hill, Virginia; Fort Dix, New Jersey; and Houston, Texas.

The 475th Quartermaster Group has nine platoons. Each platoon has 70 personnel



TFIO representatives talk with water production specialists during their QLLEX 2008 site visit to Fort Pickett, Virginia.

who can setup and operate a Force Provider operation that supports 550 Soldiers.

QLLEX is a high visibility exercise with interest from numerous general officers. Several high ranking officers were on sight at the QLLEX operations taking place at Fort Pickett, Virginia. They were interested especially in how well the equipment was working. This is the second time that QLLEX has been conducted at Fort Pickett.

Force Provider units set up and operate the Forward Operating Base (FOB) which provided food, laundry, shower, and latrine facilities. The set up of the operation was excellent training for



Take down of the fuel berms was almost complete when the TFIO Team arrived on scene. By the time they are finished, there will be little trace that the fuel berms were ever present.

the 49th Quartermaster Group and the 506th Force Provider Group. Other units participating at Fort Pickett were 288th Quartermaster Company, 401st Quartermaster Team, 41st Quartermaster Company, 977th Quartermaster Company, 792nd Quartermaster Company, 298th Transportation Company, and the 655th Transportation Company.

The FOB at Fort Pickett was a very smooth operation supporting 336 Soldiers on location during the exercise. During the exercise, the FOB was operated

many Soldiers who have not seen the full setup and operation of the Force Provider Module.

The Quartermaster Center and School's (QMC&S) Total Force Integration Office (TFIO) and the Combat Arms Support Command Reserve Affairs Office conducted a site visit to Fort Pickett, Virginia, on 17 June 2008. The purpose was to observe the QLLEX fuel and water operations and also to discuss how the QMC&S can provide assistance to QLLEX participants in the future. The intent of the site visit was to maintain an outstanding partnership between the QMC&S and RC logistics units.

The 402nd Quartermaster Battalion had the overall responsibility for QLLEX at Fort Pickett. According to the officer in charge (OIC), Fort Pickett was a unique location for QLLEX this year because it was the only location to be provided service from the 542nd Force Provider Unit which is the US Army Reserve's only force provider unit. It also had assistance from two Active Duty units,

by 47 personnel assigned. These individuals were commended for successfully executing food service operations, laundry and shower operations, and sanitation/latrine facilities. The only problem encountered by the 542nd Force Provider Unit was faulty cots.

The 288th Quartermaster Company Commander and OIC for water operations stated his operation produced over 60,000 gallons of water during the exercise. The unit encountered no major problems during the exercise. However, Soldiers mentioned the need for a repair kit for the light weight pump setup and reducers for the assault hose lines carrying water from the main reverse osmosis water purification unit to the Tactical Water Distribution System.

The commander of the 941st Quartermaster Company applauded his unit for running a superb fuel operation. The unit produced over 45,000 gallons of fuel. The unit set up a fuel system supply point which consisted of three 50K gallon fuel bags.

The 298th and 655th Transportation Companies conducted Class III (B) line haul missions, in support of the Defense Energy Supply Center, to Fort A.P. Hill and Langley Air Force Base, Virginia. The units logged 5,000 accident-free miles.

The Fort Pickett QLLEX site experienced no heat injuries during the extreme hot weather, which is highly commendable considering the high temperatures during the exercise. The only significant injury during the exercise was a Copperhead snakebite. Fellow Soldiers killed the snake and took it to the 792nd Preventive Medicine Team for identification. The snake was officially identified as venomous and the unit was able to get the Soldier prompt medical attention. The Soldier returned to duty after two days of hospitalization.

This year's QLLEX site visit was mutually beneficial. Judging from their feedback during the TFIO walk-throughs, the QLLEX participants were highly motivated and dedicated to the mission. This exercise was another huge step in preparing RC fuel and water handlers for real-world missions. However, based upon feedback from the Soldiers working the equipment, there was concern about equipment availability and serviceability. The 475th Quartermaster Group will be notified of our findings, via Soldier feedback.

Fort Pickett QLLEX 2008

Coordination of the Fort Pickett 2008 QLLEX operations was under the direction of the 402nd Quartermaster Battalion (Tactical Operations Center).

This year QLLEX supported three major exercises: Pacific Warrior, Fort Hunter Liggett, California (bulk fuel line haul only) 7-20 June; Patriot Warrior, Fort McCoy, Wisconsin (water only) 12-25 July; and Golden Coyote, Rapid City, South Dakota (retail fuel and water) 7-20 June.

This collaborative effort reflects credit on the leaders of each organization to make collective training the best possible for all involved Soldiers.

TFIO POC for QLLEX related issues is LTC Chuck Murriel, (804) 734-3574 (DSN 687) or chuck.murriel@conus.army.mil.

LTC Chuck Murriel is an US Army Reserve Liaison Officer for the Total Force Integration Office, US Army Quartermaster Center and School, Fort Lee, Virginia. He is a graduate of Tougaloo College in Mississippi where he received a bachelor's degree in history.





CAREER NEWS



FACE-TO-FACE PROFESSIONAL DEVELOPMENT COUNSELING: STILL A NECESSARY LEADER REQUIREMENT IN THE INFORMATION AGE

BY LTC RICK HARNEY, CHIEF, OFFICE OF THE QUARTERMASTER GENERAL

On 1 April 2008, the Army Human Resources Command announced the mandatory electronic submission of all officer evaluation reports (OERs) and noncommissioned officer evaluation reports (NCOERs), except Army National Guard NCOERs, to Headquarters Department of the Army (HQDA) via Army Knowledge Online My Forms for processing into an Official Military Personnel File. This requirement supports several Army initiatives. First, it prepares Soldiers for evaluation preparation and submission in a fully electronic environment. It also facilitates a smooth transition to the Defense Integrated Military Human Resources System of which implementation begins in October 2008. Finally, electronic OER and NCOER submission provides reliable, quick, and relatively error free documents to HQDA. In turn HRC's Evaluations Branch can process reports at a much faster rate due to the reduced number of errors.

The digital information environment from which we operate, in this case mandatory electronic OER and NCOER processing and submission, also has a consequence: the propensity for leaders to conduct "Check the Block" counseling or forego face-to-face subordinate performance and/or developmental counseling in favor of electronic communication means. A recent Army Research Institute survey highlights this point by revealing lack of senior leader counseling and coaching, in addition to the increased number of deployments and family stress, as the major sources of junior officer unhappiness. Simply put, the final OER/NCOER submission and e-mail dialog does not take the place of required face-to-face discussion. Junior officers want consistent constructive feedback regarding their overall performance and how they stand relative to their peers.

Army Regulation 623-3 and DA Pamphlet 623-3 (Evaluation Reporting System), specifies leader roles and responsibilities in the evaluation and reporting system counseling process. Since the primary purpose of counseling is to improve performance and professionally develop the Soldier, face-to-face discussion becomes even more important. Initial counseling should take place within 30 days after the rating period begins with follow-up sessions taking place at least quarterly and/or as required. Additionally, leaders who rate lieutenants, captains, warrant officer ones and chief warrant officer twos have the additional requirement of preparing DA Form 67-9-1A (Developmental Support Form). Army Field Manual 6-22, Appendix B (Army Leadership) covers counseling in more detail and describes the the four-stage counseling process: identify the need for counseling, prepare for counseling, conduct counseling, and follow-up. These same techniques apply to the civilian workforce as well.

Effective counseling requires a shared effort in which the leader assists the subordinate in identifying strengths and weaknesses and in creating plans of action for positive professional development. As such, the leader must take care not to dominate the session, give unnecessary or inappropriate advice, not listen, and/or project personal opinions, biases, and prejudices that interfere with effective communication. Respect, self and cultural awareness, recognition of generational gap differences, and empathy also lend credibility to the counseling session.

In closing, counseling is one of the most important leadership development responsibilities for Army leaders. Information age enablers such as e-mail and web-based enabled applications cannot take the place of good “old fashioned” face-to-face dialog. The Army’s future and legacy of today’s Army leaders rests on the shoulders of those they help prepare for greater responsibility. POC is LTC Rick Harney, (804) 734-4178 (DSN 687) or robert.harney@us.army.mil.

LTC Rick Harney is assigned as the Chief, Office of the Quartermaster General, US Army Quartermaster Center and School, Fort Lee, Virginia. He has served in a variety of command and staff positions at the tactical, operational, and strategic level. LTC Harney is a graduate of the Field Artillery Officer Basic and Quartermaster Advanced Courses, US Army Command and General Staff College, and Joint Forces Staff College. A graduate of Hawaii Pacific University, he also holds a master of business administration from Webster University and a master of military arts and science from the US Army Command and General Staff College.

THEATER LOGISTICS STUDIES PROGRAM

The Theater Logistics Studies Program or TLog (formerly known as the Logistics Executive Development Course) is the premier operational logistics course. This challenging 19-week course, based on case studies and high-level presentatons, prepares senior logistics captains and majors to occupy key logistics planning positions within the support operations shops of theater support commands and expeditionary support commands, as well as designated positions on theater and corps level logistics staffs. Attending students can also earn a master’s degree in logistics management through a cooperative degree program with Florida Institute of Technology. The US Army Combined Arms Support Command recently initiated a proposal recognizing TLog completion as an additional skill identifier. This action is pending Department of the Army staffing and should be approved before the next class starts. Interested officers should check with the appropriate career manager for program information. The Army Logistic Management College POC is Ken Cox, (804) 765-4752 (DSN 687) or leetlog@conus.army.mil. The Quartermaster Center and School POC is LTC Rick Harney at (804) 734-4178 (DSN 687) or robert.harney@us.army.mil.

ENLISTED PERSONNEL PROPONENT OFFICE

BY SFC CHELSEA SPIER, OFFICE OF THE QUARTERMASTER GENERAL

Office of the Quartermaster General, Enlisted Personnel Proponent Office, has received numerous phone calls and e-mails questioning what personnel role the office performs. As a result of these inquiries, “frequently asked questions” are being published here to outline the Enlisted Proponent Office responsibilities and functions and to keep enlisted Quartermaster Soldiers informed.

Q: What functions does the Enlisted Personnel Proponent Office perform?

A: The Enlisted Personnel Proponent Office provides oversight of all enlisted Quartermaster Soldiers force structure issues and initiatives. They serve as a representative for the Quartermaster General and Regimental Command Sergeant Major to external commands, agencies, and elements for enlisted personnel force structure issues. A portion of career management includes disseminating information to you, the Soldier. The Enlisted Personnel Proponent Office serves all three components of the US Army: Active – 48,17; National Guard – 46,111; and Reserve – 25,407; for a total of 119,689 enlisted Quartermaster Soldiers.

Q: Who is my Quartermaster Career Manager?

A: The Enlisted Personnel Proponent Office has four career managers who share the common goal of taking care of the enlisted Quartermaster Corps and military occupational specialties (MOSs). They are as follows:

MOS	Manager	Telephone	DSN	Fax #	Email
Chief Enlisted (92Z)	SGM Farmer	(804) 734-4143	687-4143	687-3691	andrea.farmer@us.army.mil

92A/92R	MSG Rangel	(804) 734-4189	687-4189	687-3691	efrain.rangel@us.army.mil
92F/L/W	MSG Faniel	(804) 734-4191	687-4191	687-3691	evalani.m.faniel@us.army.mil
92G/92S	SSG Hughes	(804) 734-4330	687-4330	687-3691	arnetra.hughes@us.army.mil
92Y/92M	SSG Tolbert	(804) 734-4183	687-4183	687-3691	tamika.i.tolbert@us.army.mil

Q: Is the Quartermaster Enlisted Personnel Proponent Office my point of contact for assignment instructions?

A: No. Human Resource Command (HRC) is the point of contact for all Quartermaster enlisted assignments. Listed below are the points of contact for HRC.

HRC Quartermaster Branch Point of Contacts DSN 221-XXXX or Commercial (703) 325-XXXX					
	Branch Chief	LTC Geduldig	aaron.geduldig@us.army.mil	X-5883	Cmd
	Branch SGM	SGM Cruz	hector.cruzjr@conus.army.mil	X-5883	Cmd
	QM Proponent Liaison	MSG McKay	danang.mckay@conus.army.mil	X-9791	Prop
	Branch Secretary	Vacant		X-5883	CMD
	CBIS Chief	Mr. Caudill	james.caudill@conus.army.mil	X-8294	CBIS
	Force Integrator	Vacant		328-0177	CBIS
	GO Enlisted Aide Mgr	SFC Snapp	kenneth.snapp@conus.army.mil	X-0276	Cmd
	NCOES/ANCOC	Ms. Travers SFC Gilliams	sheila.travers@conus.army.mil herschel.gillins@conus.army.mil	X-8407 X-2709	
	Branch Fax			X-1974	
	Team Lead - A	Ms. Stewart	bird.stewart@conus.army.mil	X-8288	
	Team Lead - B	MSG Eich	robert.eich@conus.army.mil	X-8982	
92F/L/W	PDNCO	SFC Cox	connie.cox@us.army.mil	X-9709	Team A
92F10/20	Petroleum Supply Specialist	Ms. Wardlaw	michelle.wardlaw@conus.army.mil	X-2708	Team A
92F30/40/50	Petroleum Supply Specialist	Ms. Bowie	pamela.bowie@conus.army.mil	X-9681	Team A
92L	Petroleum Lab Specialist	SFC Cox	connie.cox@us.army.mil	X-9709	Team A
92W	Water Treatment Specialist	SFC Cox	connie.cox@us.army.mil	X-9709	Team A
92A	PDNCO	SFC Superales	patrick.e.superales@conus.army.mil	X-5297	Team B
92A10/20	Automated Log Specialist	Ms. Wooten	carrie.wooten@conus.army.mil	X-9683	Team B
92A30/40/50	Automated Log Specialist	Ms. Orchowski	sharon.k.orchowski@conus.army.mil	X-7394	Team B
92G	PDNCO	SFC Rahmer	sheila.rahmer@us.army.mil	X-2705	Team A
92G10/20	Food Service Operations	Ms. Borden	pnut.e.borden@conus.army.mil	X-9764	Team A
92G30/40	Food Service Operations	Mrs. Travers	shelia.travers@conus.army.mil	X-9681	Team A
92G50	Food Service Operations	SFC Rahmer	pamela.bowie@conus.army.mil	X-2705	Team A
92M	Mortuary Affairs	SFC Gillins	herschel.gillins@conus.army.mil	X-2709	Team B
92R	Parachute Rigger	SFC Gillins	herschel.gillins@conus.army.mil	X-2709	Team B
92S	Shower/Laundry and Clothing Repair Spec	SFC Gillins	herschel.gillins@conus.army.mil	X-2709	Team A
92Y	PDNCO	SFC Slone	clark.slone@us.army.mil	X-6101	Team B
92Y10/20	Unit Supply Specialist	Ms. Fenner	valerie.fenner@conus.army.mil	X-2707	Team B
92Y30/40/50	Unit Supply Specialist	Ms. Peters	joslyn.davine.peters@conus.army.mil	X-8403	Team B
51C	PDNCO	SFC Cox	connie.cox@us.army.mil	X-9709	Team B

Q: Who is my point of contact at the Sergeant Major Branch?

A: The Sergeant Major Branch has a website through the HRC Homepage that has an Enlisted Personnel Management Directorate that provides the sergeants major/command sergeants major the

most current information regarding assignment policies, assignment opportunities, and professional development. Phone numbers and email addresses as follows: www.hrc.army.mil/site/protect/Active/epcsmgsm/Web_Pages/CSMSGM_Branch_Home_Page.htm.

CSM/SGM BRANCH DSN 221-XXXX or Commercial (703) 325-XXXX				
	Branch Chief	SGM Russum	gabriella.russum@conus.army.mil	X-8315
	Operations NCO	MSG Rivera	ervin.rivera@conus.army.mil	X-4693
	OCONUS Manager	MSG Zielinski	kristine.zielinski@conus.army.mil	X-4697
	CONUS Operational Manager	MSG Walcott SFC Mondelus	garvin.walcott@conus.army.mil jacques.mondelus@conus.army.mil	X-0510 X-5898
	Institutional Army Manager	MSG Laster	percina.laster@conus.army.mil	X-4696
Nominative Slates	Promotion Boards	SFC Lincoln	norma.lincoln@conus.army.mil	X-4699
	Secretary	Mrs. Boddie	nadiyra.boddie@conus.army.mil	X-7686

Q: How can I find out about information on guidance for my career path?

A: You can view your professional development model for all enlisted MOSs at www.train.army.mil.

Q: If I want information about the Quartermaster Corps what websites will help me?

A: Any of the following websites have information pertaining to the Quartermaster Corps: www.quartermaster.army.mil, www.lee.army.mil, www.hrc.army.mil, www.almc.army.mil, http://logtool.net/html/02USA_1identify.php, <https://nconet.bcks.army.mil>, <https://s1net.bcks.army.mil> (MILPER messages), www.quartermaster.army.mil/oqmg/professional_bulletin/qmpb/homepage.asp (*Quartermaster Professional Bulletin*), www.quartermaster.army.mil/oqmg/enlisted_proponency/index.html (Enlisted Proponent Office)

Q: If I am deployed, how can I inquire about the Quartermaster Corps?

A: *Quartermaster Professional Bulletin*, *CG's Quarterly Updates*, Quartermaster Homepage, and Quartermaster Hotline (804) 734-3767.

Q: If I want to write an article pertaining to the Quartermaster Corps, who can I contact?

A: If you would like to write an article you can contact our office or the Editor for the *Quartermaster Professional Bulletin*, (804) 734-4382 (DSN 687) or leeProBulletinWeb@conus.army.mil. We welcome stories and photos with information from units that pertain to Quartermaster. POC is SFC Chelsea Spier, (804) 734-4183 (DSN 687) or chelsea.spier@us.army.mil.

QUARTERMASTER OFFICERS ON THE MOVE

The following Quartermaster officers have been selected for promotion: to Major General, Brigadier General David Kee, HQ Defense Logistics Agency and to Brigadier General, COL John Wharton, Office of the Deputy Chief of staff, G-4.

The following Quartermaster Officers are Recent Senior Service College Selectees: Mary E. Abrams, Pharissee Berry, Karl D. Bopp, Timothy D. Brown, Jordan S. Chroman, Roger R. Dansereau, Frederick R. Dennison, Victoriano Garcia, Jr., Victor S. Hagan, Charles R. Hamilton, Todd A. Heussner, Eugene W. Lilliewood, Jr., David J. Luders, Gregory R. McClinton, Rodney M. Palmer, Harvey R. Robinson, Brian L. Rogers, James R. Ryan, Robert W. Weaver, and Darren L. Werner.

QUARTERMASTER UPDATE

2008 QUARTERMASTER REGIMENTAL HONORS

On 16 May 2008, the 2008 Quartermaster Hall of Fame, Distinguished Members of the Regiment (DMOR), and Distinguished Units of the Regiment (DUOR) inductees were announced during the Army Quartermaster Foundation dinner and ceremony celebrating 233 years of the Quartermaster Corps supporting victory. The Quartermaster Corps Hall of Fame Program recognizes retired Soldiers and Civilians who have made lasting, significant contributions to the Quartermaster Corps. The Hall of Fame was created in 1986. It is the highest recognition that the Regiment offers for “the most significant contributions to the overall history and traditions of the Quartermaster Corps.” The DMOR program was introduced in 1992 to honor “distinguished contributions to the Quartermaster Corps.” All Military and Civilians, active or retired, living or deceased, who have contributed substantially to the Quartermaster Corps are eligible for the honor. The DUOR program was introduced in 1993 to recognize outstanding units Active Component, US Army Reserve, or National Guard whether currently activated or inactivated.

2008 QUARTERMASTER HALL OF FAME INDUCTEES



**LTG John M McDuffie
(Retired)**



**LTC Charles D. Butte
(Retired)**

Distinguished Members of the Regiment: Brigadier General Harold G. Bunch, Brigadier General Michael J. Trombetta, COL James R. Knight, COL Steven W. Pate, LTC Douglas E. Fox, CW5 David A. Dickson, CW5 Atelano Villon, CW4 Raymond M. Beu, CW4 George C. Yount (Deceased), CSM Ibrahim Gonzalez-Garcia, Mr. Charles Lundy, and Mrs. Carolyn Whipp.

Distinguished Units of the Regiment: 1st Special Troops Battalion, 1st Sustainment Command (Theater); 2nd Battalion, 405th Army Field Support Brigade; 82nd Brigade Support Battalion; 143rd Combat Sustainment Support Battalion; 213th Area Support Group; 426th Brigade Support Battalion; and the Regimental Support Squadron, 2nd Stryker Cavalry Regiment. POC is LTC Robert Harney (804) 734-4178 (DSN 687) or robert.harney@us.army.mil.

Maintaining Our Proud Heritage: Association of Quartermasters and Army Quartermaster Foundation

BY LYNESSA BETTS

The US Army has many professional organizations and the Quartermaster Corps is no exception. As Quartermasters, we have two outstanding organizations supporting the Corps: The Association of Quartermasters and the Army Quartermaster Foundation. We often think of these non-profit organizations, which operate independently from the Quartermaster Center and School (QMC&S), as one and the same. However, they are in fact two totally separate entities. The difference can be seen in the variations in the missions and the services they provide to Quartermasters throughout the world.

The Association of Quartermasters (AQM), the older of the two organizations, was established as a Society of Quartermaster Officers in the 1920s to maintain friendships established during World War I. Over the years, the organization held various names, but settled on AQM in 1990. Membership is now open to all Active Duty, National Guard, and US Army Reserve Quartermaster Soldiers with the rank of sergeant and above, Department of Defense Civilians, and retirees. Currently, AQM has 13 established local chapters worldwide with a membership totaling more than 2,500.

The purpose of the AQM is to enhance the image and professionalism of Quartermasters worldwide by disseminating logistical related knowledge. The AQM fosters esprit de corps and provides scientific, literary, educational, and professional tools for mentoring Quartermaster personnel. AQM recognizes Quartermaster excellence by supporting incentives and awards programs such as the Order of Saint Martin and the Catherine Greene Award. AQM also

sponsors several scholarship programs including the Ralph Pitmon Scholarship Program. The scholarship program is open to all AQM members and their Families for those seeking an associate degree or higher.

AQM recognizes Quartermaster excellence by sponsoring awards for exceptional achievement in selected QMC&S academic courses such as the Warrant Officer Basic Course and Basic and Advanced Noncommissioned Officer Courses. The AQM also provides special recognition to the Top West Point Cadet, as well as Instructor, Drill Sergeant/Platoon Sergeant, Soldier, and Noncommissioned Officer of the Year. In addition to recognition programs, other AQM benefits include AQM logo merchandise; discounted hotel, rental car, and Army Times subscriptions; assistance with certification programs; and access to an online membership directory.

The Army Quartermaster Foundation was organized in September 1954 as a non-profit, educational organization. The Foundation exists to support the US Army Quartermaster Museum at Fort Lee, Virginia, in its continuing mission of preserving the long and proud history of the Quartermaster Corps. The Foundation raised the initial funds needed to plan and build the original 20,000 square foot, all-brick museum structure. In 1993, the Foundation built and paid for a 100-seat multi-purpose auditorium and has recently added a 4,300 square-foot research and learning center.

The Quartermaster Foundation's support comes from donations and proceeds from the Sword and Key Gift Shop located in the museum

and the Army Quartermaster Roll Call, a permanent register at the Quartermaster Museum of the men and women of the Quartermaster Corps. The Roll Call contains the name, place and date of birth, dates of service, unit of assignment, and highest rank and grade of those individuals that have enrolled as subscribers. Currently over 4,000 Quartermaster Soldiers are listed in the Roll Call.

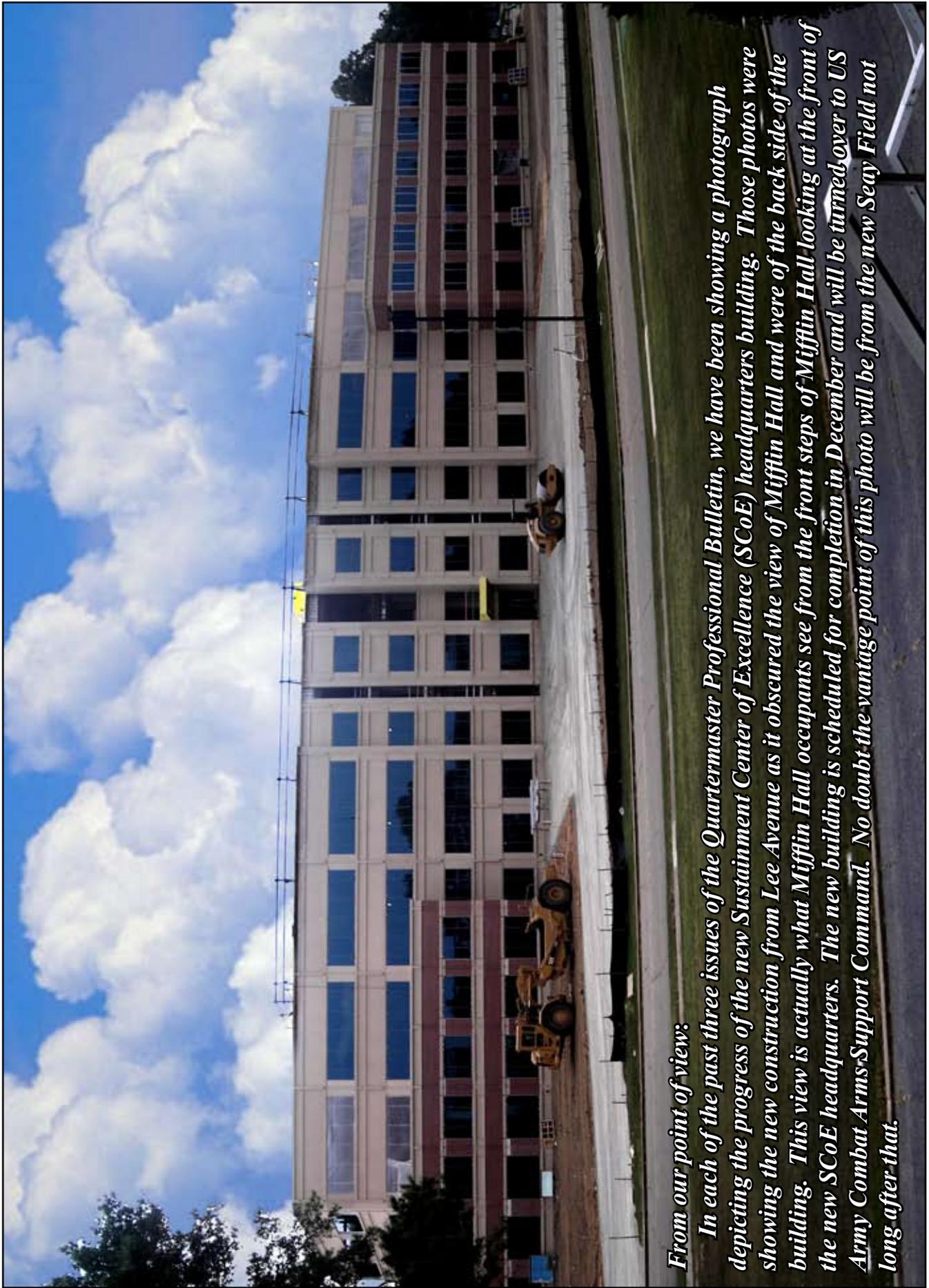
Although the AQM and the Quartermaster Foundation are separate organizations non-affiliated with the QMC&S, they both still have one goal in mind: promoting, strengthening, and uniting Quartermasters worldwide. Both organizations offer excellent opportunities for

Quartermasters to become a part of outstanding professional associations dedicated to providing information and services needed in today's Quartermaster Corps, as well as preserving our proud lineage.

Lynessa Betts currently serves as a support specialist with the Office of the Quartermaster General. She also serves as a Captain in the US Army Reserves. She holds a bachelor's of science degree in clinical management from George Washington University, Washington, D.C.



A new rear entry way to the Quartermaster Museum is nearing completion. The 750 square foot addition provides a more aesthetic entrance for the public visiting from the Army Women's Museum and anticipates the future arrival of the US Army Ordnance Museum that will be located adjacent to the Quartermaster and Army Women's Museums along the Lee Avenue entrance to Fort Lee. When the Ordnance Museum becomes functional, a museums "mall" configuration will provide centralized visitor parking and pedestrian areas thereby making the back of the Quartermaster Museum a primary public entrance. The entry way is funded by the Quartermaster Foundation and is considered the first phase in an overall facelift of the Quartermaster Museum.



From our point of view:

In each of the past three issues of the Quartermaster Professional Bulletin, we have been showing a photograph depicting the progress of the new Sustainment Center of Excellence (SCoE) headquarters building. Those photos were showing the new construction from Lee Avenue as it obscured the view of Miffin Hall and were of the back side of the building. This view is actually what Miffin Hall occupants see from the front steps of Miffin Hall looking at the front of the new SCoE headquarters. The new building is scheduled for completion in December and will be turned over to US Army Combat Arms Support Command. No doubt the vantage point of this photo will be from the new Seay Field not long after that.

WORDS FROM THE QUARTERMASTER CENTER AND SCHOOL CHAPLAIN

MENTORSHIP = ENERGY OF TRANSFORMATION

BY CHAPLAIN (MAJ) DAVID V. GREEN

The four or five year old boy giggled a little when he heard his own dad call the name, *Pop*. That was the word his dad used to address his grandfather and it seemed a bit funny. That four or five year old boy (now an adult) – *my mentor* – realized there was something to the way his dad said *Pop* that embodied such respect, tenderness, and honor. The most powerful man in the world to him, his dad, was bowing to another. Before his very eyes his father was paying another person great respect. Many years later when his grandfather was in a nursing home, his body shrunken and sunken eyes – requiring professional care, his dad would go regularly to *Pop's* bedside and sit beside him. Just to be there. As though he had come to learn something.

Mentorship is the energy of transformation given to another person. What do I mean? The root meaning of the word *mentor* comes from ancient Greece. Mentor was the name of the guardian of Telemachus, the son of Odysseus. It was Mentor who shaped the boy Telemachus into a leader. Mentors have the ability to communicate transparently the things that are valuable for success in life and career. Mentors nurture our souls, they shape our character, they call us to be complete people, whole people who are able to face the challenges of being a Soldier and a leader. Mentors help us become.

Aspire to be a mentor. Be the professional that you are and give the unique skill set and perspective that is uniquely yours. Be a transforming influence. But you do not have to be “all things to all people.” As my own mentor told me, he had many mentors: his grandpa (who loved him); his dad (who cared for him);

his sixth grade teacher (who introduced him to organized sports); his pastor (who taught him the big picture); his high school basketball coach (who truly believed in him); an artillery major (who also believed, deeply); a college president (who strengthened his character with his honesty); and a brigade commander (who “tender”- ized him).

Here are 10 tips on mentorship from the Army G1 Mentorship web link: <http://www.armyg1.army.mil/hr/mentorship/default.asp> . You can also use this link to find out more about the Army’s mentorship program.

1. It’s Not About You
2. Always Maintain Confidences
3. Set and Enforce Boundaries
4. Know Your Limitations
5. Keep Your Promises
6. Listen and Ask Questions
7. Reach out to Junior Officers and Soldiers
8. Do not Sugarcoat Feedback
9. Be Yourself
10. Commit to Continuous Learning

An Army mentor lives and teaches Army values. I cannot say this better than my own mentor: “Sometimes mentoring is spiritual. Sometimes it is mechanical. Sometimes it is intellectual, recreational, or technical. But it is from the heart, most consistently, personal and familial, and always transformational.” ~ Stu Weber

Chaplain (MAJ) David V. Green is the 23rd Quartermaster Brigade Chaplain, US Army Quartermaster Center and School, Fort Lee, Virginia.

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34th Supply and Service Battalion Soldiers move supplies at the US Army Depot, DaNang, Vietnam, July 1971.



ILLUSTRATION AND LINEAGE BY KEITH FUKUMITSU



34th Support Battalion

Constituted 13 August 1946 in the Regular Army as Headquarters and Headquarters Detachment, 34th Quartermaster Battalion (Philippine Scouts).

Activated 28 December 1946 in the Philippine Islands.

Inactivated 5 December 1948 on Okinawa (Philippine Scouts concurrently removed as a parenthetical designation).

Activated 8 August 1952 at Sharpe General Depot, Lathrop, California (organic elements constituted 25 January 1961 in the Regular Army; activated 2 February 1961 at Fort Lee, Virginia.

Inactivated 25 June 1965 at Fort Bragg, North Carolina.

Headquarters and Headquarters Detachment, 34th Quartermaster Battalion reorganized and redesignated 20 July 1966 as Headquarters and Headquarters Company, 34th Supply and Service Battalion.

Inactivated 15 April 1971 in DaNang, Vietnam.

Redesignated 30 November 1971 as Headquarters and Headquarters Company, 34th Support Battalion, assigned to the 1st Cavalry Division, and activated at Fort Hood, Texas.

Relieved 21 July 1975 from assignment to the 1st Cavalry Division and assigned to the 6th Cavalry Brigade.

VIETNAM

*** DEFENSE * COUNTEROFFENSIVE * COUNTEROFFENSIVE, PHASE II *
* TET COUNTEROFFENSIVE * COUNTEROFFENSIVE, PHASE IV *
* COUNTEROFFENSIVE, PHASE V * COUNTEROFFENSIVE, PHASE VI *
* TET 69/COUNTEROFFENSIVE * SUMMER-FALL 1969 * WINTER-SPRING 1970 *
* SANCTUARY COUNTEROFFENSIVE * COUNTEROFFENSIVE, PHASE VII ***

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SPECTRUM OF OPERATIONS!*