The 2007 Culinary Arts Competition ended 16 March with an awards ceremony at the US Army Quartermaster Center and School (QMC&S). This marks the 32d anniversary since the program began – and once again the bar of culinary excellence has been raised. We can all be exceedingly proud of the Quartermaster Soldiers who took part, they did a superb job. This year’s competition also included great teams from the Air Force, Navy, Marines, Coast Guard, and Army Reserves. Such multi-service participation is welcome news indeed, because in the very near future the QMC&S’s Army Center of Excellence, Subsistence will be renamed the Joint Culinary Institute. Over 300 medals were awarded to this year’s competitors, with top honors going to the team from Fort Bliss, Texas. Congratulations to them and to all the Food Service Specialists who took part in this great event! A complete listing of this year’s winners and additional information regarding the competition can be found on page 27.

In addition to the results of the Culinary Arts Competition, you will find in this issue of the Quartermaster Professional Bulletin thoughtful articles on the Corps’ efforts to train senior noncommissioned officers (NCOs) for work in a multi-functional/multi-echelon environment and some useful suggestions to the field for selecting qualified NCOs to become warrant officers. Be sure to read LTG C.V. Christianson’s article, In Search of Logistics Visibility: Enabling Effective Decision Making on page 11. There is also a follow-up article on the new exhibit in the US Army Women’s Museum – called Raven 42 – honoring the heroic service in Iraq of the 617th Military Police Company (Kentucky National Guard).

We are always eager to receive articles from the field worthy of publication. Please visit the Quartermaster homepage online at www.quartermaster.army.mil and select the link “Writer’s Guidelines and Submission Requirements” under “Quartermaster Professional” to find out how to submit your articles. These guidelines and submission requirements are also on page 47 in this edition of the Quartermaster Professional Bulletin. We take particular pride in publishing lessons learned, after action reviews, unit accomplishments, news and other information relating to the Quartermaster Corps and its key mission areas. Remember, this is your means of strategic communication, your organ for publicizing what the Quartermaster Corps is all about.

As always I encourage your comments and feedback. Please call me at (804) 734-3458 (DSN 687) or (804) 502-0923 on my Blackberry. My FAX number is (804) 734-3174 (DSN 687). My e-mail address is mark.bellini@us.army.mil. I look forward to hearing from you. Thanks again for what you have done and continue to do for our Army and our Nation.
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By Order of the Secretary of the Army:

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Distribution: Special
MULTIFUNCTIONAL NCOs: A VIBRANT CAPABILITY

BY COMMAND SERGEANT MAJOR
JOSE L. SILVA

Efforts in meeting the challenges of military logistics have always been tied with innovative approaches to training. Developing a multifunctional program that prepares a senior noncommissioned officer (NCO) to perform in a multi-echelon environment across the spectrum of combat service support (CSS) operations requires new thinking and career management oversight.

Early last year, the Commander of the US Army Combined Arms Services Command (CASCOM), Fort Lee, Virginia sent a survey to the field to obtain input on the feasibility of a multifunctional NCO. The survey targeted senior NCOs and officers from eight major commands. Two fundamental questions provided the framework for the survey. Do we need a multifunctional NCO in our Army? Why should a multifunctional NCO not exist? It was not surprising to find out that almost 90 percent of the respondents agreed that the Army needed a multifunctional NCO.

Developing multifunctional NCOs is not a new concept. The Quartermaster Corps introduced the NCO career development program in 1955 to train and develop NCOs with broad technical and operational knowledge in two or more logistics functions. The NCO Logistics Program (NCOLP) provided a central control point in the continental United States for enlisted Soldiers who had become qualified in depot supply and maintenance activities through experience and training gained from working with the supply system in Europe. The NCOLP course covered 42 tasks and placed emphasis on maintenance, munitions, supply, and transportation.

The Signal Corps established a NCO career development program in 1957 similar to that of the Quartermaster Corps. The Deputy Chief of Staff for Logistics, Headquarters, Department of the Army (HQDA), organized a technical service career development program in 1961 to encompass the Quartermaster and Signal Corps career development programs and to provide for similar programs in other technical services. The technical services programs were incorporated into one DA program in July 1962.

The course was taught at the US Army Quartermaster Center and School in the Logistics Career (LOGCAR) Department. LOGCAR was responsible for training officers, warrant officers, and NCOs. The course trained an average of 100-200 Soldiers per fiscal year (FY) with graduates earning the “K” skills qualification identifier (SQI). At that time, Army Regulation 614-200 authorized commanders to request the classification of duty positions within the logistics related military occupational specialty (MOS) as logistician “K” positions. Only those NCOs possessing the highest personal and professional abilities were selected from 34 logistics MOSs in 9 career management fields. NCOLP was voluntary and program candidates were selected by a HQDA NCOLP selection board.
The course was a nine-week resident, with a non-resident correspondence course version offered by the US Army Training Support Center, Fort Eustis, Virginia. The non-resident course was designed solely for Reserve Component (RC) NCOs, and was a requirement prior to attending the two-week RC resident course for full certification. The NCOLP course and the “K” identifier ended in FY92 when CASCOM earmarked training courses at the US Army Logistics Management Center (ALMC), Fort Lee, for NCOs assigned to specific logistics positions as well as the implementation of the Battle Staff Course and the Support Operations Course.

Currently, there are other programs of instruction being taught at the ALMC that equips students with the skills and knowledge necessary to perform duties as NCOs or DA civilians in a multifunctional CSS environment. CASCOM realized that producing multifunctional NCOs in a faster and streamlined way will better meet the need for managing the constant challenge of Army logistics, especially during the global war on terrorism.

New efforts are on the way to determine what type of training is needed and at what level. The Noncommissioned Officer Education System will play an important role in the process since the multifunctional course itself might be embedded in all CSS Advanced Noncommissioned Officer Courses’ programs of instruction. This approach is just one of many courses of action being considered. The ALMC is working very hard in revising the content of the multifunctional courses and it is likely that one or two new courses will begin during this FY.

Last but not least, how should we manage the multifunctional NCO population. Having visibility of the SQIs and the positions coded as multifunctional will require close monitoring by the US Army Human Resources Command, as well as all the CSS proponency offices. CASCOM is asking proponents to identify multifunctional NCO positions in our force structure. The constant and often major doctrinal changes required to support a changing force are being set in motion once more to support the logistical requirements of our Army. It is evident that a once good idea is reemerging and needs the input from all of us to maximize its utility to our logistics capabilities and profession.

“War is both a physical reality and a state of mind. War is ambiguous, uncertain, and unfair. When we are at war, we must think and act differently. We become more flexible and more adaptable. We must anticipate the ultimate reality check - combat. We must win both the war and the peace. We must be prepared to question everything. What is best for the Nation? What must endure? What must change?”

General Peter J. Schoomaker
35th Chief of Staff of the Army

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

BY CHIEF WARRANT OFFICER FIVE
MICHAEL E. TOTER

It doesn’t seem like very long ago that I took over as your Regimental Warrant Officer. In a very short time many changes have been made or are in the process of being completed. I thought it would be appropriate to list some of the more significant events happening in the Warrant Officer Corps.

Accessions. A proposal in front of the Vice Chief of Staff of the Army will allow us to access noncommissioned officers (NCOs) above 12 years of federal service (FS). If approved the proponent will allow a percentage of applicants to be looked at above 10 years of FS, and a percentage at below 10 years of FS. This will enable greater opportunity for those more senior highly qualified NCOs to become warrant officers (WOs). The proposal also includes a Soldier inferring a 10 year active duty service obligation, ensuring a longer utilization of the WO.

Change in Active Service Limits (FY07 National Defense Authorization Act (NDAA)). Active WO service limits have been changed to “30 years active service as a warrant officer” for Regular WOs (CW2, CW3, CW4, and CW5). This change removes the restrictive “24 years of active service as a WO” and “30 years of active service” provisions that were previously in effect. This change does not apply to Regular WOs presently serving their current periods of selective continuation (SELCON). These WOs are limited to the service periods prescribed by their parent SELCON board.

Tenure of Active Component (AC) CW4s (FY07 NDAA). Previous law required that AC CW4s who are two-time non-select for promotion to CW5 be separated, unless they were SELCON. NDAA 07 deletes the requirement for CW4 SELCON boards and now enables CW4s to serve until reaching 30 years of active service as a WO. Eligible officers will continue to be considered on subsequent CW5 promotion selection boards.

Warrant Officer Pay Table Reform Initiative (FY07 NDAA). This initiative, which was recommended by the WO Army Training Leadership and Development Program study, increases the pay difference between NCO and WO grades; thereby, providing an additional incentive for NCOs to apply for WO. In addition, several significant changes occurred this year with the approval of the FY07 NDAA. The implementation of this two-tier pay reform was effective 1 January 2007 and 1 April 2007:

- 1 January 2007 - Removal of the 75 percent maximum cap for retirement pay after 30 years of active service (Office of the Secretary of Defense implementation memorandum dated 21 December 2006).
- 1 April 2007 - Targeted pay raise for WOs and mid-grade NCOs and extension of the Department of Defense pay table beyond 26 years of active service.


AC WO Accession Bonus. This initiative authorizes an accession bonus for hard to fill WO military occupational specialties (MOSs). The following MOSs are authorized receipt of a $20K accession bonus upon successful completion of the Warrant Officer Basic Course: MOS 180A (Special Forces) and MOSs 350F, 351L, 351M, 351Y, 352N, and 353T (Military Intelligence).
Reserve Component (RC) Accession Bonus. This initiative, originally $6K, now provides a $10K accession bonus for WOs who agree to serve six years in the Selective Reserves.

RC WO Critical Skills Retention Bonus (CSRB). RC WOs were not included in the CSRB which was authorized by Congress for FY05. A legislative change package was submitted and the program was approved as part of the FY06 NDAA, and provides authority to the RC to pay a CSRB of up to a maximum amount of $100K.

RC Affiliation Bonus. This initiative, originally $6K, now provides a $10K affiliation bonus for WOs who agree to serve three years in the Selective Reserves.

AC - Reduced Time-in-Grade for WO Promotion. The FY06 WO promotion boards convened on 31 January 2006 utilizing a 24-month, in-the-zone (IZ) category to accelerate promotions to the grade of CW3 and CW4. This modified zone of consideration was published in MILPER Messages 05-249 and 06-018. These promotion selection lists are projected to be exhausted in May 2007. The FY07 WO promotion selection boards convened on 30 January 2007 (refer to MILPER Message 06-273). The zones of consideration for CW3 and CW4 have reverted back to 12-month zones of consideration for above-zone (AZ) and IZ categories. No below-the-zone (BZ) considerations for the CW3 and CW4 boards were scheduled. The CW5 boards have retained their 12-month zones of consideration for all categories (AZ, IZ, and BZ).

Eliminate Separation Requirement for Two-Time Non-Select for Promotion in the Army Reserve. Current policy requires that WOs in the Army Reserve who are two-time non-select for promotion be separated from service. This policy has been changed to allow retention of qualified Army Reserve WOs that were two-time non-select for promotion to CW3 or CW4. An exception was granted for the CY05 and CY06 boards. Also, these officers will be reviewed by future boards.

Aviation Continuation Pay (ACP) Bonus. The FY07 ACP program was approved for $12K annually for a contract of three years and includes all maintenance test pilots, maintenance test flight examiners, and tactical operations officers who have completed their initial flight school obligation. Special operations aviation regiment aviators (all Aviation MOSs) can receive up to $25K maximum annually.

Army National Guard (ARNG) Pilot Program to Conduct Warrant Officer Candidate School (WOCS) at Regional Training Institutes (RTIs). ARNG implementation of WOCS at 13 State RTIs (Alabama, Arizona, California, Connecticut, Indiana, Idaho, Kansas, Maryland, Minnesota, Ohio, Pennsylvania, South Carolina, and Texas) has completed its first successful graduation of 162 WO1s at Camp Atterbury, Indiana in September 2006.

- The RC program consists of a distributive learning (dL) phase (Phase 1) through the Warrant Officer Career Center (WOCC). A resident phase, which is divided into Phases 2A and 2B, is conducted at the RTIs. Phase 2A is conducted during five drill weekends (inactive duty for training status) at all 13 RTI sites and Phase 2B is completed at Camp Atterbury, Indiana in active duty training status.

- The RTI process will be expanded in FY07. There are currently 195 WO1s projected to graduate from the program this year.

Warrant Officer Candidate School (WOCS) Transformation. The WOCS, located at Fort Rucker, Alabama, is undergoing the most significant change in its 50-year history. The transformation took place to ensure that Soldiers who become WOs have skills relevant to an Army at war and are thus better able to operate and survive on today’s ever changing battlefield.
in the global war on terrorism. WOCS is a leadership school that educates candidates in the skills needed to effectively lead Soldiers in the contemporary operational environment (COE).

- The Redesigned WOCS Curriculum: Beginning in January 2006, WO candidates completed the WOCS in one of two ways, depending on their experience level. Both versions are tough and demanding to best serve a nation and an Army at war. Army sergeants (E-5s) who have completed the Warrior Leader Course (WLC) (formerly known as the Primary Leadership Development Course), and Army NCOs in higher grades complete the program through a combination of dL courses and four weeks in residence. All other candidates complete WOCS entirely in residence (six weeks and four days).

- The WOCS has increased rigor in its program by adding a number of activities relevant to the COE and by strengthening the academic classes. The objective of these changes is to better prepare candidates for the challenges they face as WOs and junior leaders. Added activities include weekly marches with full backpacks, close quarters combat training, room clearing techniques training, combative skills training, a five-day field leadership exercise conducted at a forward operating base, tactical operations center familiarization training, warrior task and battle drills training, and urban orienteering exercises.

- Phase I (dL phase) consists of refresher courses aligned with the WLC that provide the first two weeks of training for those who meet experience requirements; students may access these courses at home or at work through their Army Knowledge Online (AKO) accounts. After completing the dL phase candidates then complete the last four weeks of training in residence at the WOCS.

- Those who attend the entire 6-week, 4-day resident program receive the Phase I material during the first 11 training days. The remainder of the resident program, WOCS Phase II, completed by all candidates, consists of academic classes on subjects such as leadership, officership, ethics, history, and oral and written communications - topics relevant to the COE and important to developing effective WOs. Throughout the resident program, TAC Officers mentor candidates and provide feedback on their leadership and officership skills.

- The WOCS transformation, to include its redesigned curriculum, positions the WOCS to fully and effectively support the Total Army’s need for WOs. Additionally, improvements brought about by the school’s transformation help ensure that future WOs consider their WOCS experience as invaluable in their pursuit to become effective technical, warrior leaders.

**WO Education (WOE) - Redesign.** Center of Arms Leadership (CAL) and the WOCC presented a decision briefing to LTG Petraeus, who was the Commander of the US Army Combined Arms Center, on 14 December 2006. He approved the recommended courses of action for the WOCS and WOSC redesign. He conceptually approved of the Warrant Officer Senior Staff Course (WOSSC) recommendation and directed that the redesign have fidelity added prior to approval. CG Guidance: Address who should attend the WOSSC if the course is lengthened, to include appropriate training, and how many WOs will attend annually. Explore civilian educational opportunities for those degrees or technical certification programs that are directly related to the branch or technical specialty during the technical/functional needs analysis.

A WOE Technical/Functional Training and Education Needs Analysis video teleconference (VTC) was conducted on 24 January 2007. The purpose of the VTC was to complete the WOE
technical needs analysis, a phase II requirement used in determining the methodology and execution instruction required for each branch to conduct their proponent analysis (as directed in US Army Training and Doctrine Command (TRADOC) Tasking # 1N000808). Each branch briefed the methodology they plan to use in completing their analysis to Headquarters, TRADOC and the CAL. In addition to the 15 branches populated by WOs, this VTC included members from TRADOC, US Army Combined Arms Center, US Army Combined Arms Support Command, and the WOCC; built into the team are members of all components (AC/ARNG/USAR). Immediately following the VTC, the WOE Technical Needs Analysis moved into phase III, Conduct the Needs Analysis.

**WOSC and WOSSC Update.** As a continuing effort in support of modularity and Army forces generated, the Commanding General, TRADOC, directed the WOCC to conduct WOSC and WOSSC classes via video tele-training (VTT) at multiple locations outside of Fort Rucker.

- The first Power Projection Class (WOSSC 07-02) was conducted at Fort Campbell, Kentucky from 4-15 December 2006, and was primarily for WOs who were within close geographical proximity of the class location. The WOCC sent one WOSSC instructor and one power projection coordinator to coordinate and oversee the class that was comprised of four CW4s and two CW5s. With the use of VTT, students in both locations were able to simultaneously view the instructor and video presentations. Additionally, AKO utilization enabled students at Fort Campbell to view and download student information, biographies, curriculum materials, and briefings. This allowed the training to be totally interactive and identical in both locations with no loss of quality.

- By providing simultaneous training at Fort Campbell, six WOs were able to complete the WOSSC at their home station. This methodology offers flexibility to the WOCC, the Soldier, and the unit while providing the opportunity for recently deployed Soldiers to remain with their Family. Positive feedback received from the students indicated that methodologies used during the course were both beneficial, appreciated, and the way to proceed in the future.

- The next Power Projection Class is tentatively scheduled to be held at Fort Polk, Louisiana from 21 May through 1 June 2007 for approximately 15 students. This course will be a stand-alone course and will not be conducted in conjunction with Fort Rucker. The WOCC will provide the instructors to host the training at Fort Polk and will validate the process so that the same methodology can be utilized in OCONUS locations such as Korea or Germany.

A lot is going on in the ranks of our Warrant Officer Corps. More so than ever before we are needed as technical experts and our leadership is providing those opportunities.

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The Reserve Component, both Army Reserve and Army National Guard, currently has a critical shortage in several Quartermaster warrant officer military occupational specialties. One reason for this is the method that we use to fill the ranks of the Quartermaster Warrant Officer Corps.

**How We Do It Now**

Let’s look at the most common method we use to fill the warrant ranks. We rely mainly on warrant officer recruiters, special mission recruiters, and warrant officer strength managers to “beat the bushes” searching for those noncommissioned officers (NCOs) who appear to meet the prerequisites to become warrant officers. The Army prerequisites for warrant officer applicants are:

- US citizenship
- General technical score of 110 or higher
- Have a high school diploma or general education degree
- Possess a Secret clearance; Soldiers can apply with an interim Secret clearance
- Pass the standard three event Army physical fitness test (waivers for alternate events are considered)
- Meet height/weight standards
- Pass the appointment physical

Once it is determined that the Soldier meets Army prerequisites, the packet is forwarded to the proponent to determine if the Soldier meets the prerequisites established by the proponent. I will discuss proponent prerequisites later in this article. If the packet receives a favorable endorsement by the proponent it is forwarded to the appropriate command for board action.

There are two major challenges that are inherent in this system. The first challenge is identifying those enlisted Soldiers who meet the prerequisites and are the best fit to fill existing vacancies. The ideal warrant officer candidate possesses main attributes. These attributes are the right mix of assignments, schools, and the desire not just to know how to work things, but to know how things work. This mix is not normally achieved by accident, but requires some career planning.

The second challenge is selling the program to an individual who may have already set career goals. I have spoken with many NCOs who have already set career goals of achieving the rank of command sergeant major or applying to Officer Candidate School. Many of these are well suited to the path they have chosen; however, several others would serve the Army better in the warrant ranks.

**Another Approach**

If you approach a young Soldier today and ask the question, “If you decide to make a career of the Army, what is your goal?” invariably you will
get one of two responses. These responses are: “I plan on being a sergeant major” or “I am going to be an officer.” Rarely will a Soldier respond with “I want to be a warrant officer.” The reason for this is that many do not know that this is an option until they are well established in their career path.

Growing warrant officers is a method where Soldiers are addressed early in their careers and path to accession into the Warrant Officer Corps is defined for them. Although this has been happening at an informal level for many years, I would like to see it develop into a more organized effort.

**Methods to Grow Warrant Officers**

The first method to implement this program is to address the Soldiers early in their careers, preferably while they are attending advanced individual training. A short talk from a senior warrant officer is enough to plant the seed and define the career path. Soldiers who are interested in pursuing this career path can contact the proponent manager who can assist in finding warrant officers in the field who can mentor this Soldier. That’s where the warrant officer in the Soldier’s chain of command takes over. Mentorship is not limited to warrant officers mentoring warrant officers. You must develop these interested and skilled Soldiers to be your replacements.

The second method is for the warrant officers in the field to look around and identify those junior enlisted Soldiers who possess the talent, drive, and ambition to become warrant officers. You may even find some Soldiers who would make great warrant officers, but do not have a feeder military occupational specialty (MOS). Talk to these Soldiers about reclassifying early in their careers if they are interested. Once these Soldiers are identified, this method merges with the first and the key to success becomes a strong mentorship program.

**Quartermaster Warrant Officer Prerequisites**

The Quartermaster warrant officer proponent has both general and MOS specific prerequisites.

The general prerequisites are listed below:

- Active Component and Army Reserve Soldiers must hold the rank of sergeant (E-5) or higher. Army National Guard Soldiers must hold the rank of specialist (E-4) or higher. (This does not apply to Airdrop Systems Technician. See MOS specific requirements.)
- Possess six credit hours of college English. This prerequisite can be satisfied with a College Level Examination Program test.
- The preponderance of the Soldier’s NCO evaluation reports (NCOERs) must reflect outstanding and exceptional duty performance. Most NCOERs will have the Soldier rated “Among the Best.”
- Applicants will have a letter of recommendation from a senior warrant officer in the field that he/she is applying to enter. This does not apply to those applying to the Petroleum Systems Technician (923A) program.

Each Quartermaster warrant officer MOS also has MOS specific prerequisites. These are listed by MOS below:

- **Supply Management Officer (920A).** Applicant must have five recent years experience in MOS 92Y (Unit Supply Specialist) or 68J (Medical Logistics Specialist).
- **Materiel Management Officer (920B).** Applicant must have five recent years experience in MOS 92A (Automated Logistical Specialist).
- **Airdrop Systems Technician (921A)**
  - Hold the rank of staff sergeant (E-6) or higher.
  - Have eight recent years experience in MOS 92R (Parachute Rigger).
  - Be a Basic Noncommissioned Officer
Course graduate in MOS 92R.
• Jumpmaster qualified with a senior or master parachutist rating.
• Completed the Airdrop Load Inspectors Course.
• Have a minimum of two years supervisory experience specific to the MOS.

➢ Food Service Technician (922A)
• Have six recent years experience in MOS 92G (Food Service Specialist) or 68M (Nutrition Care Specialist).
• Have a minimum of two years supervisory experience specific to the MOS.

➢ Petroleum Systems Technician (923A)
• Have five recent years experience in MOS 92F (Petroleum Supply Specialist), 92L (Petroleum Laboratory Specialist), or 92W (Water Treatment Specialist).
• Possess three credit hours of 100-level basic college mathematics.

Summary
The idea of growing warrant officers to fill future vacancies is a proactive approach to preventing strength management problems in the Warrant Officer Corps. This will allow for the creation of a pool of eligible and qualified candidates who are readily available for accession into the Warrant Officer Corps. While I fully understand that many of us will be retired and watching from the sidelines when this program comes to fruition, it must start somewhere. When this method is combined with the current method it will have a great impact on the future strength and quality of the Warrant Officer Corps, but this will not happen without the warrant officer in the field being directly involved. I ask that you help keep the Corps strong by taking an active role in growing and mentoring our future Quartermaster Warrant Officers.

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’s of science in management information systems from Bowie State University and master’s certifications in both applied project management and information systems/information technology project management from Villanova University.

ORIGIN OF THE WORD MENTOR

The story of the mentor comes from Homer’s Odyssey. When Odysseus, King of Ithaca, went to fight in the Trojan War, he entrusted the care of his household to Mentor, who served as teacher and overseer of Odysseus’s son, Telemachus.

After the war, Odysseus was condemned to wander vainly for ten years in his attempt to return home. In time, Telemachus now grown, went in search of his father. Telemachus was accompanied on his quest by Athena, goddess of war and patroness of the arts and industry, who assumed the form of mentor.

Eventually, father and son were reunited and together they cast down would-be usurpers of Odysseus’s throne and of Telemachus’ birthright. In time the word mentor became synonymous with trusted advisor, friend, teacher and wise person.
PROFESSIONAL DIALOGUE

IN SEARCH OF LOGISTICS VISIBILITY:
ENABLING EFFECTIVE DECISION MAKING

BY LTG C. V. (CHRIS) CHRISTIANSON

Introduction
The Joint Force Commander – and by extension their logisticians – requires timely, accurate and relevant information to make effective decisions. This requirement is especially critical in the joint logistics environment. The joint logistics community must continuously execute processes, effectively coordinate the allocation of limited resources, and clearly understand the supported joint commanders’ requirements across the broad range of military operations. In order to effectively and efficiently execute these functions, joint logisticians must have visibility.

Purpose
This article serves as a reference point for discussion, a framework for concept development, and an integrating tool for the countless efforts across Defense and industry to improve logistics visibility in the broadest and most holistic sense of the term. In order to scope this paper we will focus our attention on the Joint Logistics Environment (JLE). This paper offers a proposed definition of visibility, highlights key issues and concepts for consideration, and offers ideas for future efforts based on an understanding of where we believe the most pressing requirements for visibility lie within the JLE. It is clear that complete system-wide access to all information is not attainable, or even desirable. Given this, we will also offer a framework that describes in broad terms the kind of visibility required by different elements within the JLE.

Current visibility definitions focus almost entirely upon asset visibility. In order to provide effective logistics support across the operating environment, the joint logistician must “see” more than just assets. The logistician must fully understand the requirements for logistics support (who needs what?) as well as the resources available (what do I have to work with?) arrayed in time and space to meet those requirements. The logistician must also be able to monitor joint logistics performance within the JLE - are the logistics processes in place and working? Without this kind of knowledge, the logistician cannot plan or execute effectively or efficiently.

For the purpose of this article, we have chosen to define logistics visibility as “access to logistics processes, resources, and requirements to provide the knowledge necessary to make effective decisions.” Processes, resources, and requirements are further defined below.

- **Processes** are defined as a series of actions, functions, or changes that achieve an end or result. Multiple processes occur across and within the JLE such as depot repair, patient movement, force deployment, and the delivery of contingency contract support. Before we can effectively develop visibility applications, we must clearly understand the end-to-end processes that deliver an outcome for the joint force. Mapping these processes is critical to knowing where and when to place visibility “sensors” to give us the knowledge we need to enable the effective delivery of those joint outcomes.
Resources can be summarized using the term “total assets.” It is defined as the aggregate of units, personnel, equipment, materiel, and supplies that are brought together in time and space to generate and support joint capabilities and their supporting processes. We must be able to see Service component, multinational, and other logistics assets in a way that provides integrated resource visibility to the Joint Warfighter.

Requirements are defined as what the joint force needs to accomplish its mission. Requirements can originate from anywhere, and can result in a tasking for anyone in the JLE. Requirements also change over time based on plans, current operations, and a changing environment.

Collectively, visibility of processes, resources, and requirements comprise the information that logisticians need to accomplish their mission; without each of these “elements” they cannot apportion resources and prioritize effort. Logistics visibility provides the ability to plan, synchronize, and monitor operations and processes to optimize outcomes. The ultimate effect we are trying to achieve is sustained logistics readiness.

Some think that the objective for visibility should extend across the entire logistics domain and should include complete real-time access for everyone within the system. While it is true that every aspect of the enterprise must be visible to planners, operators, or managers at some level, it is also clear that not everyone needs to be able to see everything all the time. At some point, too much information may be a hindrance and can actually detract from effective decision-making. Consequently, there are several key questions that a high-level consideration of visibility should address: Who among the members of the JLE needs visibility and why do they need it? What do they need to see? And finally, where do they need visibility? These questions have significant implications for systems design, operational planning and execution, and resource allocation.

What do we need to see?

The answer to this question depends upon your position within JLE—what the end user wants to see is different from what the manufacturer, supplier, or distributor wants to see. Each player in the JLE tends to see their visibility requirement as the visibility requirement for everyone. Our challenge is to provide the right kind of visibility across a very complex environment, to the right user at the right time. Below are listed the key areas where we need specific types of visibility.

Process visibility provides process owners and decision makers with the ability to evaluate the effectiveness of a particular process—“Are we delivering what’s expected?” The deployment/redeployment process, the force reception process at a major port, or the depot repair processes are all parts of a system of systems that relies upon visibility for its effectiveness. Joint logisticians and process owners require visibility to enable effective control and to allow the optimization of processes against a desired outcome.

Resources must be visible by item, person, or unit individually or in some form of aggregation. In some cases, visibility by a discrete individual identity such as a serial number, lot number, national stock number, social security number, or unit identification code is required. Some individuals or items are so uniquely important - politically, operationally, tactically - that, by their very nature they require real-time, 100 percent visibility across the logistics enterprise. Examples might include fissionable material, human remains, or vaccines. In other cases, visibility of items, persons, or units in some form of aggregation is necessary to determine the status of a particular capability and its ability to achieve the joint force command’s (JFC) mission. Examples might include a specific force module, a port opening capability, or a medical treatment capability.

Requirements must also be visible by item, person or unit individually or in some form of
aggregation. Ultimately, visibility of requirements is necessary to initiate supporting efforts across the JLE. In most cases, the JFC is responsible for defining those requirements. The Services, supporting combatant commands and defense agencies require visibility of those requirements to better support the JFC’s mission. The Department of Defense (DOD) must have visibility over those requirements to ensure DOD resources are used effectively and efficiently.

**Who Needs Visibility and Why?**

The answer to this question is fairly straightforward. Everyone within the JLE has a requirement for some type of visibility for a variety of reasons. However, the ultimate purpose of our effort to achieve better visibility resides at the tactical level, where operational requirements form the basis of all our efforts across the JLE. Our customer is at the tactical level!

The JFC’s ability to effectively execute their directive authority for logistics is completely dependent upon visibility. Without visibility into the JLE processes, resources, and requirements the JFC cannot effectively integrate Service component capabilities in order to achieve mission objectives.

The Joint Logistician (J4) is responsible for matching resources against anticipated requirements to provide supportability assessments to the JFC. The supportability assessment tells us if the JFC’s operational concept can be sustained. In addition, as operational requirements change, the J4’s ability to rapidly reassign resources against requirements is directly tied to visibility and is therefore invaluable to the JFC.

Services are responsible for delivering ready forces and equipment to the JFC. At the strategic level this mission demands different information and uses different processes than at the operational or tactical levels. In order for the Services to accomplish their mission, they also need visibility of the JFC requirements to ensure they deliver the right forces and equipment necessary for mission accomplishment. The Services also need visibility into the processes that support their theater component efforts.

Planners and decision-makers at the DOD staff level require visibility to provide responsive and relevant policy guidance, and to ensure the Department’s strategic resources are applied appropriately to meet all JFC requirements. Their goal is to ensure resources are utilized to achieve outcomes that are both effective and efficient.

Our interagency, multinational, and commercial mission partners require visibility of processes, requirements, and resources necessary to support their participation in our operations.

Ultimately, we need to develop or enhance systems, processes, and tools for improving visibility in a manner that supports each of these user requirements.

**Where Is Visibility Needed?**

As noted previously, the answer to this question depends upon where you sit. An end user will mainly want to know when they will receive their item, and be less concerned about every step along the way to final delivery. Broadly stated, visibility can be applied while elements are in-transit, in-storage, in-process, or in-use. These terms broadly describe visibility needs in terms of the item’s location in the JLE.

- **In-transit** refers to assets being shipped or moved from origin (such as commercial vendors, units, storage activities, or maintenance facilities) to a destination (such as units, storage activities, or maintenance facilities).
- **In-storage** refers to assets stored at unit, DOD or commercial sites, and disposal activities.
- **In-process** refers to assets being acquired from sources of supply, but not yet shipped, or assets being repaired at intermediate- and depot-level organic or
commercial maintenance facilities.

➤ *In-use* refers to those items that are being used for their intended purpose.

These terms help us define where visibility is needed. There are still some other factors we must consider when defining visibility.

**General**

Although we have specified visibility in terms of who needs to see “what” and “where” they need to see it, in practice there are no clear lines of delineation between different levels and activities with regard to visibility requirements. Moreover, visibility priorities and needs may change over time or across the phases of an operation. For example, planners might see Joint Force requirements as their most critical need, while during the sustainment phase of an operation available resources might take precedence. During the initial phases of expeditionary operations, visibility of processes might be the greatest need to ensure that limited resources are being optimized as planned. That said, each of the three elements of visibility—processes, resources, and requirements are needed to make effective decisions.

Even though there may be near-unanimous agreement that the single greatest gap in the world of defense logistics is visibility, there are several barriers that inhibit our efforts to enhance and share visibility. First, authoritative data is not always available to the joint logistician. The only thing worse than having no data is having two sets of data, and our inability to provide trustworthy data impedes quality decision-making. Second, it is unlikely we will have unity of command over the entire spectrum of joint logistics. One of our major challenges then is to achieve unity of effort without unity of command. This is a particular issue as we share, process, and integrate information across different commands, agencies, systems and processes to develop a “common operating picture.” Another major dilemma is how to ensure adequate security for sensitive information while simultaneously offering the maximum possible transparency and ease of access to all members of the community. Operational partners, both inside the DOD and outside, including international friends and allies, need to have confidence that their information will be handled properly by our systems. Finally, the desire for information often drives users to want to see everything all the time. However, everyone in the JLE does not need to see everything all the time. Knowing what is really needed becomes the key to an information environment that effectively supports quality decisions.

**The Way Ahead**

It is difficult, yet essential, to address the way ahead for senior logistics managers, planners, and system developers to enhance visibility for everyone within the JLE, to allocate resources, and focus our efforts to best achieve that effect. From our perspective, we see four areas where we think we can make major improvements to visibility in the months and years ahead:

➤ Map the processes. Understand, define, and document the processes within the JLE – leverage the work ongoing with the Joint Logistics Portfolio Management Test Case and US Transportation Command, the Distribution Process Owner (DPO). Use the Base Realignment Commission initiative to further our understanding of the defense supply chain and develop an integrated process as an outcome from that effort.

➤ Identify existing visibility capabilities. Continue to leverage efforts already underway within the DPO and other activities. Document and integrate those existing or emerging efforts that best contribute to increased logistics visibility. We must align visibility capability requirements with our process mapping to eliminate redundancies and gaps.

➤ Develop a JLE data architecture. Under Defense Information Systems Agency lead, define the data framework, identify authoritative data sources, and influence
and guide the joint logistics community’s net centric data strategy efforts. Our goal is to develop a JLE Data Architecture Campaign Plan.

- Deliver a Joint Logistics application Global Combat Support System-Joint (GCSS-J) that enables visibility for the joint logistician, and facilitates visibility across the JLE. Ensure that GCSS-J provides an effective work environment to turn data into information, and enhances the ability of the joint logistician to effectively plan and execute joint logistics operations.

**Summary**

Visibility is not an end in and of itself, but a means to make better decisions, gain efficiencies and improve effectiveness across the JLE. It is also an objective we will continually strive toward; as our environment continues to change there will always be additional information requirements or demands for enhanced timeliness and accuracy. As logisticians we continually strive to improve the quality of our decisions and optimize the logistics readiness of the joint force. Enhanced visibility will lead to increased logistics readiness and improved user confidence.

We are all partners in delivering visibility across the JLE, and we all have a critical role to play in helping to deliver sustained logistics readiness to the JFC. The logistics community and those who interact with us must all work together to develop this capability to enhance support to the JFC and above all to the Service men and women who depend on us.

LTG Claude V. (Chris) Christianson is the Director for Logistics, the Joint Staff, Washington, D.C. He assumed his duties on 11 October 2005. LTG Christianson, a distinguished military graduate of the Army Reserve Officers’ Training Corps program at North Dakota State University, was commissioned as an Ordnance Officer in 1971. He has served in many command and staff positions. After his selection to Brigadier General, LTG Christianson was the Deputy Commanding General for the 21st Theater Support Command in Kaiserslautern, Germany. He served as the Assistant Chief of Staff, C4/J4/G4 United Nations Command/Combined Forces Command/United States Forces Korea/Deputy Commanding General (Support), Eight United States Army, Republic of Korea. LTG Christianson was the Assistant Deputy Chief of Staff, G4, Headquarters, Department of the Army with duty as Chief, Logistics, Coalition Forces Land Component Command, Camp Arifjan, Kuwait in support of Operation Iraqi Freedom. Prior to arriving to the Joint Staff, he served as the Deputy Chief of Staff, G-4, Headquarters, Department of the Army. His military education includes the Infantry Officer’s Basic Course, Ordnance Officer’s Advanced Course, the Armed Forces Staff College and the Army War College. LTG Christianson has a bachelor’s degree in industrial engineering from North Dakota State University.
"Those who cannot remember the past," said the philosopher George Santayana, “are condemned to repeat it.” This was a view undoubtledly shared by General George S. Patton, Jr., who once wrote in a letter to his son at West Point that, “To be a successful Soldier you must know history.”

Both the philosopher and the general wisely understood that history matters. If the so-called “lessons of history” were properly understood and applied, they will not only inform the present, but help shape the future as well.

Lesson Learning
Using recent experience (or lessons from the past) to improve battlefield performance is as old as the Army itself. For example, in July 1755 a force of 1,500 British regulars and colonial militia, under Major General Edward Braddock, led an expedition through the forests of western Pennsylvania to capture Fort Duquesne (near present-day Pittsburgh). They were attacked in a highly unfavorable setting by a smaller force of French and Indians, which, as every schoolchild knows, led to “Braddock’s Defeat.”
Luckily, Colonel George Washington, Braddock’s aide-de-camp, survived that attack. He later blamed their failure largely on British lack of discipline. Modern scholars tend to agree. What is important to note however is that the British learned from this disastrous experience, and incorporated changes that made them better at the art of wilderness warfare. As a result, history for them did not repeat itself – at least not on the scale of “Braddock’s Defeat.”

This and other examples are cited in Dennis Vetock’s 1988 monograph, *Lessons Learned: A History of U.S. Army Lesson Learning*. Prior to the 20th Century efforts to collect, evaluate, and apply tactical and operational experiences were done mainly through informal mechanisms, and passed on by individualistic means, memoirs, and personal recollections. “Sustained contemporaneous lesson learning,” as Vetock describes it, did not really manifest itself until World War I and was not fully evolved – centralized and institutionalized as part of the training process – until the World War II and Korean era timeframe. It reached a zenith and maybe even went a bit overboard with the Vietnam War, during which time, the author wryly observed, “one could hardly wade into official or semi-official media without stepping on a lesson.”

Even this could not guarantee continuation of the process. The lesson-learning system virtually evaporated with the end of America’s combat role in Vietnam. Doctrine writers and combat developers quickly turned attention away from Southeast Asia to events in the Middle East and to a revitalized interest in NATO and the Soviet threat in Europe. Not just the “lessons of Vietnam,” but systematized, institutionalized lesson learning itself pretty much faded from the scene. “By 1977,” writes Vetock, “the term ‘lessons learned’ had even disappeared from the indexes to Army publications.”

**The Road Back to Lessons Learned (NTC, CALL and CSI)**

Even before the last American ground forces had left South Vietnam, doctrinal writers at the US Army Training and Doctrine Command (TRADOC), Fort Monroe, Virginia, were already deep into the process of rewriting conventional Army doctrine. Their efforts resulted in the 1976 publication of Field Manual (FM) 100-5, *Operations*. It reflected both the renewed concern for the Soviet threat in Europe and key observations drawn from the 1973 Arab-Israeli War. While underscoring the need for effective combined arms warfare at the operational level, FM 100-5 also clearly anticipated the fielding of new weapons systems such as the M1 Abrams main battle tank and the Bradley Fighting Vehicle. The manual’s authors insisted that training too must take on new dimensions – that troops must “train as they would fight,” and that updated training standards and techniques should more closely match the “realities of the modern battlefield.”

Establishment of the National Training Center (NTC), Fort Irwin, California, in 1981, went a long way toward meeting that goal by providing a “hyper realistic” setting in which to train units for combat. It carved out a vast area of land in the Mohave Desert for live-fire exercises and force-on-force maneuvers, and incorporated laser-based technology to better simulate battlefield conditions. It proved to be, as one historian has written, “the most costly single Army training initiative in peacetime history.” Yet the investment began paying dividends immediately. By 1984 Department of Army senior trainers were already heralding NTC as a major success.
The following year TRADOC created the Center for Army Lessons Learned (CALL) at Fort Leavenworth, Kansas, primarily to ensure that the valuable information generated by NTC rotations was objectively analyzed and disseminated throughout the Army. In the two decades since, CALL has vastly expanded and improved upon its collecting and disseminating capabilities, and has made available through print and electronic media countless “tips,” “observations,” “lessons,” and more.

Even before CALL had established itself as the center for lessons learned, TRADOC had chartered another office at Fort Leavenworth – the Combat Studies Institute (CSI) – to look to the past for historical insight and perspective for current use. Begun as an “historical think tank” in 1979, CSI has an educational and professional development, as well as a research and writing, mission. Its products include many well-researched monographs, historical surveys, staff ride manuals, special reports, case studies, etc., on general and specific topics alike. In July 2002, TRADOC reconstituted CSI with a new charter that included the mission to “conduct original, interpretive research on historical topics pertinent to the current doctrinal concerns of the US Army.”

Today CALL and CSI together constitute a truly remarkable asset for cultivating the lessons of history. Moreover the fact that both of these offices are located at the Combined Arms Center (CAC), Fort Leavenworth, where doctrinal and leader development take center stage, means that there is greater likelihood than ever before that the perceived “lessons” might actually get “learned.”

**You Must Know History**

That earlier quote from General Patton to his son at West Point was actually written on, of all days, June 6th, 1944 – D-Day and the beginning of the Normandy Invasion. As we all know, General Patton not only was an avid consumer of history, he also went on to make more than his fair share of it during the course of World War II. His son did likewise in Vietnam. It is not likely that either would have gone so far as to attribute his success to an abiding knowledge of the past. But it is safe to assume that both saw the study of history as a key element in their professional development.

Many years ago, Patton biographer and editor of *The Patton Papers*, historian Martin Blumenson said: “What history can do, if used with caution, is to liberate us, to free us from the time and place in which we are born – not entirely, but to some extent at least – so that every generation does not have to reinvent the wheel.”

Rarely has there been a more pressing time than now for Soldiers to understand broadly and deeply the true nature of warfare, and particularly its human dimension. Fortunately the needed reservoir of “usable experience” – the lessons of history – has never been more readily available, or more easily accessible. The link to the Combat Studies Institute (CSI) publications website is http://usacac.army.mil/CAC/csi/RandP/CSIpubs.asp.

Dr. Steven E. Anders is the Quartermaster Corps Historian assigned to the US Army Quartermaster Center and School, Fort Lee, Virginia.
“History does not provide a shopping list of answers. A thoughtful approach is required to discover the meaning of the past and relate it properly to the present. It does provide the soldier with valuable insight into basic factors of the profession of arms – the capabilities and limitations of men and women, how to overcome adversaries, and how to seize the initiative and win.”

General John A. Wickham, Jr.
Former Chief of Staff, US Army
*The Army Historian* (Summer 1984)

“Let us get our young leaders away from the grindstone now and then, and encourage them to reflect on developments outside the fortress-cloister. Only then will they develop into leaders capable of adapting to the changed environment of warfare and able to fashion a new paradigm that addresses all the dimensions of the conflicts that may lie ahead.”

General John R. Galvin
Former North Atlantic Treaty Organization Supreme Allied Commander
*Parameters* (Winter 1986)

“Devote time to think, read, and write. Intellectual breadth and perspective lead to solutions. We cannot gain their benefit if we are unable to periodically detach ourselves from the day to day tasks that are a necessary part of our duties. Each of us must regularly carve out time to look beyond the present.”

General Peter Pace
Chairman of the Joint Chiefs of Staff
*Guidance to the Joint Staff* (1 October 2005)
**HONORABLE SERVICE: BEING IN CHARGE OF A MORTUARY AFFAIRS COLLECTION POINT**

By CPT David W. Szymke

When the opportunity came to train in Mortuary Affairs operations in 2004, I was not exactly sure what to expect. I had only been back from *Operation Iraqi Freedom I* for roughly six months, and my second tour was coming quickly. I was not sure I wanted to learn about something that was potentially horrifying or emotionally draining. Many of the other Quartermaster officers that I knew simply brushed off an opportunity to train in these skills. Others had some interest, but the idea of looking at death and the results of combat action were simply too much to digest. After all, who really wants to see Soldiers harmed or worse?

Prior to my training I had never met a 92M or sought out any knowledge of their role in both peace and wartime operations. I finally decided to take the opportunity to train at Fort Bragg, North Carolina in October 2004. A traveling team from the Mortuary Affairs Center, US Army Quartermaster Center and School, Fort Lee, Virginia, provided two weeks of classroom and hands-on training for officers of the 46th Corps Support Group (CSG). I attended the class with five other officers from the 46th CSG. We covered all of the basic operations of search, recovery, and processing of remains. Our hands-on training was very in-depth as we learned how to process remains and also cope with the sensory applications of death. It was an experience that I did not expect would be overshadowed by wartime experiences. However, I found out during *Operation Iraqi Freedom III* that the real thing would in fact be much more challenging and rewarding too.

The Mortuary Affairs Collection Point (MACP) at Camp Taji had been contractually rebuilt from an old Iraqi arms room into a very capable operations facility. The facility at Taji was not officially recognized as a MACP, but it served as more of a midpoint for transporting remains to either Logistics Support Activity Anaconda or the main collection point at the Baghdad International Airport. The 1st Cavalry Division had provided a senior noncommissioned officer (NCO) to conduct daily business. The facility had an office, a cool storage room, and two rooms that were utilized to remove personal effects from remains. A wall was erected around the entire building to keep privacy to a maximum and ensure that dignity, reverence, and respect were maintained at all times. Additionally, the building was not near any living quarters thus assuring a further degree of privacy. (Morbid curiosity is one of the more difficult challenges presented to a facility like this.) A converted high-mobility multipurpose wheeled vehicle was also modified to have two air conditioners directed to the cargo area to keep the remains cool while awaiting air transit.

Personnel shortages affected mortuary affairs operations almost immediately after the 46th CSG’s arrival at Camp Taji. Our headquarters and headquarters company started *Operation Iraqi*
Freedom III with five 4V qualified officers (4V is the skill identifier officers earn after completion of the training). Eventually, all the other officers (except me) were either parceled out to other duties or were returned home for various personal reasons. I was left to perform the mortuary affairs officer duties for the entire 46th CSG at Camp Taji. I had one sergeant (E5) to perform the NCO duties both at the headquarters level and at the actual facility. We were able to secure the services of two Soldiers from one of the other battalions, and also a senior NCO from a brigade support battalion under the 3d Infantry Division. This mix of Soldiers was a constant difficulty in conducting business at the facility. The in-and-out flow of remains at Taji was not incredibly high, but having only five individuals on-call at all times from three separate units proved difficult for coordination of opening the building, air movement coordination, and on-hand resources to process remains.

Being the senior leader at the MACP provided unique leadership challenges. Leaders are expected to keep cool under pressure and make rational choices in a short suspense. Making decisions at an MACP is no different but for one thing; the customer receiving the service is no longer alive. This presents both personal and logistical difficulties at all times. As the senior officer, I would participate in every stage of the processing of remains that I could. My first experience with a set of remains came in January, 2005. Three Soldiers died from an improvised explosive device near Camp Taji. The name of the Soldier I processed will be with me always. I still remember removing a picture of his Family from his wallet. As I stared at the picture of his four children, war became real to me. I had spent a year in Korea as a tank platoon leader, and I had deployed in support of Operation Iraqi Freedom I, but in all that time I had never experienced anything like that. At that moment though, I was thinking that this man’s Family does not know what I know. A flood of emotions came to me in an instant. But, my obligations as a 4V officer kept those emotions in check. I was able to complete our mission of preparing the remains for movement, and we put them on a casualty evacuation as soon as possible. Afterward, there was time for personal reflection. I decided after that day that I would remain and be on call everyday thereafter to conduct the mortuary affairs operations that fell to the 46th CSG.

I learned other valuable lessons from my year at the MACP. Unit commanders have to support their 92Ms and the valuable service they provide. I had to fight constantly with the senior NCOs to keep my 92M off convoys and instead keep him gainfully employed at the MACP. 92Ms are a special breed of Soldier. They are allowed to quit that military occupational specialty if it becomes too much. I am proud to say that none of the 92Ms I served with ever quit. They knew that their burden was shared with the units, the Families in question, and the American people as a whole. What a 92M does can be simplified to this; they send those fallen heroes home as quickly as possible to start the grieving and healing process. I can think of few other operations that the US Army conducts that could be more important. Unit commanders must also allow their 92Ms to train the unit on what to expect and how they can help. My 92M had a great attitude and was willing to train anyone who asked. As a result, I had well over a dozen Soldiers, NCOs, and officers ask to volunteer at the MACP. Most only came and helped once, but that was very welcome at a facility that was undermanned from the start.
Coordination is the key to any operation in the military. Coordinating both air and road transportation proved to be a challenge. Having three command elements providing over-watch to the facility proved detrimental in getting transportation requests completed in a timely manner. Fortunately, the air elements understood the importance of transporting human remains. Time is a factor in all phases of moving human remains. It is important to understand that the body will be decomposing the entire time. Human remains can not wait on mundane coordination and command problems! The most difficult operation proved to be moving Iraqi remains. Due to cultural considerations, Iraqi remains needed to be moved as soon as possible. Typically we did not complete a personal effects inventory on Iraqi remains. This was mandated from 1st Corps Support Command and higher. Iraqi remains were also moved by ambulance to Baghdad. Typically American remains are not moved by ambulance, but we were respectful of the Iraqi’s wishes and conformed to ground transportation.

There are many challenges that a leader faces in any military operation. It can be anything from personnel to equipment issues. Both of these are faced at an MACP. The MACP at Camp Taji had excellent Soldiers and NCOs that were able to step up and run a facility that was not even an official MACP. Our facility processed well over 100 American and Iraqi remains during Operation Iraqi Freedom III. We had no issues of lost accountability of personal effects or remains. I feel that is testament to the professionalism that all mortuary affairs personnel exemplify on a daily basis. Without their efforts, the final act of honor could not be completed. Without them, those heroes who fall on the battlefield may never fully be honored for their sacrifice. The American military has outstanding men and women who do perform those services, and I am proud of the services we provided out of a former Republican Guard arms room at Camp Taji during Operation Iraqi Freedom III.

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Mortuary Affairs services are a part of peacetime and war. Leaders must know how to utilize this support and the accountability procedures for providing a last honorable service to our fallen Soldiers.
**Bulk Petroleum Challenges in Afghanistan**

**By CPT John Faust**

Afghanistan is about the size of the state of Texas. It is squeezed in between Iran and Pakistan with Turkmenistan, Uzbekistan, Tajikistan, and China to the north. The terrain and climate are harsh and unforgiving. Dominated by rugged mountain ranges in the north and by high desert plains in the south, temperatures can range from sub zero to over 100 degrees Fahrenheit. Afghanistan is landlocked. Traveling from the United States to Afghanistan takes 2-3 days by air or 30-45 days by sea then land. The Afghanistan road network is not very extensive. It consists of less then 20,000 kilometers and less than 15 percent of the roads are paved.

The task organization in Afghanistan is as follows: Combined Forces Command-Afghanistan (CFC-A), Combined Joint Task Force-76 (CJTF-76), and Joint Logistics Command (JLC). CFC-A is located in Kabul. The mission is twofold; destroy and/or deny sanctuary to insurgents and aid in the reconstruction of Afghanistan. CJTF-76 is located at Bagram Air Base and is tasked with the mission of destroying and/or denying sanctuary to the insurgents. The JLC is also located at Bagram AB and provides logistical support to CJTF-76. The mission of the JLC Class III (bulk petroleum) office can be broken down into four parts:

- Coordinate the theater bulk petroleum requirements with Central Command Joint Petroleum Office (JPO)
- Coordinate the theater bulk petroleum supply with Defense Energy Supply Center Middle East (DESC-ME)
- Manage the development and operation of the theater bulk petroleum infrastructure
- Manage the theater bulk petroleum distribution

Afghanistan does not have any active oil wells or refineries; therefore, 100 percent of petroleum products are imported into Afghanistan. DESC-ME has contracts with three refineries in Pakistan and one with Red Star, a private company, who contracts with refineries in Turkmenistan and Azerbaijan. The refineries provide JP8 (jet propulsion) and TS1, jet grade fuels; MOGAS, an unleaded fuel; and DF1 and DF2, diesel fuels. DF1 is a winter grade diesel fuel and DF2 is a summer grade diesel fuel. Pakistan refineries produce JP8 and Turkmenistan and Azerbaijan refineries produce TS1. JP8 is injected with additives at the Pakistan refineries and TS1 receives additives at Bagram or Kandahar, the fuel hubs in Afghanistan where all bulk petroleum is delivered from the refineries. The additives are Fuel System Icing Inhibitor (FSII), Static Dissipating Agent (SDA), and Corrosive Inhibitor (CI). FSII binds with water in the fuel raising the freezing point. SDA reduces
the static charge, and CI lubricates the fuel reducing the corrosive properties. There are also some minor specification differences between TS1 and JP8; however, on the aviation side they are used interchangeably.

The two fuel hubs provide bulk petroleum support to roughly 70 forward operating bases (FOBs) throughout Afghanistan. The fuel from Turkmenistan via railcar and Azerbaijan via barge and railcar can take up to 10 days to reach the Afghanistan border. After reaching the Afghanistan border, the TS1 is uploaded into “jingle” trucks, and then it can take another 2-4 days to reach one of the fuel hubs. The travel time to the FOBs range from 1-12 days, but the delivery is often delayed for numerous reasons.

There are three major steps of getting fuel into Afghanistan and delivering it to the FOBs. First, the Joint Petroleum Office sets the bulk petroleum storage requirements for Afghanistan. Second, DESC establishes the fuel contracts and brings fuel into Afghanistan. Finally, the hubs receive the fuel and distribute it to the FOBs. Bulk petroleum challenges in Afghanistan are bountiful and have an effect on every part of providing fuel to the FOBs.

The challenges of meeting the bulk storage requirements are twofold: land mines and shortage of fuel equipment. The expansion of fuel farms is often hindered by demining efforts or sometimes the lack thereof. The other problem with expanding fuel farms is a simple case of supply and demand.

DESC has the mission for establishing several contracts that bring fuel into Afghanistan. If refinery owners or drivers feel they are not getting a fair shake, they are not afraid to halt operations or go on strike. Other challenges can include multiple distribution modes, distance traveled, and limited road networks from the refineries to the hubs. For instance, the primary fuel route from Azerbaijan has the fuel traveling over the Caspian Sea and then through Turkmenistan, Uzbekistan, and Tajikistan, where they can be delayed until “right of passage taxes” are paid, before reaching the Afghanistan border. From there, it passes through the Hindu Kush Mountains, where there is a one way tunnel, which is often blocked by snow or rock slides.

Hubs face challenges of receiving fuel from the refineries due to a couple of bottlenecks which cause a backlog of “jingle” trucks, the contracted Pakistani/Afghan fuel trucks. The first bottleneck is through the main gate where all classes of supply pass. This is caused by the number of trucks entering the gate coupled with force protection measures. There are approved military construction (MILCON) projects to reroute the traffic flow that will relieve some of the pressure. However, until construction is completed, my experience has shown that working closely with the transportation personnel, who regulate the priority of trucks for the day, has paid huge dividends. The second lies within the backlog of “jingle” trucks, parked inside the fuel yard, waiting download from the refineries and uploads headed to the FOBs.

The problem at Bagram is the competing download/uploads points. There are four download points and two of them are also upload
stations. Another approved MILCON project will increase the number of download/upload points. In the meantime, it is important to balance the download/upload priority. What worked for me was to stabilize the amount of uploads we had on any given day. To do this, we started to push fuel from Bagram to the FOBs, instead of waiting for them to order. Prior to this adjustment, the FOBs would request fuel and the “jingle” trucks would be ordered for the next day. One day you would have 10 uploads and the next you would have 40. The problem is that with only two upload points, it is nearly impossible to do 40 uploads in a day. A simple analysis showed the daily upload requirements for the FOBs to complete their missions. Using this analysis, I developed a tracking tool reflecting which FOBs had enroute fuel and available storage space. We then started to order the daily FOB requirements, noted in the analysis, which stabilized the number of uploads. This allowed for the fuel yard to better manage the daily uploads.

These changes highlighted another challenge. Bagram was having a hard time filling up the largest FOB in Afghanistan. Another analysis, covering the past year, showed that on average there were six “jingle” trucks sent to this FOB. The problem was that the FOB only required three “jingle” trucks per day. The process was established for the Afghan driver to deliver the fuel to the FOB, have their paperwork signed by the FOB personnel, and return the paperwork to the hub for payment. An investigation found that three of the trucks would be downloaded at the FOB, the other three would sell their fuel on the black market. Three of the Afghan drivers would then drive back to Bagram to turn in their paperwork for payment. Before payment, Bagram would call the FOB and verify, with the person who signed the paperwork, that three trucks were downloaded on the date signed. The other three drivers would hold their paperwork for about two weeks before turning it in for payment. Bagram would again call the FOB and verify, with the person who signed the paperwork, that three trucks were downloaded on the date signed. To counter this, our office had the FOB personnel place the “jingle” truck bumper number on the daily fuel report before payment. In less than a month, the FOB that could never get enough fuel was finally topped off.

The mission of getting bulk petroleum to the FOBs is filled with challenges. Logistical personnel must face each bulk petroleum challenge head on or battles will be lost. Bulk petroleum challenges may never be conquered, but they can be minimized with continual process improvement and accountability.

**CPT John Faust is a graduate of Combined Logistics Captain Career Course, Class 07-002, US Army Quartermaster Center and School, Fort Lee, Virginia.**
2007 US Army Culinary Competition Winners

By John H. Traylor

A total of 15 teams competed in the 32d Annual US Army Culinary Competition. The competition began with all team captains meeting on 3 March 2007 and concluded with the awards ceremony on 16 March 2007. Team Fort Bliss was named the best of the best as overall winner of the competition, winning Installation of Year. This prestigious competition began 32 years ago when Lieutenant General John D. McLaughlin, the Commandant, US Army Quartermaster Center and School (QMC&S), created a forum to showcase the abilities and talents of US Army food service Soldiers.

Everyday US Army food service personnel make important contributions to our country through their dedication and hard work in supporting our Soldiers in food service excellence. They provide the fuel for the military’s most valuable asset, the individual Soldier.

It is quite apparent to all who have tested the fruits (and vegetables) of their labor that they have taken Army food service to the next level. In addition to learning from the noncommissioned officers and warrant officers, the competitors have done an extensive amount of self study and practice. They are continually honing their skills and abilities and share their expertise with others. The competition focuses on improving individual and team skills to feed the US Army.

The Army is better because of these competitions. The techniques and tips garnered during the preparation for and the competition itself are many and varied. The performance of the competitors reflects a shining example of competence and professionalism.
The event is sanctioned by the American Culinary Federation. This requires the expertise of a certain number of prestigious chef judges. They review and critique all the work during the two weeks. They share their time, energy, and inspiration with all competitors to ensure a world class event.

The host for the event, the QMC&S Army Center of Excellence, Subsistence, continued its success by putting together a great cooking competition. The outstanding food service instructors work hard each year to prepare for this event. The Soldiers who competed are a testament to their abilities and dedication. The winners in the different categories of competition are listed below.

John H. Traylor is Director of Training, Army Center of Excellence, Subsistence, US Army Quartermaster Center and School, Fort Lee, Virginia.

<table>
<thead>
<tr>
<th>Category</th>
<th>Winner</th>
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<tbody>
<tr>
<td>Installation of the Year</td>
<td>Fort Bliss, Texas</td>
</tr>
<tr>
<td>Army Senior Chef of the Year</td>
<td>SSG Nolan A. Kniss, Team Pentagon</td>
</tr>
<tr>
<td>Army Junior Chef of the Year</td>
<td>PFC Robert C. Capazzi, Team Fort Bliss</td>
</tr>
<tr>
<td>Field Cooking Competition</td>
<td>Fort Bliss</td>
</tr>
<tr>
<td>Student Team Skills Competition</td>
<td>Team Korea</td>
</tr>
<tr>
<td>Best Exhibit Cold Food Buffet</td>
<td>SSG Monica W. Roberts, Team Korea</td>
</tr>
<tr>
<td>Best Exhibit Hot Food Shown Cold</td>
<td>SFC Bryan K. Nixon, Fort Bragg, North Carolina</td>
</tr>
<tr>
<td>Best Exhibit in Pastry and Confection</td>
<td>PFC Robert C. Capazzi, Fort Bliss</td>
</tr>
<tr>
<td>Best Exhibit in Culinary Showpiece</td>
<td>SPC Laron J. Smith, Fort Bliss</td>
</tr>
<tr>
<td>Special Judges Award Most Artistic Centerpiece</td>
<td>SPC Laron J. Smith, Fort Bliss</td>
</tr>
<tr>
<td>Best Team Table Exhibit</td>
<td>Team Korea</td>
</tr>
<tr>
<td>Best in Class in Contemporary Cooking</td>
<td>MSG Mark A. Morgan, Fort Benning, Georgia</td>
</tr>
<tr>
<td>Best in Class in Contemporary Pastry</td>
<td>SPC Leia L. Heeter, Team Europe</td>
</tr>
<tr>
<td>Best Two Member Team, Nutritional Hot Food Challenge</td>
<td>Team Europe</td>
</tr>
<tr>
<td>Baron H. Garland Culinary Knowledge Bowl</td>
<td>Team Alaska</td>
</tr>
<tr>
<td>Best Centerpiece in Ice</td>
<td>SFC David C. Russ, SFC Andre Rush, and CPL Robert M. Lough, Fort Bragg</td>
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</table>
When the governors of Pennsylvania, Maryland, and Virginia and the mayor of Washington, DC, signed the Chesapeake 2000 Agreement in June 2002 in order to rid the Chesapeake Bay of contaminants, little did they realize that the PWD of the QMC&S would be asked to play a role. The Chesapeake 2000 Agreement outlines goals for reducing nutrients, toxics, and sediments and restoring underwater grasses, wetlands, oyster reefs, and riparian areas with the objective of removing the Chesapeake Bay from the Environmental Protection Agency’s “Impaired Waters” list. It also mandates that every Virginia student receive a “meaningful watershed experience” before graduating from high school. This is where the PWD and the “Water Dawgs” (92W, Water Treatment Specialists) provide their assistance.

Among the requirements of a meaningful watershed experience is that the experience integrates classroom instruction with analytical field work. The Curator of Education at the Quartermaster Museum immediately realized the potential of the PWD in providing a unique hands-on learning experience while receiving an orientation of the QMC&S.

The Chesapeake Bay watershed is the ecological home of more than 15 million people whose actions directly affect the environmental quality of the bay. Since the Fort Lee area falls within the Chesapeake Bay watershed, the program seemed a natural marriage between the Chesapeake 2000 Agreement and the mission of the Army’s “Water Dawgs.”

A meeting with PWD officials met with a positive response and a Water Treatment Specialist was assigned to team with the Quartermaster Museum Curator of Education as they created a water program for area schools. To test market the need for such a program, the Curator met with Science Department teachers at the Colonial Heights Middle School, Colonial Heights, Virginia. Their response was immediate and enthusiastic.

What resulted was “Are You Going to DRINK That?”, a collaborative program between the PWD and the Quartermaster Museum that provides area school children with a meaningful watershed experience and also enlightens them to an important mission.
performed by the Army. The first to schedule a class was a 7th grade science class from the Colonial Heights Middle School.

With lesson plans and activities provided to the classroom teacher by the Quartermaster Museum Education Department, the students were first introduced to the concept of water cycles and watersheds. One week prior to the class going to the Appomattox Water Training Site, the Water Treatment Specialists and the Quartermaster Museum Curator of Education visited the class to prepare them for the field exercise that was to follow.

During this pre-visit, students participated in a media-based presentation created by the Quartermaster Museum dealing with water quality issues in the United States and abroad. Students were able to see first hand the devastating effects of drinking non-potable water on humans and the diseases that can result. They also discussed the sources of water pollution and contamination.

The students learned about Quartermaster “Water Dawgs” and what their tasks are as Water Treatment Specialists. The plan was for the students to participate directly in performing tests on water samples during their site visit to Fort Lee. The instructors began by explaining the components of the Water Quality Analysis Kit. The kit contains instruments to measure chlorine, total dissolved solids (TDS), pH, turbidity, and water temperature.

Students were given a handbook that provided them clear and concise guidance in the use of the equipment and the tests to be completed. The handbook also contained a glossary containing the terminology required to successfully understand the tasks they would undertake. Individual students were selected from the group to complete each test while others observed the process. The pre-visit allowed the students to ask questions, to become familiar with the Soldiers, while at the same time showcasing the humanitarian mission of “Water Dawgs.”

The site visit began with a tour of the Quartermaster Museum highlighting the role of the Quartermaster Corps and its Soldiers in US history. From there, students and Soldiers headed to the Appomattox River training site. Students were divided into three groups and given a tour of the facility. Students also received a refresher course on the equipment used by the Soldiers to purify water.

Using the instructions they had received during the pre-visit, students gathered water samples from the Appomattox River. From those samples, the students performed five individual tests which included testing for chlorine, TDS, pH, turbidity, and water temperature. The students used the same methods and equipment as Water Treatment Specialists. This exercise revealed to the students how pollutants and contaminants can affect rivers and the difficulty of purifying overly polluted water.

Through the hands-on activities and test results, the students were able to make a direct connection between the effects of humans on a watershed and the ultimate impact our actions have on the Chesapeake Bay. Additional follow-up activities and discussions allowed students to fully realize that the pollution and contamination of our watershed degrades the...
environment, harms wildlife habitat, impacts the economy and jobs, causes higher taxes and fees, and ultimately affects the health of humans as well.

The students were encouraged to utilize the knowledge they had gained from working with the “Water Dawgs” to closely analyze the effects of their lifestyle on the Chesapeake Bay and to identify changes they can make. Alternative methods of pest control and soil enrichment without using toxins were discussed as were proper methods of motor oil, paint, and solvent disposal.

Anytime a student is given the opportunity to participate in hands-on activities and explorations, the educational value is boosted and the retention level of information is magnified ten-fold. Some of the students, when asked if the program was valuable said, “Yes, because [the program] could help other people understand that our water is important and is not to be polluted.” Another said, “It was fun and educational.” One student thought the course helps with the Virginia State Standards of Learning.

The combination of an educational program for area schools that meets educational standards and the training conducted by the Soldiers of the PWD makes this a unique collaboration. The world faces a multitude of ecological and environmental issues. Educators are daily faced with the challenge to ensure subject mastery by their students. Students are often challenged to master subject material with little to no real-life connection. The collaboration of local educators, the Quartermaster Museum, and the QMC&S’s PWD is providing a unique learning opportunity that will potentially have a life-long impact on area students and in turn the world we live in.

SFC Igancio Martinez is a 92W, Water Treatment Specialist, assigned as an instructor in the Petroleum and Water Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

Selena McColly is the Curator of Education at the Quartermaster Museum, Fort Lee, Virginia.

**2008 Quartermaster Regimental Honors Program**

The Quartermaster Regimental Honors Program is accepting nominations for consideration by the 2008 Honors Panel Review Board. The honors program consists of three distinct categories to recognize truly outstanding individuals and units (both past and present) who have helped fulfill the Quartermaster Corps’ mission or have brought credit to the Regiment over the course of its proud history.


POC for the Quartermaster Regimental Honors Program is the Quartermaster Officer Proponent, (804) 734-3441 (DSN 687).
RAVEN 42
POSTER CHILD FOR TODAY’S ARMY

BY JUDITH M. MATTESON
DIRECTOR, US ARMY WOMEN’S MUSEUM

The US Army Women’s Museum, US Army Quartermaster Center and School, Fort Lee, Virginia opened a new permanent exhibit on 3 February 2007, honoring the members of Raven 42, a squad of the 617th Military Police (MP) Company, 503d Military Police Battalion (Airborne). The exhibit title, Raven 42, represents the call-sign of that Kentucky National Guard unit. The unit epitomizes the diverse American Army fighting in Iraq. The squad included two women and three Soldiers of Mexican, African-American, and Puerto Rican decent. Before entering the Army they had been a construction worker, truck driver, college student, and shoe store manager. However, on 20 March 2005, just outside Baghdad, Iraq they became heroes.

They earned this honor because they were prepared, well trained, and worked as a team. SSG Timothy Nein, the squad leader, received the Distinguished Service Cross (DSC) for his actions that day. He is the first Army National Guard Soldier -- and only the sixth servicemember awarded the DSC in the global war on terrorism. Other members of the squad were awarded two Silver Stars, three Bronze Stars with valor distinction, four Army Commendation Medals with valor distinction and four Purple Hearts. SGT Leigh Ann Hester received one of the Silver Stars. She is the first female to receive this award since World War II and the first for direct combat.

Judith M. Matteson is the Director of the US Army Women’s Museum located at the US Army Quartermaster Center and School, Fort Lee, Virginia.
I am COL Douglas Belk, the Director of the TFIO and I will take this opportunity to elaborate on the responsibilities of the TFIO and introduce the team. The TFIO has a great deal to offer all Soldiers on Fort Lee. It provides a link between the US Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia, RC units, and Soldiers; this includes both the Army National Guard (ARNG) and the US Army Reserves (USAR).

Working in coordination with each QMC&S training department, the TFIO provides the RC perspective on issues that cross the spectrum of the QMC&S mission. The team is comprised of nine Soldiers to include our three TRADOC RC liaisons. As the Director, I am a Reserve Soldier whose overall mission is to support the integration of the USAR and ARNG as vital components of the Quartermaster Corps and the Total Army. The remaining Soldiers are either Active Guard Reserve or mobilized Soldiers also dedicated to the mission. Their names and numbers follow:

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone Number</th>
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<tbody>
<tr>
<td>LTC Chuck Murriel</td>
<td>734-3574</td>
</tr>
<tr>
<td>LTC Randy Grenier</td>
<td>734-3419</td>
</tr>
<tr>
<td>MAJ Leona Sanders</td>
<td>734-3420</td>
</tr>
<tr>
<td>MSG Stanley Jefferson</td>
<td>734-4741</td>
</tr>
<tr>
<td>SSG Rhuna Garrett</td>
<td>734-3417</td>
</tr>
</tbody>
</table>

The TRADOC RC Liaison contacts are:

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<tr>
<th>Name</th>
<th>Phone Number</th>
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<tbody>
<tr>
<td>SGM Wayne Bowser</td>
<td>734-6897</td>
</tr>
<tr>
<td>SGM Donald McGary</td>
<td>734-7971</td>
</tr>
<tr>
<td>MSG Ivory Bourage</td>
<td>734-6773</td>
</tr>
</tbody>
</table>

The TFIO provides the field with a channel of communication to address questions and concerns of interest to all logisticians with regards to how the RC and active component should interact and can benefit each other. The TFIO can answer questions regarding RC policy and procedures; assist with resolving RC pay and promotion issues; follow-on or additional training opportunities; provide assistance to officers and enlisted Soldiers with the enrollment process and information on all courses taught here at Fort Lee; and assist Soldiers with all aspects of RC advanced individual training.

RC Soldiers are encouraged to contact the TFIO on any matter of interest regarding the Quartermaster Corps and the Total Army. Please contact any member of the team or me at (804) 734-3995 (DSN 687) or via mail at Total Force Integration Office, US Army Quartermaster Center and School, ATTN: ATSM-AC-R, 1201 22d Street, Fort Lee, Virginia 23801-1601. E-mails may be sent directly to me at douglas.belk@us.army.mil.

COL Douglas Belk is US Army Reserve assigned as Director of the Total Force Integration Office, US Army Quartermaster Center and School, Fort Lee, Virginia. He received a bachelor’s degree in physical education from Carson Newman College, Jefferson City, Tennessee.
The US Army Quartermaster Center and School’s (QMC&S) mission is to provide the Army with technically competent, tactically proficient, and professionally motivated Quartermaster leaders and Soldiers able to operate across the full spectrum of the contemporary operational environment. We must continue to provide the Army’s combat formations with adaptive logistics leaders embedded with the warrior ethos, who can operate from the tactical to strategic levels of war.

To achieve this important objective, we must continue to ensure our methods and content of technical instruction remain current and relevant to meet both present and future Army operational objectives and transformation initiatives. The Army Training and Leader Development Panel set out to conduct a systemic review of the Quartermaster education system. To ensure we are developing the right courses for the future, we need your help in this important process.

The US Army Combined Arms Support Command’s Quality Assurance Directorate, in collaboration with the Training Directorate and the QMC&S, has developed surveys for Quartermaster leaders and Soldiers. Please take part in these surveys so we can ensure we are developing the right instruction for our future force. Your participation will give much needed input to ensure we achieve our goal of providing world-class instruction to our Quartermaster leaders and Soldiers. The training survey link is http://qasurvey.lee.army.mil/perseus/se.ashx?s=5A1E27D23DCAAD6B.

The surveys ask supervisors to evaluate critical task proficiency for all Quartermaster military occupational specialty course graduates. The Army National Guard and Reserve units make up over 70 percent of the Army’s combat service support force structure. Deployment of these units in support of the global war on terrorism has created a wealth of Soldier knowledge and experience. The intent is to capture this expertise to improve relevancy and effectiveness of training and related domains of doctrine, organization, training, materiel, leadership, education, personnel, and facilities.

The new policy requires all Soldiers attending 92 career management field Noncommissioned Officer Education System courses participate in a supervisor survey prior to graduation. A copy of the survey completion screen must be filed in the students records for verification. The following link will take you to all supervisor surveys: http://www.cascom.army.mil/qa/Quartermaster_Sup_Surveys.htm.

Please direct any questions or concerns to LTC Murriel at (804) 734-3574 (DSN 687) or chuck.murriel@lee.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 Tougallo College in Mississippi where he received a bachelor’s degree in history.
Coming Soon to Your Neighborhood:  
The (New) Logistics Branch

BY COL OLIVER L. NORRELL III

On 1 July 2007, the Army will add a new branch for the first time since the 1980s, when Special Forces and Aviation specialties became branches. The newly approved Logistics Branch is founded on the idea that the Army has progressed to the point that it requires a multi-skilled (multifunctional) logistics officer in a majority of its positions from the captain through the colonel levels. With the exception of those officers holding area of concentration 89E, all Ordnance (OD), Quartermaster (QM), and Transportation Corps (TC) Active Component captains and above who have completed the Combined Logistics Captains Career Course (CLC3) or the Combined Logistics Officer Advanced Course (CLOAC) will transition to the Logistics Branch this summer. All Reserve Component captains and above who have completed the logistics Reserve Component Captains Career Course (RC CCC) will also transition into the Logistics Branch.

The idea of a multifunctional officer is not new to Army logisticians. We have had the Functional Area 90A (FA 90A) program identifier for over 15 years to account for and track the requirement for multi-skilled logistics commissioned officers. For the Active Component officer, the multifunctional training requirement was met by graduation from the CLC3. For a Reserve Component officer branched OD, QM, or TC, the completion of the Combined Logistics Captains Career Course, the Support Operations Course, the Reserve Component Multifunctional Combat Service Support course, Phase I of the Associates Logistics Executive Development Course, or the Logistics Executive Development Course was the qualifier.

With the advent of the Logistics Branch, the multifunctional portion of CLC3 will be condensed and incorporated into the OD, QM, or TC RC CCC. This training will occur during the recently added requirement for a second two-week training period, keeping the first two-week training period focused on advanced OD, QM or TC instruction. For Army National Guard officers upon graduation from this revised course, they will be inducted into the Logistics Branch upon issuance of federal recognition orders by the State if that person is OD, QM, or TC. Until such time as this course is revised (projected to begin instruction in October 2008), if officers have not attended any 90A training courses, they should do so as soon as possible. It should be noted that, induction into the Logistics Branch will be mandatory for majors and above.

Now, to soothe the worries of those with “specialties,” I will note that although all captains through colonels will have a common multifunctional primary military occupational specialty (90A) and all will belong to the Logistics Branch, each officer will also be required to maintain one of four functional areas of expertise. Although still under review at the time of this writing, the proposed functional areas are:

- 88A (Transportation )
- 91A (Materiel Maintenance and Munitions )
- 92A (Supply and Services with additional skill identifiers for Mortuary Affairs and Air Drop)
- 92F Petroleum and Water

At the time of induction into the Logistics Branch, officers will be required to state their functional area of expertise and to maintain their currency in that area.

The branch insignia worn on the lapels of the Class A and Dress Blue uniforms, as well as on the collar of battle dress uniforms and desert camouflage uniforms, will be that of the Logistics Branch. All officers will continue to wear the regimental crest that coincides with their functional area of expertise (OD, QM, or TC) over their name tag on the dress uniform.

Active Duty Military/Uniformed Services Members, Reservists, and Department of Army (DA) Civilians may find more information about the Logistics Branch and Logistics Officer Corps on LOGNet, at https://lognet.army.mil, under the Sustainment Center of Excellence folder. In addition, DA Pamphlet 600-3, Commissioned Officer Professional Development and Career Management is being revised to reflect these changes and should be published before the end of FY 07.

COL Oliver L. Norrell III is the Assistant Chief of Staff Army National Guard, US Army Combined Arms Support Command, Fort Lee, Virginia.
316TH EXPEDITIONARY SUSTAINMENT COMMAND LEADS THE WAY FOR MODULAR FORCE LOGISTICS

BY MAJ CHRISTOPHER E. WEST

The newly formed 316th Expeditionary Sustainment Command (ESC) based out of Coraopolis, Pennsylvania, was activated in September 2006. Soldiers from 35 States have been assigned to the 316th ESC to ensure the unit is poised and battle ready to help combat units achieve and sustain the victory. The 316th ESC is making history as they prepare to deploy in support of Operation Iraqi Freedom. The unit will be the first Reserve unit in the Army to test the validity of modular force logistics in a wartime environment.

To ready for their pioneering role, the unit recently participated in a two-week logistics training exercise (LTX) at Fort Lee, Virginia. The LTX, conducted under the direction of the US Army Combined Arms Support Command, helped the 316th ESC to better identify, prioritize, and modify supply operations by engaging in simulated “real world” scenarios and by providing constructive feedback from assigned training evaluators. The LTX involved units that the 316th ESC will actually be supporting during their tour of duty in Iraq.

The LTX stressed the movement control and commodity distribution processes by providing Soldiers the increased fidelity and visibility of transportation assets and commodity levels required for planning and tasking of distribution operations. This is the foundation for movement and commodity planning within the theater and corps.

The primary purpose of the LTX was to ensure consistency in the exercises provided to the unit through collective training. The drills were designed to teach and implement a desired level of proficiency. The LTX training events were reviewed for validity by a logistics subject matter expert from the Battle Command Training Program at Fort Leavenworth, Kansas.

Each element of the LTX provided superb mentors with current combat experience which will help ensure the 316th ESC has an orderly transition into theater. The training and mentoring received at the LTX helped the 316th ESC to better identify essential shipments for throughput delivery, locating in-transit shipments for lateral distribution, and properly planning convoy force protection.

Modular force logistics is an evolutionary concept which emphasizes streamlining the process of how supply resources are procured, distributed, and replenished. This new concept will help military logistics elements forecast resources needed more effectively and efficiently. It will also help diminish redundancies by reducing unnecessary layers. Operational command and control will improve by providing leaders total visibility of the distribution system, its content, and the theater infrastructure.

MAJ Christopher E. West is the Public Affairs Officer for the 316th Expeditionary Sustainment Command, Coraopolis, Pennsylvania.
Proper Use of the Composite Risk Management Process Can Be an Effective Management Tool

By Michael L. Davis
Safety Specialist Assigned to the US Army Quartermaster Center and School, Fort Lee, Virginia

Composite Risk Management (CRM) is an effective way to prepare a unit for a particular mission environment. This is especially true if all of the suspected hazards are incorporated into the CRM worksheet. Evidence shows that many accidents could be avoided if suspected hazards are identified ahead of time and integrated into the Composite Risk Management process. However, failure to identify potential hazards and not providing Soldiers with adequate training on the avoidance of hazards can lead to unnecessary injury or death.

During Operation Iraqi Freedom convoy operations, the M105A2 trailer is utilized extensively and supervisors need to understand the importance of these trailers to ensure their safe operation, as well as the safety of the Soldiers and leaders maintaining these trailers. A Soldier was injured while removing a wheel bearing from a M105A2 trailer. While prying out the wheel bearing, the Soldier’s hand slipped, cutting both his right index and middle finger. This accident could have been avoided if the following preventive measures had been developed and practiced:

- Always use gloves when removing brake assemblies on M105A2 trailers.
- Conduct safety briefing to cover safety procedures for changing the M105A2 brake assembly.
- Follow the -20 Manual to the letter.

This information should be added to the CRM worksheet and unit standing operating procedures. All personnel should be trained on the avoidance of the hazard.

Remember that CRM is not an additional task; it is a process that must be incorporated into everything we do (on and off duty). Doing so provides for successful task accomplishment and allows Soldiers to make informed decisions about hazards they will face. Additionally, the leader must identify and develop options for the training of personnel and integrate the information into all training. This reinforcement of hazard avoidance and standards is important to the reduction of accidents or injuries.

Leaders must be committed to the integration of the CRM process into training, execution of the plan, and correction of problems identified. CRM training is a leader’s responsibility. Only if those hazards are identified and personnel are trained, will accidents be avoided.
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FORCE SUSTAINMENT DIVISION (FSD)  
US ARMY HUMAN RESOURCES COMMAND (HRC)

Quartermaster, Ordnance, and Transportation commissioned officers are managed by rank-aligned Logistics Corps branches within the FSD, Officer Personnel Management Directorate of HRC. We now have the Logistics Field Grade Branch that manages Lieutenants Colonel and Majors, the Company Grade Branch that manages Captains and Lieutenants, and the Warrant Officer Branch that manages Logistics Warrant Officers. Your assignment officer will remain the same for the foreseeable future and can be contacted through the same phone numbers and e-mail accounts. The FSD Assignment Officers are committed to providing the same level of assignment and professional development service as always, just in a different configuration. Visit the HRC home page at https://www.hrc.army.mil/. For more information about Quartermaster Corps officer, warrant officer and noncommissioned officer issues, access the Office of the Quartermaster General web site at http://www.quartermaster.army.mil/.

Upcoming Key Boards and Helpful Links

LTC Brian Soles, Quartermaster Lieutenants Colonel Assignment Officer, (703) 325-5269 (DSN 221) or brian.soles@us.army.mil

I am the new Quartermaster Lieutenants Colonel Assignment Officer. LTC Bill Krahling departed the Human Resources Command in October 2006 and assumed command of the 526th Brigade Support Battalion, 2d Brigade Combat Team, 101st Airborne Division (Air Assault). Bill and I had a great transition and hopefully there hasn’t been a break in continuity for you. I’ve been in contact with the vast majority of former battalion commanders, sitting and incoming battalion commanders, and the officers that have been identified as donors for the Summer 2007 assignment cycle, not to mention many of you currently set in your assignment.

There are a couple of key boards to keep in mind through the remainder of the fiscal year. Visit the HRC website for updated board schedules and posting of associated MILPER messages.

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Below you’ll find some important links to websites for locating information of interest within HRC:

Human Resources Command Online - https://www.hrc.army.mil/site/active/index2.asp
New - Force Sustainment Division - https://www.hrc.army.mil/site/protect/Active/opfa90/default.htm
New - “Has my OER been received/processed?” (IWRS) - https://isdrad16.hoffman.army.mil/iwrs/
Promotion Hotline: (703)-325-9340 (DSN 221)
Retirements/Separations: (703)-325-4735 (DSN 221)

Again, feel free to contact me. I look forward to working with each of you to meet your needs and those of our great Army during this dynamic period in our Nation’s history.

Your Future: The Army’s New Officer Personnel Management System
CPT Katie Breckenridge, Logistics Lieutenant Career Manager, (703) 325-5290 (DSN 221) or katie.breckenridge@conus.army.mil

The Officer Personnel Management System (OPMS) has been the Army’s model for managing officer’s careers for the past 30 years. There were three OPMS reviews during these three decades, each of which contributed to significant changes in officer career management. These included modifications to promotion rates and functional areas, changes that allowed the personnel system to adapt to evolving Army requirements. While these reviews were effective at the time, it became apparent that the system in place in the late 1990s was not going to take us into the 21st Century, especially in a war-time environment.

In 2004 the Chief of Staff of the Army (CSA) called for a standing OPMS task force, one that would report to him semi-annually rather than every ten years. This task force was challenged with identifying changes required for a system that would take today’s officers into tomorrow’s fight. The CSA directed the task force to develop a plan that would take our officers out of the comfort of their specific branch or functional area and into an arena that exposed them to a broader spectrum of experiences. To become this kind of “multi-skilled” leader, an officer will need more education, training, and experience outside of their basic branch. This initiative includes expanded opportunities for graduate school, internships, flexibility to work in positions outside of an officer’s control branch, and more opportunities for Joint, Inter-Agency, Inter-Governmental, and Multi-National experience throughout an officer’s career. The goal is to create senior-level officers with capabilities that range from combat to governance to project management.

Part of this transformation included a realignment of branches and the categories in which they fell (See Figure 1). Quartermaster, Ordnance, and Transportation (Logistics) are now part of the Force Sustainment Category of the functionally aligned design, along with Adjutant General (AG), Finance (FI), the special branches (Chaplains, Veterinarians etc.), and Acquisition. HRC’s former Combat Arms Division became the Maneuver, Fires, and Effects Division, which now includes Infantry (IN), Armor (AR), Aviation (AV), Field Artillery (FA), Air Defense (AD), Engineer (EN), Chemical (CM), Military Police (MP), Special Forces (SF), Psychological Operations (PO), Civil Affairs (CA), Information Operations (IO), and Public Affairs Office (PAO); and Combat Service Support changed to the Operations Support Division, including Signal Communications (SC), Military Intelligence (MI) and all information and intelligence functional areas. The goal of this new functionally aligned design is to better support Army requirements on the Joint battlefield, while providing opportunities for broader development. Officers can now work outside of their specific branch but within their functional category, or even in another functional category. A FI officer with a communications degree, for example, may serve in an assignment in Public Affairs, in the Effects group.
of the Maneuver, Fires, and Effects category. In the past, this was considered taboo, even harmful to an officer’s career. With the new OPMS guidance, this broad experience will be favorably considered for both promotion boards and future positions.

What does this mean for Company Grade Logistics Officers? First, the CSA wants to ensure that young officers continue to develop their branch’s technical and tactical skills during their early years, maintain their focus on developing warrior ethos, and gain valuable troop leading experience. You, as a company grade officer should take advantage of any and all civilian or military education opportunities that you are presented with, both in and outside of your field. You should also ensure that any kind of inter-agency, joint, or advisory roles are annotated correctly and explicitly in your evaluations and career file. This will ensure that your skills and experience will be utilized for future assignments, allowing the Army to assign the right officer to the right job at the right time.

The ever-changing OPMS is a work in progress and will continue to be for the foreseeable future. The goal is to create tomorrow’s multi-skilled leaders, today. While we don’t know what the future will hold in a world of modern day conflict, we do know that this system will create a leader who is capable of leading Soldiers into whatever tomorrow’s “battlefield” may be.
The US Army Quartermaster Center and School’s (QMC&S) Petroleum and Water Department continues to embrace opportunities to fulfill its primary directive – “Train and sustain competent and technically proficient petroleum and water logistics warriors for the Joint Warfighter!”

In the arena of joint fuel logistics operations, it is pretty common practice to find Soldiers, Marines, Airmen, and Sailors working together in order to get the mission accomplished. Bulk petroleum, or bulk fuel as it is commonly referred to, is one of the few commodities that has a long and distinguished history of commonality across the Department of Defense (DOD). Marines train with Navy Expeditionary Logistics Support Force units; and Soldiers and Marines have been training together for more than 20 years at the QMC&S. For the most part, the Air Force has always maintained complete and separate bulk fuel training facilities. Since Soldiers, Marines, Sailors, and Airmen routinely serve and work together in the bulk fuels business, then it is somewhat logical for the US military services to train together. In February 2007, the QMC&S successfully launched the Bulk Fuels Quality Control/Petroleum Laboratory Training Course.

In August 2004, The Office of the Secretary of Defense (OSD) officially issued Department of Defense Directive 5101.8, “DOD Executive Agent (DOD EA) for Bulk Petroleum.” Pursuant to the authority of the OSD under Section 125 of Title 10, United States Code, this Directive designated the Director, Defense Logistics Agency as the DOD EA for bulk petroleum, with authority to re-delegate to the Defense Energy Support Center (DESC) in accordance with DOD Directive 5101.1, “DOD Executive Agent,” September 2003. One of the primary responsibilities and functions stipulated by the OSD in DOD Directive 5101.8 is to “coordinate with the DOD components to expand joint bulk petroleum training capabilities for DOD civilian and military
personnel, using common terminology, industry, DOD best practices, and a common curriculum for interoperability.”

With the aforementioned guidance, the DESC, in collaboration with the various military services, initiated an Interservice Training Review Organization study to explore the feasibility of consolidating bulk fuel quality/laboratory training in late 2004. In subsequent meetings, several bulk fuels subject matter experts determined that there was sufficient commonality in task requirements to consider consolidated training. Virtually all of the Air Force bulk fuels testing requirements were being instructed in the Army and Marine consolidated bulk fuels laboratory course. Those that were not, which were few in number, could be easily incorporated in other courses or adequately met in the Air Force-specific phase of instruction.

The three services (Army, Marines, and Air Force) have the common requirement for aviation fuel testing; the Army and Marines must also be proficient in ground fuels testing. Each service has a separate phase in which they train on Service-unique equipment. A joint approved program of instruction provides for 16 days of training for the Air Force (Phase I only) and 54 days of Army and Marine training (Phases I and II), of which one week is for Army/Marines service-specific training and one day is allotted for Air Force service-specific training.

The first class in February 2007 included three Airmen and two Air Force Technical Sergeants as students who are now stationed at Fort Lee as certified joint bulk fuels quality/laboratory course instructors. The second Bulk Fuels Quality/Lab class was held 19 March 2007 with 10 Airmen enrolled. It is projected that 120-130 Airmen, 130-150 Soldiers, and 30-40 Marines will attend training annually at Fort Lee. For Airmen and Marines, the laboratory training builds on their bulk fuels training; for Soldiers, this will be their primary military occupational specialty. For all, they will truly train as they fight – jointly!

Points of contact are Kirkland Johnson (804) 734-1373 (DSN 687), kirkland.johnson@lee.army.mil and Linda Williams (804) 734-1329 (DSN 687), williaml@lee.army.mil.

Kirkland Johnson is assigned as a Training Specialist/Instructor with the Laboratory Training Division, Petroleum and Water Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

Linda Williams is assigned as a Training Specialist with the Advanced Petroleum and Water Division, Petroleum and Water Department, US Army Quartermaster Center and School, Fort Lee, Virginia.
INTERIM CHANGE TO DA PROTOTYPE FOR FOOD SERVICE CONTRACTS

BY RICHARD A. HARSH

Current Army mission requirements have resulted in many installations experiencing a shortage of military cooks available to support their total food service requirements. Units preparing for deployment or returning from deployment must address the training, preparation, and re-integration needs of food service personnel as well as all other unit members. Within consolidated dining facilities deploying units take cooks out of operational facilities, yet the facility remains open to support Soldiers remaining at the installation. The US Army Quartermaster Center and School, Army Center of Excellence, Subsistence’s (ACES) preferred methodology to address this problem is to consolidate remaining food service personnel into the number of facilities they can manage and then turn any additional requirements for dining facilities over to a contractor under a full food service contract. Some installations have found it necessary to co-mingle military and contract cooks in the same facility. This is the least desirable solution to this problem and presents a distinct set of challenges for development and administration of the contract. The restrictions identified within the Federal Acquisition Regulation on the supervision of contracted employees by government personnel and vice versa clearly presents the food service operator and the requiring installation with challenges in the development of the contract and in the day-to-day administration of the contract.

It is the requiring activity’s responsibility to provide the contracting officer with a suitable performance work statement (PWS) indicating “what is to be done” and NOT “how to do it.” The contractor must place a supervisor in each facility. The government representative (dining facility manager) would coordinate daily work requirements with that supervisor. Care and consideration in the separation of duties must include recognition of the requirements for military cooks to remain proficient in food preparation. Certain proficiency building tasks should be retained as government performed. Acceptance or rejection of the contractor’s performance must be based solely on whether job performance meets standards established in the contract.

Challenges do not end with the development of a proper PWS. Despite the way the contract is written a “personal services” contract can be created through improper day-to-day administration. If the actual daily practice within the dining facility is for contractor employees to take their orders from government personnel, then an illegal personal services will be created. The contracting officer must determine in writing that the services to be performed under the contract are non-personal in nature before entering into the contract. Considerations should include are these functions performed by government personnel and are military and contract cooks in the same facility performing the same tasks. Further definition is the determination of a “master servant” relationship; which is defined as who supervises whom. Contractor personnel cannot supervise military personnel as they are not employees of the government and the reverse is true in that military supervisors cannot direct the performance of the contractor.

To assist installations in preparing proper work statements ACES has developed an interim change to the Department of the Army (DA) prototype for food service contracts. This section has been developed to address the challenge in identifying the requirements. Installation food program managers and each food operations sergeant must be responsible for the daily administration of the contract. Use of the DA prototype will help installations avoid the obvious pitfalls associated with this type of contract arrangement.

Point of contact is Richard A. Harsh, (804) 734-4832 (DSN 687), rich.harsh@us.army.mil.

In order to succeed, every Quartermaster has lessons to be learned early in their career. Leading in the contemporary environment requires that we learn from our efforts, even efforts that wind up as failures.

One of the earliest memories I have of life in California is of the time-honored Calaveras County Frog Jumping Contest. The 19th Century American author, Mark Twain, told a fictional tale about the competition occurring in the 1840s. The contest has become tradition and continues to this today as a tourist attraction.

As a young boy, my family attended this yearly event when we lived near Sutter Creek, California. Mike, my little brother, entered a toad into the race. Needless to say, his toad didn’t qualify when examined and judged by the contest official, who said, “Son, this is not a frog.” Unfortunately, there was no toad competition at the frog jumping contest either. So, we simply watched from the sidelines, with no frog of our own to “jump” and our toad resting quietly in the tin bucket. For years this incident was a comical “hoot” in our home, and I imagine my brother never forgot the experience. I haven’t and I never let him. Yet, it holds beautiful lessons about life.

Jumping that toad was not a wasted affair. Indeed, it demonstrated initiative, faith, and character. I believe applying this story to other situations in life is useful. A toad offered in ignorance as a jumper in life’s frog jumping contest is better than a toad or even a frog passing the day in a tin bucket.

If you have tried to do a good thing and someone tells you, “Friend, your toad is not a frog.” Don’t be bothered too much by the put down, for you have accomplished something. You have gained the useful knowledge that your toad is not a frog. You have also learned that leadership learns from mistakes. You have taken a worthy risk. And next year, you will return to the jumping contest, enlightened by the earlier encounter, but with a frog in hand, ready to jump. On that day, you will confidently pull the frog out of that tin bucket and present it to the contest officials.

This was true for my brother, Mike. We returned to enter his frog the following year. Friend, trying to jump a toad is better than doing nothing at all. Jump that toad! If things don’t work out, you were still a leader of initiative. Good leaders are wise risk takers and all of them jump toads at some point in life. If every leader kept his or her toad in the tin bucket, nothing would get done.

This story also shows us that life is never a perfect journey. We will all face obstacles, perhaps a difficult individual or a discouraging environment, pointing our hearts toward cynicism and dejection. Yet, it is possible to find one’s way even in such conditions. It takes faith, the willingness to be vulnerable, and the decisiveness of a leader.

You may have brought a toad to that frog jumping contest. Your toad may have been denied entrance. But you did the right thing. For now, watch the race and learn; then get your frog in shape for the next event.

Chaplain (MAJ) Donald W. Kammer is assigned to the US Army Quartermaster Center and School, Fort Lee, Virginia.
Quartermaster Professional Bulletin
Writer’s Guidelines and Submission Requirements

Overview and Points of Contact. The Quartermaster Professional Bulletin is a quarterly proponent publication published by the US Army Quartermaster Center and School, (QMC&S) Fort Lee, Virginia. The mailing address is QUARTERMASTER PROFESSIONAL BULLETIN, ATTN ATSM-CG-DC-B, 1201 22D STREET, FORT LEE, VA 23801-1601. For review of submissions, e-mail the editor at ProfessionalBulletinWeb@lee.army.mil or telephone (804) 734-4382/4383 (DSN 687).

The Quartermaster Professional Bulletin is available on the web at http://www.quartermaster.army.mil, than clink on the Professional Bulletin link. The Quartermaster Professional Bulletin is mailed every quarter at no cost to Quartermaster units and to combat service support units that are separate from the Quartermaster Corps, but have Quartermaster officers classified as multifunctional logisticians and Quartermaster Soldiers performing supply and field service missions.

Articles. Generally speaking, articles should not exceed 1,600 words. Do not submit articles with footnotes, endnotes or acknowledgement lists of individuals. Back issues provide the best “style guide” for writing. Go to the Quartermaster homepage at www.quartermaster.army.mil and select the link Professional Bulletin for an index of past editions as well as to reference this article.

Content. As a doctrinal and training publication, the Quartermaster Professional Bulletin informs personnel of current and emerging developments within the Quartermaster Corps. The publication prints materials for which the QMC&S has proponentcy, including petroleum and water distribution; supply; airborne and field services; mortuary affairs; subsistence; automated logistics training; career development and future concepts. The Quartermaster Professional Bulletin publishes only original articles, so manuscripts should not have been published elsewhere or submitted to other publications for consideration.

Inappropriate Content. Inappropriate for publication are articles that promote self-aggrandizement, notices such as promotions and assignments, routine news items, information for which the Quartermaster Corps is not the proponent, and personality-type features. Public affairs channels target the audiences for these important, but more personal items of information.

Style. Write in a straightforward, narrative style - using the active voice with minimum slang, abbreviations and acronyms; if acronyms are used, please spell out upon first time use. Also per new guidance, Soldier is a proper noun, therefore Soldier is always capitalized. The emphasis is on the content, rather than the organization or individuals. Often, the logical structure of an article is most easily adapted from the format of a military Information Paper.

Clearance. All articles must be cleared by the author’s security and public affairs office before submission. A cover letter accompanying the article must state that these clearances have been obtained and that the article has command approval for open publication, as required.

Submission Procedures. Preferably, manuscripts in Microsoft Word and illustrations/photographs/graphics will be e-mailed as separate files to ProfessionalBulletinWeb@lee.army.mil. Photographs/illustrations/graphics must NOT be embedded in the text. All electronic files of photographs must have a resolution of at least 300 dpi in the .JPG format with appropriate captions. Always include a point of contact name, e-mail address and phone number. In the event that questions arise, we will contact you. Also include a short biography that includes: who you are, current job position, previous experience, military and civilian education. We will include this information with the article when published. If using surface mail, please provide a CD with the hard copy, and note captions to any photographs or diagrams included.
# Directory - Points of Contact

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<td><a href="mailto:tom.bourlier@us.army.mil">tom.bourlier@us.army.mil</a></td>
</tr>
<tr>
<td>Aerial Delivery and Field Services Department</td>
<td>Theodore J. Dlugos</td>
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<td><a href="mailto:theodore.j.dlugos@us.army.mil">theodore.j.dlugos@us.army.mil</a></td>
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<td>Petroleum and Water Department</td>
<td>Marshall J. Jones</td>
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<tr>
<td>Logistics Training Department</td>
<td>LTC William K. Fogler</td>
<td>734-3195</td>
<td><a href="mailto:william.fogler@us.army.mil">william.fogler@us.army.mil</a></td>
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<tr>
<td>Noncommissioned Officer Academy</td>
<td>CSM Delice Liggon</td>
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<td><a href="mailto:delice.lyton.liggon@us.army.mil">delice.lyton.liggon@us.army.mil</a></td>
</tr>
</tbody>
</table>

## Quartermaster Hotline

**DSN:** 687-3767, Commercial: (804) 734-3767

24-hour telephone answering service. No collect calls.

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**UNIT DISTRIBUTION:**
Report delivery problems, changes of address or unit designation to Martha B. Guzman at DSN 687-4383. Requests to be added to direct distribution should be in the form of an email to george.dunn2@us.army.mil.

**ARTICLE SUBMISSIONS:**
For editorial review, e-mail articles to ProfessionalBulletinWeb@lee.army.mil. See Professional Bulletin, Quartermaster Home Page, at www.Quartermaster.army.mil for more details in two articles titled *How To Research and Write for the Quartermaster Professional Bulletin* and *Writer’s Guidelines and Submission Requirements*. Submit articles in double-spaced drafts consisting of no more than 12 pages in Microsoft Word for Windows.

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US ARMY QUARTERMASTER CENTER AND SCHOOL
ATTN: ATSM-CG-DC-B
1201 22D STREET
FORT LEE VA 23801-1601

**TELEPHONE:**
DSN 687-4382
Commercial (804) 734-4382
FAX (804) 734-3096

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Fort Lee DSN prefixes: 687-xxxx or 539-xxxx Commercial prefixes: (804) 734-xxxx or (804) 765-xxxx
77th Infantry Division Soldiers drop off bundles at a 694th Quartermaster Battalion laundry point in Guam, August, 1944.

ILLUSTRATION AND LINEAGE BY KEITH FUKUMITSU

319th Quartermaster Battalion

Constituted 1 July 1936 in the Organized Reserves as the 694th Quartermaster Battalion and organized at New York, New York

Redesignated 1 April 1942 as the 694th Quartermaster Laundry Battalion

Ordered into active military service 10 January 1943 and reorganized at Vancouver Barracks, Washington

Reorganized and redesignated as Headquarters and Headquarters Detachment, 694th Quartermaster Battalion. (Companies A, B, C, and as the 639th, 640th, 680th, and 681st Quartermaster Laundry Companies - hereafter separate lineages)

Inactivated 25 February 1946 in Guam

Redesignated 11 February 1947 as Headquarters and Headquarters Detachment, 319th Quartermaster Battalion

Activated 11 May 1947 at Dayton, Ohio

Inactivated 28 November 1950 at Dayton, Ohio

Activated 28 March 1963 at Louisville, Kentucky

Inactivated 15 January 1972 at Springfield, Ohio

Activated 16 April 1980 at Cleveland, Ohio

WESTERN PACIFIC