



Ordnance Electronic Newsletter

Fellow Warriors!

We appreciate these officers taking the time to write and share their thoughts and experiences with everyone. Additionally, inside you will find articles written by the key leaders within HRC keeping the field abreast of personnel issues.

For those who are looking to gather relevant lessons learned from the current conflict ensure you visit <http://call.army.mil/>. Most of these TTPs and resources are FOUO so they are password protected but you just require your AKO ID/password to gain access. I also recommend you take the opportunity to read "On Point", which is a product produced by Center for Army Lessons Learned (CALL) and is an awesome study of Operation Iraqi Freedom (OIF) – you can find it at <http://onpoint.leavenworth.army.mil/>

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"In all that the Army has accomplished, and all that it will be called upon to do, the American Soldier remains the single most important factor in our success. Regardless of where our Soldiers serve, they perform as the professionals they are– with skill, courage, compassion, and dedication. They embody the values of our Army and our nation, serving selflessly and seeking no reward except the knowledge of a job well done." The Honorable Les Brownlee

Ammunition Support within Afghanistan

2LT Jason Brost
DET 2 Commander
395th Ordnance Company

First of all, I would like to thank the U.S. citizens for the letters, Christmas cards, care packages, and overall support. Everything that is sent to us helps us feel a little closer to home. We feel very fortunate that we are not forgotten and that so much love is coming from our homeland.



The circumstances that brought me to Kandahar, Afghanistan started with my graduation from Officer Basic Course on April 1, 2003. I was assigned to the 395th Ordnance Company, a Reserve unit in Appleton, Wisconsin. It is composed of 3 modular platoons and 1 HQ/firefighter platoon. Two and a half months later on June 20, I was told to report to my unit for a meeting regarding mobilization. This was it- everything the Army had trained me for was now going to come into play. I barely knew all the names of the soldiers in my platoon and now I was taking them into a combat zone. 45 days of mobilization training at Ft. McCoy prepared us for deployment. Each MOB station has a

validation requirement that must be met before a unit departs for theater. If those standards are not met, the unit does not deploy, and I am sure someone gets relieved of command.

My position here is Platoon leader / ASP OIC. My Platoon Sergeant and I generally focus on leader and soldier-related issues. We also process work orders to make improvements at the ASP. I have an Accountable Officer (CW2), Platoon Sergeant, and an Operations NCOIC. The Warrant Officer manages the SAAS-MOD office and the majority of the processing paperwork (DA 581's) involving issues and turn-ins. The Operations NCOIC oversees all transactions involving the entire ASP, both the customer (BLAHA) side as well as the installation holding side. The BLAHA side ammo pads are maintained by the holding units, but are subject to inspection by the Operations NCOIC. Units are free to come and take ammo from their BLAHA pads anytime they need, provided they are on the access roster to enter the ASP. Units requesting ammo from the installation stock, have to file a request on a DA 581 through the Property Book office, and then route it through Division Ammunition Office to see if the requested amounts are available. If approved, units make an appointment to draw ammo from the ASP, bring the necessary forms and authorized personnel on the day of the issue, and then my 55B's (now 89B's) draw their ammo. My platoon mans the guard shack at the entrance and we have Romanian soldiers manning the guard towers surrounding the ASP.

Our daily routine usually consists of PT / personal hygiene in the morning, and a morning formation at the ASP. From there we let the troops know the business of the day. The rest of the day revolves around the troops carrying out the business of the day. The business of the day usually varies, but throughout a week, it includes ammunition coming in from Uzbekistan that has to be unloaded and put away, ammunition going out to Bagram or local firebases that needs to be brought from storage and assembled on pallets, forklift missions loading Chinooks, rearranging storage CONEX's, conducting inventories, or just general maintenance and improvement. We pick up our mail about 2 hours before the end of the workday so we have something to look forward to throughout the day and hopefully receive something to open and enjoy at the end of the day.

Every few weeks, volunteers get to go out on Humanitarian Aid missions to local impoverished villages. A convoy of various vehicles travels to a village with food, water and medical aid. Guards are posted while the medical staff provides medical care to villagers. When that is done, the food and water is unloaded from a PLS truck (ASP personnel are the only soldiers equipped with these) and then the convoy departs the village. It is a great opportunity to the standard of living here in Afghanistan. It truly is eye opening to experience a completely different way of life from what we are used to in the U.S. People here are living in mud-huts, no electronic equipment of any kind, no running water, trying to farm and raise animals in a desert environment. Yet the children still play and laugh, and the adults seem content, probably because no one knows any other way of life. Saturday is the day to go to the local bazaar. There are about 100 vendors, but they usually have the same sort of items. Although your choices of merchandise may be limited, the prices are negotiable and vary from vendor to vendor. An initial price can usually be cut in half by a smooth talking customer. Try doing that at a local mall in America! Carpets, blankets, local clothing, watches, marble items such as chess sets and figures, and pirate DVD's are the most common items one will find. Lately, camel rides have been offered. We cannot complain about the weather here. Today is February 10th and we had the air-conditioning on at certain points in the day. It does get chilly at night-probably a 40-degree drop in temperature. Now that is winter, not every day is sunny. About one day a week is mildly cloudy. As I mentioned before, it has only rained on two occasions during our stay here. Although the constant sunshine is nice, we all miss snow, trees and green vegetation. The only plants we see are by the cesspool, so the smell limits one's enjoyment of the view. Last week, a few other shops opened near the PX. A gift shop with marble items, jewelry and cologne is now occupying one room while a North Face Inc. set up occupies another room. It is a shame that we are not allowed to wear any of the North Face items that are offered for sale. The third and most popular room is the Russian merchandise room. It offers the traditional Russian doll sets (the kind that fit inside one another), flasks and lighters with Soviet Union insignia, chess sets, handmade slippers, and best of all, the large fur hats. On the first night, the 395th troops bought every hat the vendor had to sell. Soon a coffee shop is supposed to open. It is the little luxuries like that, which make life much easier here. The money is great- no taxes, \$225 Hostile Fire Pay, \$100 Imminent Danger Pay, \$3.50 a day Per Diem. When you put that on top of free meals, laundry, fuel, and office supplies, you are left with very few options to spend money on. All in all life is pretty routine here. We are thankful for the quiet and lack of combat activity when we hear about our fighting brethren in Iraq. Many of us have friends and relatives there and fret at every newscast about U.S. troops dying.

This is a picture of what was an ammunition pad that EOD held the captured enemy ammo. There were grenades, a mine, and some 107mm rockets in the container. Some hours after the rockets were put in the container, the container detonated. EOD and the fire dept could not figure out what cooked off first whether it was the grenades or the rockets. The rockets were said to have been turned over to EOD by a local Afghan leader, so it is possible whoever turned them into him was planning something sinister. The rockets luckily were pointed toward the outside of the container so they went through the container wall and into the berm. A fire ensued, but was contained on the pad. The other CONEX's had Condition code H in it so when that container was



damaged from shrapnel there was no loss of serviceable ammo. The ASP was evacuated until the fire was under control. No one was hurt, the berms did their job, ASP fire procedures were followed, and no serviceable ammo lost. The only damage is to 3 CONEX's. It was an interesting experience. I have the unique experience of being able to work hand in hand with the Joint Munitions Command ammo LAR, Rick Wilson. He teaches us quite a bit about QD, ACR's, condition codes, and ammo surveillance inspections.



Digging Up Bombs

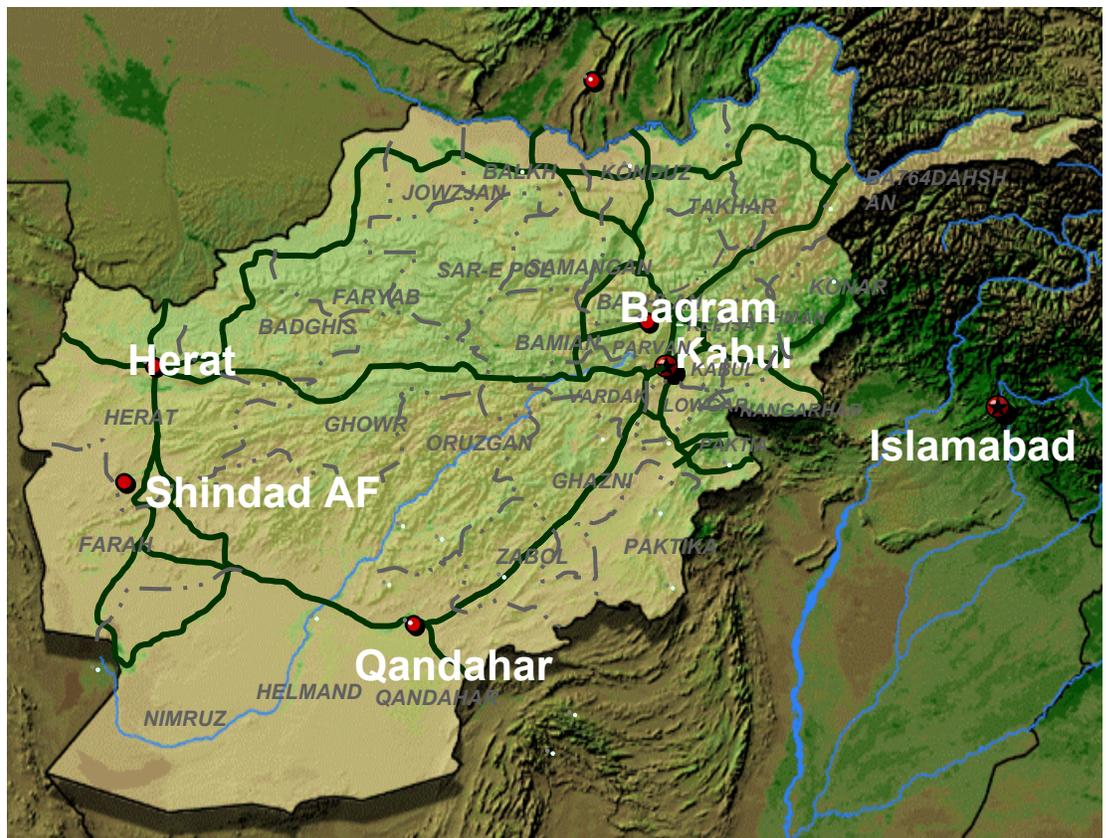
CPT Jeff Ford

Defusing bombs is part of the job description of Explosive Ordnance Disposal companies. It's rarely done anymore because:

- Bombs that fail to detonate are hardly ever noticed. They are usually dropped on ranges, remote enemy territory, or become buried deep underground.
- The ones that are found can usually be detonated in place because no buildings or people are around.
- Defusing (also known as "rendering safe") any munition is the most hazardous way to remove it. If a bomb is found that is close to inhabited areas, protective works are built around the item and the bomb then detonated.

Because of this, it was quite a shock when the mission was relayed in November 2003 to the 797th Ordnance Company (EOD)'s headquarters, "There is bomb buried in the runway of Shindad Airfield and needs to be removed." The 797th had been conducting missions at Bagram Airfield, Afghanistan since June, but this mission was the first of its kind for the unit. Shindad Airfield, like Bagram, was built by the Soviets in the 1980s and changed hands several times between warring factions of Afghani tribesman, Taliban, and military. Shindad is located three hours south of Herat on the Ring Road, near the Iranian border. Unlike the Bagram area; however, coalition force presence in the area was very small: limited to a Provisional Reconstruction Team (PRT) of civil affairs, PSYOPS, and Special Forces Soldiers. The mission did not originate from the PRT in the area though. The U.S. Embassy in Kabul was pushing hard to open the Airfield and with an unexploded bomb in the runway, it was impossible.

Opening the Airfield would allow relief agencies to provide humanitarian aid to civilians in the area. It would also strengthen the economy of the area by providing a transportation hub to build around and transport goods. Furthermore, the Embassy wanted no further damage to the runway. U.S. Air Force and Navy aircraft had attacked the airfield in late 2001 to further ensure air supremacy in the country. The runways and



taxiways were pocked with craters. Afghani Air Force workers later repaired these craters but stopped work when they discovered a entry hole into the runway but no crater; indicating a bomb had struck the runway but failed to detonate. For two years the bomb lay there, not forgotten by the U.S. Embassy or military, but pushed back on the priority list of things to do. In late 2003, the tempo in the area slackened to allow the mission to press onward.

After receiving the mission, the 797th EOD assigned personnel, talked to Air Force planners and pilots that flew the missions in 2001, and readied equipment for transport to Herat. The EOD company's digging equipment was too heavy for transport, so the PRT in Herat contracted a local construction company to conduct the digging.



Upon arriving at Shindad, the EOD personnel formulated a plan of attack while the digging equipment was still en route from Herat. The entry hole had long since been filled in with dirt and no proof existed that a falling bomb made the hole in the runway. One of four options existed:

1. The bomb had entered and remained where the Afghans said it was.
2. The bomb entered and low-order detonated.
3. The bomb entered and went left, right, up, or down.
4. There never was a bomb dropped here.

The digging equipment arrived an hour later and work began immediately after EOD briefed the operator on the plan. The runway at the entry hole only appeared to be 12 inches thick and the steel reinforcement in the concrete looked rusted and of poor quality. The oversized backhoe should have had no problem breaking the pavement back. This was absolutely not the case, though. The runway was actually 14 inches thick and contained inch wide steel rods. After 4 hours of attempting to pull



the pavement back from the hole without success, the equipment operator struck on crude but effective plan: by digging dirt out of the hole and from underneath the runway, he could smash off large chunks of the unsupported concrete using the hydraulic bucket. Inch by inch, the hole widened and grew deeper. Every two feet, the EOD team leader would drop down into the hole and scan for metal objects with a metal detector and probe for soft spots in the soil. The team leader began to find remnants of mangled bomb fins used on U.S. bombs. However, darkness put an end to the progress. The hole was

then only five feet deep.

The next day, digging resumed at daylight. By 1000, the hole was nearing 12 feet deep and 20 feet long. Getting to the bottom now required the use of a ladder. While the EOD team leader had discovered more bomb fins earlier in the morning, none were found recently. The soft soil, evidence

of fill, had also disappeared. Then, around 1045, the metal detector finally sounded a significant find. Digging a few more inches, the team leader discovered the base of U.S. 1000lb Mk83 bomb. The fuse in the center of the base was set properly but failed to function. All personnel moved to a safe distance while the EOD team readied the necessary tools. Once the team received word that all were in the safe area, they rendered the bomb safe by removing the fuse and transporting it out of the hole. After checking for a nose fuse and finding none, the team recalled the backhoe to lift the bomb to the surface.

The backhoe hoisted the 1000lb bomb out of the hole and into a waiting dump truck. After transporting to a disposal area, EOD personnel detonated the bomb from a safe distance.

Mission complete, the PRT returned to Herat and the EOD team returned to Bagram hoping that by their efforts, the area was safer and would become productive.



Road to Readiness II:

485TH CSB, Hanau, Germany
By 1LT Jay Gavigan

The post deployment leaves are ending, the 90-day recovery period has come to a close, and for LTC Brown and CSM Coppock's "Warlion's" – it's back to the grinding stone. The enormous task of recuperation and paving another road to readiness is in full swing throughout the 485th Corps Support Battalion. Although no decision has been made if this battalion will deploy to support Operation Iraqi Freedom or Operation Enduring Freedom, another decision has been made – we will be ready!

Soldiers of 485th began returning from Operation Iraqi freedom in November of 2003, and by May of 2004 most had returned to Germany. The first priority was reintegration training in order to elevate the stress that soldiers faced down-range. Next came the well-deserved RR leave to spend quality time with family members and to simply relax; however, the climate is beginning to change throughout the 485th, and the wheels are beginning to pick-up speed once again. But one statement is always resonating in the halls of 485th CSB, "Take care of our soldiers."

The battalion's Operational Readiness Rate was deeply affected by the wear and tear the equipment faced in the sun-scorched desert of Iraq. The tremendous workload, harsh environment, constant movement of supplies and personnel, and the initially sluggish influx of repair parts collectively led our battalion to the hurdles we now face. Luckily, upon hitting Antwerp, Belgium, a plan was in place to effectively and efficiently deal with this problem. While being loaded in Kuwait, equipment was identified if it had serious deficiencies. In this way, it was rerouted once it hit the port of Antwerp, and immediately sent for refurbishment in Kaiserslautern. This program allowed a load to be lifted from units returning from the desert, and served as a centralized one-stop shop for repairs. As the vehicles begin to return from refurbishment, the mission has also started to return. Along with external mission support, the training calendar has also started to fill up.

As a proactive measure 485th CSB has sent a team, lead by CW4 Bolton, to assess 1AD equipment in Kuwait. This team of experts will further facilitate the redeployment and readiness for 1AD. By identifying equipment that needs to be enrolled in the refurbishment process in Kuwait, this team is freeing up time and space at the Point of Embarkation at Antwerp, Belgium. Rather than inspecting equipment in Antwerp, and using up valuable dock space, equipment that needs to go to Kaiserslautern is already identified; thus, the equipment flow at the POE is greatly enhanced.

As the tempo shifts from relaxation to readiness, commanders (HHD 485th - CPT Chapman; 26th QM – CPT Nowack; 596th MT – CPT Moore; 71st ORD - CPT Gemin; 77th MT – CPT Lipari) are staying on top of their Pre-Deployment checklists ensuring their troops are deployable. The experience in 485th from our last trip to Iraq will greatly enhance our ability to do it again – if that were the case. Ranges, Sergeants Time, Convoy Live Fires, Family Care Plan reviews, and focusing on the Mission Essential Task List are all tools that enhance this organization's ability to be fit to fight. First Sergeants (HHD 485th – 1SG Feaster; 26th QM 1SG Hendricks; 596th 1SG Travis; 71st ORD Stephens; 77th MT 1SG Kegler) are the driving force behind the battalion's backbone. Non-Commissioned Officers of 485th are key to mission success, and vital to the overall moral of the unit.

The recent return of 1AD will certainly increase 485th's workload. Juggling the tasks of readying ourselves while supporting the war-fighter is business as usual for a Corps Support Battalion – and it is a challenge that this battalion will face head on.

GO ORDNANCE!

Putting Combat Back Into Combat Service Support: A Proposal

By CPT Jason Mackay

Cable news networks beam the images of burning contractor logistics vehicles on an anonymous stretch of desert highway; victims of improvised explosive devices, small arms fire and the omnipresent rocket propelled grenades. Up-armored vehicles scurry through the scene searching for survivors and remains in enough time to save the ashes. They chase off the looters and search for absent attackers. Cheering local nationals vie for their spot in front of the television camera grinning next to the carnage.

Karump! Karump! Kaaaaaarump! The serenade of frequent unanswered mortar rounds randomly pelt the logistics support area (LSA). Weary soldiers take cover, pulling on body armor and boots as they head for better cover of their assigned positions. Leaders account for people and conduct battle damage control. The night is young, the drill is repeated through out the night, and continued through out the weeks and months of the deployment.

Does this sound familiar? As a logistician, our greatest fear used to be guerillas in the rear area or messing up support to our maneuver units. Now it is the fear of being contracted straight off the battlefield (aka Contemporary Operating Environment – COE) or killed pulling missions contractors won't touch. What happened? Very simply we lost our edge. We lost our ability to fight. Consequently, as the need rose to minimize "footprints" the first casualty was Combat Service Support (CSS).

BILL PAYERS: CSS has struggled, considered too vulnerable and big to keep. Commanders are reluctant to give up combat power to defend meagerly armed and equipped CSS units. Coupled with relatively high proportions (6:1) of CSS to Combat Arms soldiers, minimizing the footprint has been with us for some time:

- Realignment of the 1980s functional battalions to multifunctional battalions.
- Echelon above Division CSS drawdowns attached to the victory in Desert Storm.
- Force XXI and the Forward Support Company
- Combining Military Occupational Specialties (MOS) followed by personnel cuts proportional to that of the combined MOS's.
- Zero sum gain for MTOE changes

Draw-downs and realignments fail to take into account that perimeters, LP/Ops, security patrols, Quick Reaction Forces (QRF), forward logistics elements (FLE) that must have duplicate security requirements. CSS is getting smaller. The grim ramifications are described in On Point – The United States Army in Operation Iraqi Freedom.

The Army's Way Ahead presents an opportunity to make leaner, but more lethal CSS with a proven worth. If we do not fix ourselves we will disappear, replaced by folks in KBR, ITT, CSA and DYNCORP shirts, making twice what we do, "saving" the Army force structure. Force structure that is noncombatant and can quit if things get too intense.

INSTITUTIONAL EDUCATION: There is currently no institutional training for this force-wide problem. Historically, Officer and Non-Commissioned Officer Education Systems provide a few hours of classroom or TEWT type events to stimulate the process basics. This unfortunately places a critical resource, Army Junior Leadership, in the field, untrained, figuring it out as they go along. The bill payer is the soldier, whose life depends on these systems, standing around waiting for his leadership to work their way through tactical problems.

TRAINING CENTERS: The Center for Army Lessons Learned (CALL) between 1997 and 2004 has tracked shortcomings through Combat Training Center (CTCs) observations. “Only 6% of required fighting positions attempted”; “Only 1% of them [fighting positions] constructed to standard.”; “Only 25% of the crews are familiar enough with the M60/M2 MG to fire it.”; “Many soldiers never trained with the equipment they are expected to employ in combat, e.g., AT-4s or use the M60/M2 machine-gun.”; and with reference to the QRF live-fire “Units do not develop a Direct Fire plan and there is little control once the fight starts”. Making matters worse there is a widespread misconception that there is a Tactical Combat Force (TCF) out there to come, guns blazing to save a CSS unit from being overrun. Other observations are poorly done R&S plans and lack of experience with emerging specialized tasks for SASO. Safety Center Messages on needless accidents abound. Urban operations are non-existent. The CSS soldier is not set up for success. Restricted fires, Rules of Engagement (ROE); and engagement criteria; less training; hours of hectic, tedious support followed by mad minutes; no fire support; poorly coordinated friendly movements; and balancing support with force protection are some of the factors supporters must deal with just to function. Compounded by poor execution, “we’ve always done it that way” mentality, poor training, and restricted training at home station is indicative of why many CSS personnel have not ever seen “what right looks like”. There are exceptions. They are generally personality driven by especially motivated or previously trained leaders.

REALITIES OF THE COE: As noted in On Point, the COE is not linear and the fight is all around the logistician. The same insurgents that are trying to kill CSS movements are the ones the maneuver units are trying to destroy. There are no neat lines on the map that delineate safe from unsafe; armor vs. soft skinned; ultimately haves vs. have-nots. The most dangerous courses of enemy action have become a reality in operations today: Improvised Explosive Devices (IED), indirect fire attacks on logistics support areas, interdiction of operations outside effective communications ranges with support, capture of personnel for strategic and local propaganda purposes etc. Combat experience and CTC observations indicate CSS needs a boost. We owe our soldiers the best training, equipment, and support for a full spectrum of operations.

SCHOOLS VS TRAINING NEEDS: When the Infantry decided to field an Infantry Fighting Vehicle that fights more like a tank than a battle taxi, they didn’t just field it and tell commanders to figure it out. The Bradley Commander’s Course was born. Reconnaissance is a collective task for all units, yet there is a Long Range Surveillance (LRS) Course open to LRS; Special Forces; Battalion and Brigade Scouts; and rifle platoon personnel on a space available basis. CSS units are excluded, yet graded on R&S tasks at the CTCs and ultimately in combat. Any ROTC, PLDC, or BNCOC graduate is qualified to lead a small unit, yet there is the Ranger School. The point here is that for the rest of the Army, there is a school for a special skill, even though it is a MOS task. Countless examples of specialized training that merit a “school” are in AR 351-4. Some notables are Sniper, Airborne, Air Assault, Jungle Warfare, Artic Warfare, Sapper, Sling Load Certification, and HALO.

THE ANSWER: Increase the capability of CSS to minimize the vulnerability. Embrace CSS unique challenges. Train leaders on “what right looks like”. A way is to establish for CSS what Fort Benning is to all things Infantry. Establish the Expert Tactical Logistic Course (ETLC). The ETLC would be a comprehensive, tough, situation driven, hands-on training to develop tactically viable and competent logisticians capable of force protection, situational awareness, support, and movement. The eight phases are comprised of a common core, defensive operations, small unit patrolling, urban operations, convoy defense, QRF operations, SASO, and a demanding capstone event to evaluate and re-enforce the material. CSS soldiers and junior leaders will earn the Expert Tactical Logistics (ETLB) Badge skill qualification.

**PHASE 1: COMMON CORE
10 DAYS**

- FRIENDLY WEAPONS
- TGT/SIGHT SYSTEMS
- REAR AREA THREAT
- THREAT TACTICS
- THREAT WEAPONS
- TROOP LEADING PROCEDURES
- LAND NAVIGATION (MOUNTED/DISMOUNTED)
- ORDERS
- UNARMED COMBAT

**PHASE 2: DEFENSIVE OPERATIONS
14 DAYS**

- WEAPON EMPLACEMENT AND EMPLOYMENT
- FIRE CONTROL MEASURES
- ENGAGEMENT AREAS
- SURVIVABILITY POSITIONS
- CONTROLLING FIRES
- OBSTACLE AND MINE INTEGRATION
- INTEGRATING NON ORGANIC FIRES
- BATTLE COMMAND
- REPORTING

**PHASE 3: SMALL UNIT PATROLLING
12 DAYS**

- PATROLLING OVERVIEW
- TECHNIQUES AND SOPS
- ROUTE SELECTION
- ACTIONS ON CONTACT
- ACTIONS ON THE OBJECTIVE
- REPORTING
- MOVEMENT AND MANUEVER
- R&S PLANNING AND PATROLLING
- AIR MOBILE COUNTER RECON
- MOUNTED PATROLLING

**PHASE 4: MOUT
7 DAYS**

- CLOSE QUARTERS BATTLE (CQB)
- DISMOUNTED MOVEMENT
- MOUNTED MOVEMENT
- ROOM / BUILDING CLEARING
- MOUT DEFENSE
- CSS SUPPORT TO MOUT

**PHASE 5: CONVOY OPERATIONS
5 DAYS**

- REACTION TO CONTACT
- TTPs FOR GUNTRUCK EMPLOYMENT AND CONSTRUCTION
- FLANK FIRES/WING MOUNTS
- MOUNTED BATTLE DRILLS
- WHEELED FIRE AND MANUEVER
- CONVOY DEFENSE

**PHASE 6: QUICK REACTION FORCE
5 DAYS**

- EMPLOYMENT AND ORGANIZATION
- TRIGGER CRITERIA
- ROE / ENGAGEMENT CRITERIA
- RESTORING PERIMETER SECURITY
- BATTLE DRILLS
- MOVEMENT TO CONTACT
- MODIFIED RELIEF IN PLACE
- MOUNTED / DISMOUNTED PROCEDURES
- DOCTRINE WHERE THERE IS NONE

**PHASE 7: OOTW/SASO
8 DAYS**

- TACTICS AND ROE INTEGRATION
- EPW / DETAINEE PROCEDURES
- MODIFIED BUILDING CLEARING
- MAINTAIN LOCAL SECURITY
- ARBITRATE LOCAL DISPUTES
- EXTRACTION FROM OOTW/SASO AREA OF OPERATIONS
- STD SPECTRUM OF TASKS AND FORCE

**PHASE 8: CAPSTONE EXERCISE
11 DAYS**

- SCENARIO DRIVEN CONTINUOUS EVENT
- ESTABLISH A LSA IN A REGIONAL CONFLICT
- DEFEND THE LSA
- RELOCATE THE LSA
- TRANSITION TO OOTW
- CONDUCT PEACEKEEPING OPERATIONS
- EXTRACT FROM PEACEKEEPING AO
-

BENEFITS: The ETLC would last at least 61 days comparable to Ranger School at 63 days. The ETLC would produce a cadre of meticulously prepared soldiers to train the force at home station. Over time the standards would improve as people train “what right looks like”. CSS soldiers would have a source of regimental pride in the ETLB, as the Infantry takes pride in the EIB, Cavalry in Spurs, the Airborne in the Parachutist Badge, the Ranger Tab, and Medics in the EFMB. It would be earned instead of a default award like the Air Force technical badges. ETLC would fill a large void. The course would be demanding and well deserving of an Army recognized qualification badge. ETLC would produce competent and confident leaders to support operations, win fights and fill a void. Soldiers would trust their competent leaders, essential junior level leadership.

TARGET AUDIENCE: The “grass roots” of successful operations is the soldier. Who gets “Joe” to do the right thing? - First line leaders. The ETLC is designed for E4 (P)-E6, WO1-W2, and O1-O3, maximizing payoff. This course would provide a critical knowledge base for future S2s, S3s, Squad Leaders, Platoon Sergeants, Platoon Leaders, Executive Officers, FLE OICs, First Sergeants, Commanders and Battle Captains.

COST: Like everything else worth doing, it would cost the Army people, money, equipment and time to do this. There are possibilities to soften the “sticker shock”. The Navy, Air Force, Marines, and Reserve Components all have these training issues to varying degrees. This school could easily serve as a joint training program, enjoying joint funding. It would also help interoperability of joint logistics. FM 3.0 emphasizes seamless joint operations and tailored logistics packages. The expeditionary nature of the Army’s Way Ahead reinforces the need for “joint-ness”. Each dead soldier represents at least a \$250,000 cost to the government in addition to the loss of investment in their training.

PROPOSAL: During the author’s quest to sell this concept, the same point was brought up repeatedly. The Army initiates training of this magnitude when Commanders in the field demand it. Properly executed and resourced, this school would exceed the training resources of any CSS Commander. Only a permanent institution could accomplish the objectives properly. In closing, if you like what you have just seen and agree to some degree on the need, please ask for it at your next QTB, USR or window of opportunity.



INFORMATION PAPER

June 10, 2004

SUBJECT: The Army will Announce Selection of the New Army Combat Uniform on June 14, 2004, during the Army Birthday Celebration

1. PURPOSE: To provide staff an overview concerning the decision to issue a new Army Combat Uniform (ACU) to replace the existing Battle Dress Uniform (BDU).

2. The ACU: Consists of a jacket, trousers, patrol cap, moisture wicking t-shirt and improved hot weather and temperate weather desert boots, in a new Universal Camouflage pattern (*the charts on pages 3 and 4 outline uniform and design characteristics*).

The new ACU is the culmination of many months of research and development, developed by Soldiers for Soldiers, and is the uniform of choice by the overwhelming majority of the Army's leaders and Soldiers.

The ACU enhances Soldier performance by providing a uniform that is tailorable to the individual mission; provides enhanced functionality and ergonomics over the existing BDU; and does away with requirements to procure uniforms focused on specific environments -- the ACU is worldwide deployable.

The uniform will be fielded to deploying units starting in April 2005, and fielding to the entire Army will be completed no later than December 2007.

Projected annual cost increases are \$24.2M (Fiscal year 2004—FY04); \$31.7M (FY05); \$142.4M (FY06); and \$143-144M (FY07-08). No additional funds are needed for FY05, and the Army is currently addressing the outyear funding through its resource planning process.

The \$88 cost of the new uniform jacket and pants (a \$34 increase over the current BDU) is expected to be offset by:

- Proposed increase in the monthly Clothing Replacement Allowance for enlisted Soldiers;
- A permanent press treatment that eliminates the need for Soldiers to pay for costly dry cleaning of their uniforms;
- No added cost to Soldiers for additional sewing due to Velcro, or pin-on patches, nameplates and badges;
- Army-wide savings realized by streamlining procurement and stockpiling of one uniform for all environments instead of maintaining the BDU in the woodland, desert and temperate patterned uniform sets; and
- Manufacturing costs that will decrease overtime as the manufacturing processes are refined.

The Army Black Beret will remain authorized for wear with the new ACU; no decision has been made concerning whether the ACU will replace any uniform other than the BDU.

The ACU, including component materials, will be manufactured in the United States using the same industrial base that produces the current BDU, thereby, ensuring the highest quality control and assisting the American work force.

The ACU is part of the Army's continuing effort to equip the Army's Future Force now and to provide *America's Most Deployed Combat System*, our Soldiers, the best, state-of-the-art equipment possible.

3. Questions and Answers:

Q.1 Why is the Army selecting a new uniform?

The ACU was designed specifically by Soldiers to meet the demands of the current operational environment. Because of its universal camouflage pattern and enhanced versatility, comfort and ergonomic qualities, the ACU will increase our Soldiers ability to train, adapt and fight in the ever-changing environments wherever future wars will be fought. For instance, the current BDU was designed 25 years ago, before the Army routinely wore ballistic body armor. The Small Arms Protective Inserts that go into the Outer Tactical Vest require the Interceptor Body Armor to be worn closed. The ACU compliments the Interceptor Body Armor by improving access to pockets and eliminating comfort issues, such as the Small Arms Protective Inserts pressing the current BDU shirt buttons into the chest of the Soldier.

Q.2 What will be the lifetime of the uniform?

ACU is made with the same nylon/cotton rip-stop fabric as the current Enhanced Hot Weather BDU (EHWBDU). The current EHWBDU has an estimated wear life of six months.

Q.3 Why will the uniform not require starching?

A wrinkle-free treatment has been applied. Starching uniforms makes the uniform material more brittle and subsequently reduces the wear life. The wrinkle-free treatment will allow Soldiers to wear the ACU without incurring costs of commercial laundering or pressing.

Q.4 What will be the wear-out date for the current BDU?

The Army will introduce the ACU in April 2005. Wear-out date for BDU is to be determined. Production ramp up of the ACU will cause production of the BDU to end in early FY06. Residual stocks of BDUs will be sold or issued until exhausted. The wear out date will be established based on when stocks are exhausted. The wear out date will provide an adequate amount of time for Soldiers to procure the ACU.

Q.5 Why was the digitized print chosen over the more traditional camouflage?

There are a number of potentially effective technologies to provide effective camouflage. The ACU leveraged a digitized print developed by the U.S. Marine Corps (USMC). The Army modified the USMC pattern and used alternate colors to provide an effective camouflage in multiple environments.

Q.6 Who will get the uniform?

All Soldiers, regardless of unit or function, will receive the new uniform. The ACU will be fielded to the Army – Active, Reserve and National Guard beginning in April 2005.

Q.7 Who will pay for it?

New enlisted Soldiers (Active Army – Clothing Bag, U.S. Army Reserve (USAR) and Army National Guard (ARNG)) will receive an initial issue of 4 each ACU (Army expense); prior Active Army enlisted Soldiers receive a Clothing Replacement Allowance (CRA – Army expense); prior enlisted USAR and ARNG will be issued the ACU as required (Army expense); officers will buy the ACU (at their own expense) from the Army Military Clothing Sales Stores; and deploying enlisted Soldiers and officers will be issued ACUs at the Army's expense.

Q.8 Why is there an increase in the cost of the ACU?

The ACU costs \$88, a \$34 increase over the BDU. The increase results from an \$8 wrinkle-free treatment and the remainder is based on the additional manufacturing complexity. The uniform is more complicated to make because of its enhance functionality. This cost will decrease over time.

The Army Combat Uniform



ACU worn with the black Beret and pin-on skill badges

Velcro backed rank insignia

Tilted chest pockets with Velcro closure, optimized for use with the front opening of the Interceptor Body Armor Outer Tactical Vest (OTV)

3-slot pen pocket for easy access, optimized for use with the OTV

Velcro sleeve cuff closure, which provides positive closure for all sizes

Forward tilted cargo pocket for easy access whether sitting, kneeling, or standing – incorporated elastic drawstring for positive closure during movement

Combat Boot hot weather, or Combat Boot temperate weather

ACU worn with the Patrol Cap

Moisture wicking tan T-shirt

Mandarin collar worn in the down position

Velcro backed U.S. ARMY and last name tape

Elbow pouch with Velcro closure for internal elbow pad inserts

Zippered front closure, reinforced with Velcro which provides a smooth surface when worn with the OTV

Knee pouch with Velcro closure for internal knee pad inserts

Leg cuff with front closure tie, which allows more comfortable closure on the outside of the boot collar



The Army Combat Uniform



Patrol Cap constructed with double thick bill and internal pocket

Velcro-faced shoulder pockets that allow for the wearing of unit patches, skill tabs, and recognition devices

Shoulder pocket maximized for storage when wearing the OTV – easily accessible on the left and right shoulder

Integrated blouse bellows for increased upper body mobility

Bellowed calf storage pocket with Velcro closure on the left and right leg

Mandarin collar worn in the up position to keep out debris and protect the neck when wearing the OTV

Infrared (IR) feedback American Flag that provides both day and night recognition for friend or foe identification

Permanent IR feedback squares affixed to each shoulder for nighttime identification

ACU design is maximized for use with the OTV, with easy access pockets and maximized storage space



FROM THE DESK OF THE ORDNANCE BRANCH CHIEF

LTC (P) Gustave F. Perna

New Assignment Process Insight

My tour here at Ordnance Branch will soon be over, and this will be my last article as the Branch Chief. My assignment here at Human Resources Command has been both professionally and personally rewarding experience. I have been fortunate to have had a great team of assignment officers who have made the difference. Their dedication and commitment to doing the right thing for the Army, the Ordnance Corps and all of you has made me extremely proud to be an Ordnance officer. LTC Greg Gardner will replace me 1 August and now, more than ever, it is very important that you stay in touch with LTC Gardner and with your assignment officer.

As the Army transforms, it is necessary that we *transform* the assignment process here in Officer Professional Management Division (OPMD), Human Resources Command (HRC). The new assignment process is known as the “Dynamic Distribution System (DDS). This process will provide the Army a *more flexible* distribution system that can adapt to the changing requirements as we continue to conduct the Global War on Terrorism (GWOT) and Army Transformation.

HRC will use four-month assignment cycles managed three times a year; however, assignment priorities may be re-adjusted at any time during a cycle to allow changing Army requirements to be introduced into the cycle if needed.

Starting in June 04, HRC will begin to work the next cycle of assignments that have a report period of **1 Oct 2004 to 31 Jan 2005**. The most significant change to the assignment process is... PCS moves will be closely managed looking at Army needs, command priorities, and an officer's skills and experience. We will no longer depend on the Year-Month Available (YMAV) date on the officer's ORB to determine if the officer is available to move. Bottom line.... there must be a reason to move you! PCS moves will be initiated under two distinct categories--*Non-Discretionary or Discretionary*.

Non-Discretionary moves include those moves that involve hard dates in an officer's career (e.g.) a *DEROS* from an overseas assignment, a report date to a professional school, a graduation date from a school, a command selection, a PMS selection, a joint tour completion, a sequential assignment report date, an ETS or retirement date.

Discretionary moves include those moves that are triggered by an assignment officer working to ensure an officer continues appropriate career development—some examples include situations where an officer needs a new skill set (e.g.) Joint or Army Staff, where an officer's skills are no longer applicable to the current assignment, or where an officer is prepositioned for a career enhancing position (i.e.) battalion command. Moves driven by the individual needs of the officer are also included in this category to include EFMP, joint domicile, compassionate reassignments, and personal preference.

With the YMAV no longer being the key indicator to generate a PCS move, DDS will identify “donor” and “receiving” units. Donor units are identified as units who are “over” their authorization and/or a

lower priority account where we can “pull” and reassign officers from. Receiving units are identified as units that are “under” their authorization and/or a higher priority account where we must increase the existing strength. If you are in a donor unit, you could be considered available for assignment (PCS) if you have at least 12 months time on station (TOS) as of this next reporting period.

Once HRC determines the requirements based on the needs of the Army, HRC will notify the MACOM’s strength manager(s) reference projected losses and your availability for assignment in the upcoming assignment period.

It will be essential that you keep in contact with Ordnance Branch and your assignment officer. Open dialogue will be essential to our ultimate goal, which is achieving what the Army needs, as well as what the officer desires.

Again, it has been a great honor to serve as the Ordnance Branch Chief at Human Resources Command.

GO ORDNANCE!

FROM THE DESK OF THE CAPTAIN'S ASSIGNMENT OFFICER

CPT Sidney Melton

Greetings Ordnance Corps Captains, I am CPT Sidney Melton the new Captain's Assignment Officer. After 14 months as the Future Readiness Officer, I have taken this position in order to replace CPT Doug LeVien while he moves on to Ft Leavenworth to attend Intermediate Level Education (ILE).

In my first article, I intend to cover recent topics, priorities and future developments of interest. As always, feel free to contact me via email or telephone if you still have concerns about any of the topics covered. Please feel free to share this information with your subordinates and peers.

As you are aware, the Army is transitioning and with these changes the Chief of Staff of the Army (CSA) has developed priorities that dictate the direction for personnel management. Priority one is supporting the Global War on Terrorism (GWOT). Support for this will come from minimizing permanent change of station (PCS) moves, and ensuring that officers with particular skill sets and experiences are placed in units that enable the fight. The second priority is supporting the Army's transformation – titled "The Way Ahead". Some of the new developments that support the CSA's guidance for transformation include: Force Stabilization for junior officers, Life Cycle Management, and Task Force Modularity.

Our first instinct is to resist change. This is natural since we have become comfortable with how we have done business. However, these changes are in the best interest of the Army. It stabilizes individuals in units where, together, the unit and the officer can maximize their opportunities, experiences, and gained skills. Many of the changes that have taken place over the past 12 months include some of the examples mentioned above as well as the inception of the Dynamic Distribution System (DDS) assignment process. This new process no longer takes into consideration time on station (TOS) as the primary criteria. Assignment criteria will now be based on what is best in support of GWOT, transformation and officer professional development.

Another impact on this process is that DDS will produce three assignment cycles instead of two. This will reduce the number of summer rotations and could likely decrease the notification time. This is a change that many families will find difficult to adjust to, but the flexibility of this new system allows all of us to better support the GWOT and "The Way Ahead".

I fully intend to accomplish this together as a team - you and me. Bottom-line, I am committed to assisting the Army progress and assisting you to maximize your potential.

I look forward to hearing from and working with all of you.

GO ORDNANCE!

Thoughts from LTC Ron Alberto – YOUR Ordnance Corps Enlisted Branch Chief

This is my final update to you as the Ordnance Corps Enlisted Branch Chief at the U.S. Army Human Resources Command (HRC). I move on to my next assignment with a great appreciation for Ordnance Soldiers and what you do for our Army in every corner of the globe where we are on point for our Nation. LTC Tom Keegan will succeed me, and he reports after completing his Battalion Command of the 18th Ordnance Battalion at Aberdeen Proving Ground. I am confident that he will bring considerable experience and expertise and will represent you well as we continue to transform the Ordnance Corps and the way we service our Army.

Along with my departure, SGM Mike De Freitas, the Branch Sergeant Major is moving to a new position of greater responsibility at HRC. He was an invaluable asset to the Ordnance Branch and made lasting impacts in his year with us. He is succeeded by SGM Harry Chipchase coming to us from four-years in Korea - (so you can all stop complaining about Korea).

Last quarter I discussed the strategic – Army-level – perspective of the many ongoing and coming changes to improve personnel management to support our Army at war. It remains important that you continue to educate yourself on these changes – they will impact you and your subordinates for years to come. There are considerable worldwide web resources to reinforce what you read in the Army Times, this magazine and other professional publications.

The biggest personnel change since my last note are the new Stop Loss and Stop Move procedures. Effective 3 June 2004, the policy will impact all Soldiers in deployed and deploying units. Stop Loss and Stop Move conditions are placed on units 90-days prior to deployment and will remain until 90-days post deployment; this is key to the human resource component of the Army “Way Ahead”. Units will train, deploy and return together – maximizing the benefits of unit cohesion and esprit-de-corps. Additionally, this provides the foundation for the Army to continue its transformation while prosecuting the GWOT.

Another new initiative pending key change is the removal of field retirement authority. In the past, your servicing Personnel Service Battalion (PSB) approved Enlisted Soldier requests for retirement that did not require a waiver. We are preparing to return that authority to HRC. This will continue our efforts to manage Soldiers the same way we manage officers – HRC has always been the retirement authority for officers. We will communicate this to the field more formally during the final staffing process. This will make your communication with the Ordnance Branch critical as you enter the terminal stage of your career. It will also allow us to be more supportive of units and Commanders as we will know when we must backfill retiring Soldiers.

We are also entering a promotion bonanza. We will promote NCOs to 103% of Army authorizations. Accordingly, in July 2004, we will promote more NCOs in one month than any month since the Cold War ended. I expect this trend to continue as we set the NCO levels commensurate with the 30,000 Soldier end-strength increase, and the demands of manning deploying units and the Army “Way Ahead” units.

As the Army continues its transformation so does the Ordnance Corps. I remind you that we have several upcoming MOS consolidations. It is important that Soldiers and the chain of command remain informed. Soldiers should maintain contact with their HRC Assignment Manager and Professional Development NCO. Likewise, there is a wealth of data and transition training packages on the Ordnance Corps web site.

- FY05 (effective 1 OCT 04) there will be two key mergers in Career Management Field 35.
 - MOS 35J and 35N will merge into MOS 35F to become Special Electronics Devices Repairer.
 - MOS 27Z and 35Y will merge and become a new MOS 35V (Electronic and Missile Systems Maintenance Chief).

- FY05 (effective 1 OCT 04) there are several key mergers in Career Management Field 63.
 - MOS 45D will merge into MOS 63D to become Self Propelled Field Artillery System Maintainer.
 - MOS 45E and 63E will merge with MOS 63A to become the new M1 Tank Systems Maintainer.
 - MOS 45T and 63T will merge with MOS 63M to become the new Bradley Systems Maintainer.
 - MOS 63S and 63W will merge with MOS 63B to become Wheeled Vehicle Maintainer.
 - MOS 63Y will merge with MOS 63H to become Track Vehicle Maintainer.

- I strongly encourage all Soldiers who are in a merging MOS to complete the unit-based or distant learning transition training before 1 OCT 04. Upon completion and certification your Commander may request your supporting MILPO enter ASI "Y1" (completed transition training) into your records. The ASI "Y1" will be removed from your records at the beginning of FY05 and you will be certified in the new merged MOS tasks. However, if you wait until after 1 OCT 04 to complete the training your records will be automatically annotated with ASI "Y2" (require transition training). The ASI "Y2" will not be removed until training is complete and certified by your Commander.

- Along with these changes, several MOS's will change alphanumeric designation in FY05. This is an administrative change to ease management at the Department of the Army level.

Again, it was my honor to be your Branch Chief and to represent the Corps and, more importantly, the 47,000 Soldiers across 44 MOS's. You are the Corps and you are the Soldiers we are proud to serve each day. We will do our best to make you proud! Please visit us at <https://www.perscomonline.army.mil> to see where your Career Branch is focused.

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FROM THE DESK OF THE FUTURE READINESS OFFICER

CPT Gary Grubb

Greetings Ordnance officers,

I am CPT Gary Grubb, the Future Readiness Officer (FRO) for the Ordnance Branch. I have just arrived from U.S. Army Materiel Command, to replace CPT Sidney Melton on the FRO desk.

As you are aware, the future readiness officer position entails preparing individual records for promotion, command, school selection boards as well as advance civil schooling, cooperative degrees, fellowships, and training with industry appointments. I fully intend to accomplish this together as a team - you, your assignment officer, and me. Bottom-line, I am committed to assisting you in maximizing your potential. I look forward to hearing from and working with all of you.

There are numerous changes that are taking place in the Army, many of which will affect us directly and influence our decisions and actions. Therefore, in this article I have selected the new automated selection/promotion board process as the topic. The Army Selection Board System (ASBS) is a digital program that completely automates the board process. This new feature allows board members to digitally view your board file, and vote accordingly. Even though the process is changing, the documents included in each board file reviewed will not.

In the past, each one of us completed a birth-month update at our servicing personnel service detachments. While there, we updated our Officer Record Brief (ORB), submitted any additions for our microfiche, and even periodically we used this time to take an updated DA photo. Technology, however, is catching up to us. Below I will discuss each one of these topics.

MICROFICHE

The days of mailing out a cellophane microfiche containing your performance file are gone. It is replaced with a personalized Official Military Personnel File (OMPF). This new feature offers you the real-time opportunity to see exactly what your file looks like for an upcoming board, or for file maintenance. In order to do this, go to <https://myperscom.army.mil/> to view the exact performance file that each board member will see.

If you determine that there is a missing document from your OMPF you can send the orders/certificate directly to Officer Records. Ensure that you include your social security number (SSN) on each document because any requests that are received without an SSN cannot be processed. Please be mindful of the fact that when you send an update to Officer Records it could take between a month-and-a-half to two months before your document posts to your OMPF. Or scan the documents and e-mail them to offrcds@hoffman.army.mil.

This scanning offer does not apply to Officer Evaluation Reports (OER). OERs must come through your personnel chain to the OER Branch here at HRC. This is extremely important for OERs that are being submitted for a board. Make certain that OER Branch receives these particular types of OERs on or before the no-later-than date on the MILPER message. There are two ways that you can verify that your OER has been received. You can either check the "Date of Last OER" block in

section IX of your ORB, or you can call the automated OER hotline at Comm: (703) 325-2637, or DSN: 221-2637.

If you have a question in regards to an OER you can call the OER Branch office at Comm: (703) 325-4202, or DSN: 221-4202.

DA PHOTO

The regulatory requirement still exists to maintain a DA photo within the last five years, however, keep in mind that board members refer to your photo for an impression. They look for accuracy (consistency with your ORB), overall appearance, and datedness of the photo. The more up to date the photo is, the better impression it gives. If you have more questions about photos, you can refer to AR 640-30.

Photo labs are digitized and currently producing 4"X6" torso images. After taking a photo that you feel comfortable with, go to the DA Photo Management Information System (DAPMIS) and 'accept' the photo. In order to do this, go to <https://isdrad15.hoffman.army.mil/dapmis/execute/ImageAcceptProlog>. In turn, the digital image will be immediately posted on DAPMIS. Finally, be sure to mail at least one hardcopy photo to Ordnance Branch in order for us to assist in your file maintenance.

ORB

Board members only have a few minutes with each candidate's file. The Officer Record Briefs (ORB) are a synopsis of your complete military history, and provide the members of the board a look at where you have been and what you've done, much as a résumé describes your past to a civilian employer. The best way to represent a well maintained file is to sit down with your PSB and sign a board ORB for your pending board. During the board scrub process, I will scan in your signed ORB and electronically 'drag' it into your board file. The key is to minimize your pen and ink changes, because it illustrates to the board that you have maintained your file all along, as opposed to scrambling at the last minute to revise your records.

The job of the Future Readiness Officer is to assist each Ordnance officer in putting his/her best foot forward. I can facilitate many things that you may need for an upcoming board, but this becomes difficult with so many of you deployed. Things that could make the difference on your next board may need to be done today since tomorrow you may be deployed.

For additional file maintenance tips go to <https://www.perscomonline.army.mil/opmd/board.htm>.

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