



**STRATEGY
RESEARCH
PROJECT**

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IMPACT OF THE RML UPON LOGISTICS OFFICERS

BY

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USAWC STRATEGY RESEARCH PROJECT

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ABSTRACT

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This paper explores options for improving and preparing logistics officers for the Revolution in Military Logistics (RML). It provides a brief examination of past history, perceptions of logisticians, and possible options for improving effectiveness. Logistics officers comprised of the Quartermaster, Transportation, and Ordnance branches should develop a base of automated expertise using the latest fielded logistics automated technology and common commercial software applications. Personnel management of logisticians must be changed to better develop exceptionally qualified multifunctional as well as functional logistics experts. Materiel management centers should be made part of centralized selection list commands. Formation of a single integrated "Logistics or Materiel Corps" is not necessary at this time.

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IMPACT OF THE RML UPON LOGISTICS OFFICERS

Corporations and businesses throughout the world are streamlining their organizations in an attempt to produce economies, gain efficiencies, and insure future viability. The U.S. Army is also attempting to ensure it has a viable and creditable future. Joint Vision 2010, Army Vision XXI, and the Officer Personnel Management system (OPMS) XXI are the broad roadmaps and personnel system moving the Army into the 21st century.

Just as the Army in total is changing, so too are its logistics systems and people. This change is entitled the "Revolution in Military Logistics (RML)." The question, are logisticians prepared for the RML? More specifically, are the logistics officers and logistics systems prepared? Do the officers possess the proper individual skills and experience?

This paper provides partial answers to these questions and explores some available options for both the logistics systems and officers of the 21st century. The context is set by a brief historical examination of the Quartermaster, Ordnance, and Transportation Corps from their inception to the present. The paper then examines the "essence" of a

logistician and looks at some of the perceptions of field grade officer logisticians in the field. Based on this research, recommendations and conclusions are provided.

HISTORY OF ARMY LOGISTICS

It is only appropriate that we review the evolution of Army logistics as seen through the Quartermaster Corps, Transportation Corps and Ordnance Corps.

The history of Army logistics begins with the appointment of what might be considered the first Chief of Ordnance in 1774. At that time, the Massachusetts Colony appointed Richard Falley of Westfield as "master armorer" to obtain weapons for the Revolution. The Continental Congress, on 27 May 1775, appointed a committee to consider ways and means to supply colonies with ammunition and military stores. The committee appointed Ezekiel Cheever as a Commissary-General of the Artillery Stores.¹ George Washington was placed in command of all military forces of the United Colonies and the beginning of the Quartermaster Corps occurred on 16 June 1775.² The second Continental Congress passed a resolution providing for "one Quartermaster General of the Grand Army and a deputy, under

him, for the separate Army."³ General Washington used animal driven transportation to move American and French forces from the Hudson Valley to Yorktown, more than a distance of 450 miles. Transportation was so important in the American Revolution that Washington advised Congress to establish the position of Wagonmaster General to provide the Army's essential mobility.⁴

The first national Ordnance facility was established by a resolution of the Continental Congress, on 21 December 1776, when it ordered that "proper magazines of provision for the Army be immediately formed in or near Pennsylvania." This was the beginning of the American military heritage of Carlisle, Pennsylvania. In 1777, an armory and an arsenal were established at Springfield, Massachusetts.⁵ Major General Thomas Mifflin's major challenge as the first Quartermaster General, was lack of funds to procure and contract supplies during the Revolutionary War and was dependent upon several states for supplies.

By 1778 Congress adopted a resolution that outlined the organization for procurement of Ordnance supplies as a whole. This was the first time that the title Ordnance Department was used in congressional records.⁶

On 14 May 1812, the Ordnance Department was formally organized by Congress to prepare for the second British war. The Ordnance Department assumed responsibility for arms and ammunition production, acquisition, distribution, and storage. After the War of 1812, the Ordnance and Artillery merged until 1821. However, the Congress recognized the uniqueness of the Ordnance Department and again established it in 1832.⁷

From 1818 to 1860, the Quartermaster General was Brigadier General Thomas Sidney Jesup, a daring leader and able administrator who did much to enhance the Corps' reputation. During his forty-two year tenure as head of the Quartermaster Department, he instituted an improved system of property accountability and experimented with new modes of transportation. The new modes of transportation included the use of canal boats in the east, camel caravans in the desert southwest, and some of the earliest railroads. Because many of his policies remained in effect well into the 20th century, Jesup is traditionally regarded as the "Father of the Quartermaster Corps." The supply of clothing and other items was taken over by the Quartermaster Department in 1842.⁸

During the Civil War, the Quartermaster Department under the leadership of Major General Montgomery C. Meigs, supplied the Union Army comprised of over half a million men. The Army's first major depot system was established and unprecedented levels of supplies and personnel were transported throughout the war. In 1862, the Quartermaster Department assumed responsibility for burial of war dead and care of national cemeteries. During the Civil War, the Ordnance Department successfully obtained massive amounts of weapons and supplies, and provided effective field support for fast moving armies.⁹

In 1912, Congress consolidated the former Subsistence, Pay, and Quartermaster Departments in order to create the Quartermaster Corps much as we know it today. It became a fully militarized Corps with its own officers, soldiers, and units trained to perform a host of supply and service functions on the battlefield. This consolidation fostered the missions of Subsistence and Food Service. When the Army began purchasing motorized vehicles, as early as 1903, the Quartermaster Corps assumed the new petroleum supply mission.¹⁰

World War I showed the increased importance of logistics in the modern era, and witnessed the first use of specialized units on the Western Front such as truck transport, shoe repair units, bakeries, and stevedores. The Ordnance Department mobilized an immense industrial base, developed weapon systems, and established large overseas supply depots.¹¹

During World War II, on 31 July 1942, President Roosevelt, faced with the largest mobilization in history, established the Transportation Corps.¹² This new Corps took over railway operations and maintenance from the Corps of Engineers in November 1942. Faced with immense challenges, the newly formed Transportation Corps overcame them all. However, the design and procurement of motor vehicles remained the responsibility of the Quartermaster General until 1 August 1942 when that responsibility was transferred to the Ordnance Corps.¹³ The organization and training of motor transport troop units remained with the Quartermaster General. The Transportation Corps assumed these responsibilities in 1946.

The Transportation Corps conducted operations in the deserts and wastelands of North Africa, the jungles of the

Pacific, the mountains and valleys of Italy and Asia and over the beaches of Normandy. From 1941 to 1945, the Corps moved over 30 million tons of supplies overseas, which played a decisive part of the Allied victory. Recall the heroic efforts of the Transportation Corps's "Red Ball Express" and the "XYZ Operation" which used all available motor transports to provide the armies with tremendous tons of supplies in their drive into Germany.¹⁴

During WW II, combat service support (CSS) organizations trained thousands of soldiers to fill specialized roles in every theater of operation, from the Pacific Isles and China-Burma-India Theater to North Africa, Italy, and central and northern Europe. These CSS soldiers performed heroically in such far off places as Bataan, Iwo Jima, Leyete, Salerno, Anzio, Normandy, and Bastogne.¹⁵ The Ordnance mission expanded into development and industrial production of rockets, guided missiles, and satellites during WW II.¹⁶

On 28 June 1950, Congress officially recognized the Transportation Corps by making it a permanent branch of the Army.¹⁷ Also in 1950, combat service support forces moved swiftly to supply the United States and their United Nations

allies sent to defend South Korea from Communist North Korea. That same year the Quartermaster Corps assumed a new mission supply by air transport, which often proved crucial to the sustainment of troops on the Korean peninsula.¹⁸

The 1965 decision to commit major United States combat forces to the Republic of Vietnam led to a massive logistics buildup. Transportation, Ordnance, and Quartermaster Corps personnel and units were deeply involved in meeting this challenge. They could be found operating in every area of Vietnam, furnishing vital supplies, services, maintenance operations, and numerous other logistics functions often under the most adverse and dangerous conditions.¹⁹

Over the past decade, combat service support units and soldiers upheld the long tradition of service by being among the first deployed in operations Urgent Fury in Grenada, and Just Cause in Panama. History will record the role of combat service support soldiers in providing the logistics support needed to defeat Iraqi forces during Operation Desert Storm. More recently CSS soldiers have provided humanitarian relief to victims at home for hurricanes Andrew and Iniki, as well as overseas to support Operations Provide

Comfort, Restore Hope, Provide Promise, and Uphold
Democracy.

Over the course of the Army's history, logisticians have served as mule skimmers, dog trainers, teamsters, bakers, "launderers", typewriter specialists, shoe repairmen, mechanics, depot operators, heraldry experts, paymasters, cemetery custodians, and in other capacities too numerous to mention. Combat service support branches are extremely diversified and provide many logistics functions while still retaining the fundamental mission of supporting the individual combat soldier and unit commanders in the field.

The Army's logistics heritage was evolutionary as illustrated by the historical changes in missions and roles of the basic Army combat service support branches; Quartermaster, Ordnance, and Transportation.

The Revolution in Military Logistics will certainly be the catalyst for further change in the manner in which forces are supported. More eloquently stated, our Chief of Staff, General Dennis J. Reimer, said, "We are dramatically transforming the way we support forces. This revolution is about more than providing equipment and supplies better, cheaper, and faster, although these initiatives are crucial

for readiness and modernization today. It is about rethinking logistics functions and processes that will enable decisive victories well into the future. This revolution spans the depth and breadth of military logistics-from achieving an agile defense infrastructure to getting the right stuff at the right time to the soldier in the foxhole. It includes integrating logistics functions, replacing volume with velocity, reducing demand, and lightening the logistics load on the ultimate customer-the warfighter."²⁰

To support the RML, changes will occur in doctrine, organizations, training, business processes, command, control, communication, computer, and intelligence architecture, and hardware enablers to support the force.²¹ These changes challenge combat service support officers.

INTERVIEWS AND DISCUSSIONS WITH CSS FIELD GRADE OFFICERS

The following are perceptions, concerns, challenges, and options for resolving several issues in the logistics arena associated with current logistics evolution and spearheaded by the RML. Research was accomplished by

contacting eighty-three field grade Army combat service support officers by telephone, e-mail, and/or personal interview to solicit their views relating to the impact that the Revolution in Military Logistics may have upon logistics officers. Demographics of the officer interviewees are:

Table 1 - Colonel Demographics

BRANCH	COMMANDERS * (current or past)	NON- COMMANDERS (current or past)
Quartermaster	4	6
Ordnance	5	8
Transportation	2	6

* Commanded a Brigade or equivalent.

Table 2 - Lieutenant Colonel Demographics

BRANCH	COMMANDERS * (current or past)	NON-COMMANDERS
Quartermaster	6	9
Ordnance	7	6
Transportation	2	5

* Commanded a battalion or equivalent.

Table 3 - Major Demographics

BRANCH	COMMANDERS * (current or past)	NON-COMMANDERS
Quartermaster	0	6
Ordnance	1	5
Transportation	1	5

* Commanded a unit designated for a major.

PERSONNEL MANAGEMENT

Forty-five of the officers interviewed stated that unit readiness is degraded due to a high Personnel Operational Tempo (PERSTEMPO) rate.

Units experience numerous taskings for logistics officers to support deployments and to participate in numerous Joint Exercises as individuals. Also, many company grade and field grade officers change jobs each year or move to another duty station causing an annual slump in efficiency due to personnel turnover.

The cumulative effect upon a unit's readiness appears as vacancies in staffs of logistics units such as the support operations section, materiel management centers, and S3 sections exists for significantly long periods of time. These absences are intensified in units if they are staffed below required levels. Reportedly, some organizations

rarely have their entire key assigned personnel together for any appreciable period.

Another contributing factor to tenuous combat capability is degradation of experience often due to shortage of officers at the captain and major level. Local officer distribution plans fill many of these positions with grades lower than that authorized/required.

This picture is likely to continue in the near future. Therefore, the real challenge is to determine how to better prepare logisticians for this reality. Logisticians must share a common basis of technical expertise and logistics automation expertise. Logisticians must become more efficient and effective. The logistician must have a broad knowledge of the duties in various logistics positions and be able to apply automation technology so that technology may become a "personnel multiplier."

OPPORTUNITIES TO GAIN TECHNICAL EXPERTISE

Officer logisticians must be afforded opportunities to serve in positions where they may gain significant branch as well as multifunctional logistics technical expertise.

Expertise in both areas is essential for an effective logistician.

To illustrate this point, key jobs sought by a logistician major are support operations/logistics operations and battalion executive officer jobs at divisional corps support battalions. These positions are widely sought because they are considered exceptionally branch qualifying, which is viewed as necessary to be promoted.

Conversely few choose to select jobs in materiel management centers and or other positions that are not considered exceptionally branch qualifying. Fifty-four of the officers interviewed strongly agreed that the greatest opportunities to gain technical expertise are in materiel management centers (MMC) and logistics operations sections of corps support groups, which are a smaller version of an MMC. Further discussion of this issue with twenty logisticians revealed the perception that the average field grade officer avoids being assigned to one of these positions since they do not consider them to be career enhancing.

Rewards and recognition for successfully completing assignments in materiel management centers or corps support

group logistics support operations sections should be reviewed. Those seeking these jobs need to be rewarded commensurate with their performance. These jobs require intense immersion into the technical aspects of the logistics functions and offer opportunities to gain significant experience.

MATERIEL MANAGEMENT CENTERS (MMC)

Seventy-four logisticians agreed that significant technical expertise and experience is gained by assignment to materiel management centers. However, fifty officers strongly agreed that an assignment to an MMC was not career enhancing. Further interviews with twenty officers revealed that MMCs do not enjoy the same status level as that of a brigade or a battalion. Few MMCs and support centers (materiel management) are on the Centralized Selection List for command. There are three colonel level non-Centralized Selection List (CSL) commands for materiel management centers at echelons above corps level and four Lieutenant Colonel CSL commands for materiel management centers at corps level. Additionally, there are ten lieutenant colonel positions for divisional materiel management centers and

several major level positions in separate brigade or Armored Cavalry Regiment MMCs; none on the CSL.

The Army is sending a strong message that technical expertise is not rewarded since the Army is not providing adequate command opportunities for materiel management centers. Organizations exist that appropriately could be designated CSL colonel and lieutenant colonel commands. To reverse the perception that an assignment to an MMC is not career enhancing, the Army should establish MMC CSL commands at the division, corps, and echelons above corps (EAC) level. CSL opportunities could enhance logisticians' desires and motivation to seek these command opportunities. To reverse the perception that an MMC assignment is detrimental to one's career, exceptionally qualified logistics officers with extensive materiel management experience should be selected to fill these commands positions.

The divisional MMCs' stature is to be further degraded when it is absorbed into the support operations section of the DISCOM headquarters. The new activity will be called the Distribution Management Center, when Division XXI is implemented.²² This initiative may degrade materiel

management under the guise of improving efficiencies and economies by streamlining the DISCOM organization and saving personnel spaces. It briefs well, but this initiative may eventually degrade readiness.

Discussion with six prior lieutenant colonel divisional MMC chiefs reveals that it is desirable to have at least a lieutenant colonel in charge of the divisional MMC. The officer is not distracted by balancing his efforts between other challenges and may focus on materiel management and equipment readiness. The chief, or commander, needs to be the same grade as their customer battalion commanders and the Division G4. By relegating the MMC to be part of a support operations section of the DISCOM, the status of the organization may be diminished. The authorized grades of personnel assigned to the MMC will most certainly be reduced and predictably so will the experience level. Although assigned to the DISCOM, the Division MMC traditionally has been the "honest broker" in terms of reporting "ground truth" for equipment readiness and the status of supplies, property, and repair parts.

The Combined Arms Support Command (CASCOM) should re-look materiel management organizations and fight to have

them all designated as CSL designated commands. This act should lead to more technically qualified logisticians.

AUTOMATION

A significant challenge will be to prepare logisticians to implement automation initiatives associated with the Revolution in Military Logistics (RML). A major challenge within the RML is to understand and master the automated technological logistics applications.²³ These applications should allow enhanced support to the combat force in the form of force projection and sustainment. Eighty logisticians indicated that they believed that automated applications such as the Global Combat Support System (GCSS) and its Army component GCSS-A, the Combat Service Support System (CSSCS), Integrated Materiel Management Center System (IMMC), and Transportation Coordinators' Automated Information Management System II, will result in dramatic efficiencies.

Thirty officers indicated that many logisticians they have served with possess limited knowledge of the present systems such as the Standard Army Retail System - Objective (SARSS-O), the Standard Army Maintenance System (SAMS),

Standard Army Ammunition System - Modernization (SAAS-MOD), or the Integrated Logistics Analysis Program (ILAP). The officers also believed that logisticians possess limited knowledge concerning the Logistics Integrated Data Base (LIDB), Global Transportation Network (GTN), Joint Flow Analysis for Transportation (JFAST) or other automated logistics applications.

A major challenge for the Army education system will be to educate logisticians concerning the many logistics automated systems and to capitalize upon that valuable technology. Education should include how to use, assess and apply the products generated by the automation.²⁴

Training opportunities should be provided to logistics officers so that they have the opportunity to master the capabilities of the various automated systems through involvement in the various levels of the officer military education system. Opportunities for training should be provided at the Training and Doctrine Command (TRADOC) schoolhouses, and Installations. Use of automation tutorials on the Internet may also improve technical acumen.

Forty-three logisticians strongly agreed that opportunities to become technically proficient with new and

current systems should be available for officers beginning at the officer basic course and continuing at each level of officer education. Educational opportunities should become an integral part of the program of instruction at the Combined Logistics Advanced Course, Command and General Staff College, and Army War College. Logistics officers must be trained on the various logistics systems and attain a basic level of knowledge of the systems in order to apply that knowledge in their jobs. This is best done in the academic institutional arena away from the everyday stress and turmoil of unit operations.

Logisticians should also take advantage of new equipment training (NET) for automation since it is routinely provided when new hardware or software is fielded to an Installation or organization.

Additional educational opportunities should be made available on the Internet. Self-paced tutorials should be placed on the Internet to leverage that technology as well as to provide greater flexibility and opportunities to learn about the new automation, especially for those not offered the opportunity to attend resident intermediate or senior service colleges. The Reserve Component logisticians will

greatly benefit by utilizing the Internet for automation training

Whatever training and education options are utilized, it is imperative that logisticians continue to develop their automation skills and grow with the evolving technology. Additionally, it is important to achieve a basic level of skills with standard commercial software applications which is commonly used in the Army.

Eighty officers indicated that logisticians need technical expertise in numerous software applications such as Excel, Lotus, MS Access, or D-Base, as well as MS Word or WordPerfect and PowerPoint or Corel. It is necessary to master these software applications to communicate ideas and maintain data. Officers normally make use of commercial software to make their own slides, maintain databases, and generate their thoughts.

Perhaps all officers upon accession should be required to demonstrate these skills prior to commissioning through our Military Academies and the Reserve Officers Training Corps (ROTC) where these skills may be obtained in an academic environment. Although many bring these skills with them, it is surprising that many do not.

Other means of education may be utilized to obtain commercial automation skills such as, local civilian institutions, self-study, or functional automation courses offered at the Installation. Adequate opportunities exist for all professional logisticians to develop basic computer skills that will prepare them to deal with automation and communication requirements.

EXCEPTIONAL QUALIFIED MULTIFUNCTIONAL LOGISTICIANS

Identifying and training exceptionally qualified multifunctional logisticians and assigning them to critical unit positions may reduce some unit readiness problems caused by PERSTEMPO and Operational Tempo (OPTEMPO).

All eighty-three believed that the Functional Area 90 (FA 90), Logistician Program, was effective. Over half, forty-four of the officers agreed that changes should be made in the personnel management to obtain the best quality logistician in the FA 90 field.

SINGLE TRACKED FA 90 LOGISTICIANS

Presently, single tracked Functional Area 90 (FA 90) officers are managed by the Personnel Command (PERSCOM) FA 90 assignment officer. Dual tracked officers who have a basic CSS branch area of concentration (AOC) and are FA 90 (example: 91A90) may rotate between a basic branch and FA 90 assignment. Normally, dual tracked officers are selected for FA 90 positions, other than command positions, by the FA 90 assignment officer passing a FA 90 requisition to one of the basic branches to fill. The basic branch then nominates a candidate for that position. The issue is not whether the basic branch assignment officer is filling the position with his branches' best available officer. Better stated, it is whether there might be even a more qualified officer available in the pool existing in the other CSS branches. In all fairness, the basic branch tries to fill the requirement with the best available candidate. However, there may be alternatives to be explored.

Interviews with four colonels indicated that there may be a need to single track a number of exceptionally qualified field grade officers in FA 90 who are the best in knowledge and experience in the multifunctional logistics

arena. This may be another alternative. A board could select exceptionally qualified officers from among the total population of dual tracked logisticians already awarded FA 90 or from those volunteering. These officers would be assigned to critical FA 90 staff positions as identified by the MACOMs and be exceptionally qualified multifunctional logistics subject matter experts.

This initiative would increase the pool of single tracked FA 90 officers to be managed, and also allow them to compete for promotions within FA 90 and not their basic branch. This measure would provide the nucleus of a pool of exceptionally qualified officer logisticians dedicated specifically to serving in critical positions as multifunctional logisticians. This is not to imply that the majority of our CSS officers should seek to single track FA 90. All eighty-three interviewees indicated that there is a need for functional basic logistics branch technical expertise as well as multifunctional logistics expertise.

The board process would certainly ensure that the best qualified officers of those available were selected to single track FA 90 in accordance with Department of the Army Pamphlet 600-3 (DA PAM 600-3). Single tracked FA 90 officers are mentored by the CASCOM commander, as the

proponent for FA 90, the same as the generals of Quartermaster, Ordnance, and Transportation mentor their officers.

Two thirds of Quartermaster and Ordnance logisticians and a few Transportation officers interviewed noted that they had served predominately in multifunctional logistics positions after company command. These officers could be the source for boards to select exceptionally qualified single tracked FA 90 officers.

FUNCTIONAL BRANCH EXPERTISE

It is essential that basic branch technical expertise be maintained. There are critical requirements and opportunities for Transportation, Quartermaster, and Ordnance officers to serve in functional battalions such as petroleum, ammunition, transportation and port operations, or maintenance battalions, explosive ordnance detachments, as well as numerous functional logistics positions at all level of staffs. It is imperative that functional logistical expertise be encouraged and developed since it complements multifunctional logistics expertise. Both are needed to successfully implement the RML.

An option to encourage basic functional logistics branch expertise is to carefully establish a pyramid by grade and area of concentration for all branches. These officers may be single tracked in their basic branch or dual tracked. Their assignments should focus on their specific branch expertise. These officers would compete for promotion within their basic branch. Floors would need to be established by grade to ensure that functional expertise is sustained at all grades. Needless to say, the floors must truly reflect the needs of the Army as reflected in authorization documents and future requirements. The same concept applies to single tracked FA 90 officers who would be competing for promotion within FA 90 and not their basic branches.

IS A LOGISTICS OR MATERIEL CORPS NECESSARY?

Is a Logistics or Materiel Corps needed to improve technical expertise or to improve or streamline logistics efforts? Twenty-one colonels, twenty-six lieutenant colonels and four majors agree that this is not necessary now.

Establishment of a Logistics or Materiel Corps, if one were established, should only consider integration of Transportation, Quartermaster, and Ordnance Branches. Aviation Maintenance, part of the Aviation Branch, and Medical Logistics, part of the Medical Service Corps, should be ruled-out as candidates to be included into an integrated Materiel Corps. They are unique to themselves and do not have a large overlap into the other branches.²⁵

Can an integrated Materiel Corps actually work? Academically, the answer must be yes! The United Kingdom's Royal Logistics Corps integrated the Royal Corps of Transport, Royal Army Ordnance Corps, Royal Pioneer Corps, Army Catering Corps and the Postal and Courier Service effective 5 April 1993.²⁶ It must have been painful to implement, however, it works and there seems to be no initiative to disband the organization. Similarly, the Canadian Defense Force has one Materiel Corps to logistically support all its Services; Army, Navy, and Air Force.

The Army, in effect, already took the first step towards an integrated Materiel Corps by establishing the Combined Arms Support Command, which integrates all combat

service support into one overarching organization. Awarding selected personnel FA 90, Logistician, recognizes a CSS officer's multifunctional logistics capability and provides that expertise to the force. These initiatives, already taken, are certainly the first steps toward establishing a Materiel Corps in the future.²⁷

A Materiel Corps in the future seems logical. However, the majority of our senior majors, lieutenant colonels, and colonels have not attended the Combined Logistics Advanced Course which is the premier course to train multifunctional logisticians. Perhaps as the majority of our logisticians transition through this course and when they consider a Materiel Corps in the future, then the Materiel Corps stands a chance to be implemented.²⁸

CONCLUSION

It is clear that new logistics initiatives, which are part of the Revolution in Military Logistics, will provide more responsive and flexible logistics support to our force. It will be extremely demanding and stressful for the

logistician who must master new technology and concepts to maintain force readiness at lightning speed.

Logisticians need to become proactive in developing educational initiatives which will best provide information and analytical tools necessary to meet future support requirements. Logisticians need to obtain and sustain a baseline of logistics automation expertise to allow for quick assessment of unit equipment readiness, in-transit visibility of equipment and supplies and the ability to formulate options to sustain the force. Education must begin at the lowest level beginning at the basic officers' course and continue through Senior Service College with sustainment training opportunities offered at the Installation, and Internet.

Army logistics officers should be encouraged to develop as either functional branch or as a multifunctional logistics expert. The requirements for both should be carefully assessed by grade and based upon current and projected requirements of the force. Additionally, single tracking and promotion in FA 90 should be encouraged.

Continued development of functional logistics technical expertise must be nurtured. Exceptionally qualified experts are needed in maintenance, supply, and transportation as

well as other areas. Officers must be encouraged to serve where they may gain significant functional logistics expertise then they must be provided fair promotion opportunities. Officers should be encouraged to seek functional logistics jobs in materiel management centers, Army Materiel Command positions, and corps support group logistics operations sections.

Reward materiel management experience. Provide exceptionally technically qualified logistics experts opportunities to command at colonel and lieutenant colonel level Centralized Selection List materiel management centers.

To meet the significant demands of the Revolution in Military Logistics it is imperative that logisticians continually learn and sustain education in the current and new automation technology. This technology is better learned in an academic environment at the schoolhouse rather than at a high OPTEMPO organization in which competition for attendance is high.

Transitioning the CSS branches into one integrated "Logistics or Materiel Corps" is not a timely initiative. The Combined Arms Support Command in fact integrates the CSS functions while still allowing flexibility within each

separate logistics branch to allow for their own uniqueness. CASCOM, as the proponent for FA 90, Logistician, offers mentorship and leadership for multifunctional logisticians.

Whether one Materiel Corps or several functional logistics branches, multifunctional logistics as well as functional logistics expertise must be fostered to successfully support the force. An integrated corps can be a reality in the future, however; attitudes and branch parochialism must change to allow evolution to occur. Transition to a Materiel Corps appears to be a viable option that may be triggered by more strength reductions.

Logisticians continue to serve the force faithfully as a seamless team. Whether known as Transportation, Quartermaster, or Ordnance Corps officers, they will lead the way efficiently to support mission requirements brought about by the Revolution in Military Logistics.

RECOMMENDATIONS

The following are recommendations based upon the research and discussion above.

(1) The Combined Arms Support command (CASCOM) should take the lead in implementing recommendations (2) - (6), below.

(2) Modify DA PAM 600-3 by annotating the key positions in materiel management centers and corps support group logistics operations sections be considered "exceptionally branch qualifying."

(3) Change the Command Selection List (CSL) of materiel management center (MMC) commands to include:

- The three current non-CSL colonel level materiel management center commands.
- The current ten divisional materiel management centers for lieutenant colonel commands.
- Maintain the four current CSL lieutenant colonel corps level commands.

(4) Implement education of current and new logistics automation applications as follows:

- The Officer Basics Courses Program of Instruction.

- The Combined Logistics Advanced Course Program of Instruction.
- Army War College Program of Instruction.
- On the Internet as tutorials.

(5) Require that Combat Service Support Officers attain a basic level of automation skills upon accession. Officers should demonstrate basic competency on word processing, database, and graphic presentation applications.

(6) Identify:

- And single track exceptionally skilled multifunctional logisticians to be FA 90.
- Critical FA 90 duty positions that require exceptionally qualified officers.

WORD COUNT = 5,251

ENDNOTES

¹ Major General William H. Tschappat, "The Early History of the Ordnance Department," The Ordnance Magazine, Spring 1983, 48.

² "Birthdays of U.S. Army Branches," 3 March 1998; available from <<http://www.army.mil/cmh-pg/faq/branches.htm>>; Internet; accessed 12 March 1999, 1.

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⁶ Tschappat, 49.

⁷ "History of the Ordnance Corps," 1.

⁸ "History of the Quartermaster Corps," 1.

⁹ "History of the Ordnance Corps," 1.

¹⁰ "History of the Quartermaster Corps," 1.

¹¹ "History of the Ordnance Corps," 1.

¹² "Birthdays of U.S. Army Branches," 1.

¹³ Benjamin King, Richard C. Biggs, and Eric Criner, Spearhead of Logistics, (U.S. Army Transportation Center, Fort Eustis, Virginia, 1994), 123.

¹⁴ Ibid., 238.

- ¹⁵ "History of the Quartermaster Corps," 1.
- ¹⁶ "History of the Ordnance Corps," 1.
- ¹⁷ "History of the Transportation Corps," 1.
- ¹⁸ "History of the Quartermaster Corps," 1.
- ¹⁹ Ibid., 1.
- ²⁰ General Dennis J. Reimer, "The Revolution in Military Logistics," Army Logistician, January-February 1999, 2.
- ²¹ General Johnnie E. Wilson, Lieutenant General John G. Coburn, and Major General Daniel G. Brown, "Our Revolution In Military Logistics-Supporting the 21st Century Soldier," Army Logistician, January-February 1999, 4.
- ²² Colonel John J. Twohig, Major Thomas J. Stokoswki, and Major Bienvido Rivera, "Structuring Division XXXI," Available from <http://www.cgsc.army.mil/milrev/English/MayJun98/570.html>; Internet; accessed 22 February 1999, 8.
- ²³ Colonel Edward J. Shimko and Lieutenant Colonel The-Shay Nyunt, "GCSS-Army-Making the Revolution in Military Logistics Happen," Army Logistician, January-February 1999, 21.
- ²⁴ Ibid., 21.
- ²⁵ Captain Michael T. Dandridge, "Is There a Logistics Corps in Our Future?," available from <http://www.almc.army//alog/Apr97/ms09/htm>; Internet; accessed 10 September 1998, 1.
- ²⁶ "The Royal Logistics Corps," available from <http://www.army.mod.uk/army/press/museums/details/m033logi.htm>; Internet; accessed 15 September 1998, 1.
- ²⁷ Dandridge, 2.

²⁸ Dandridge, 2.

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