



THE GLOBAL LINE

Best Newsletter in AMC



LOGCAP IV supporting Afghanistan ops

Two new task orders supporting the Logistics Civil Augmentation Program (LOGCAP) IV contract operations in Afghanistan are now in effect, Army officials announced ... page 3

Eoff earns LAR of the Year Award

Lewis W. Eoff is presented with the Army Materiel Command Robertson J. Short Logistics Assistance Representative of the Year Award ... page 5



ASC prepares for new mission

The Directorates of Logistics, a worldwide organization currently managed by the Installation Management Command, will... page 6



Martin earns Top NCO honors

After the Army Sustainment Command's Noncommissioned Officer of the Year competition at Rock Island Arsenal, Ill. ... pages 8-9



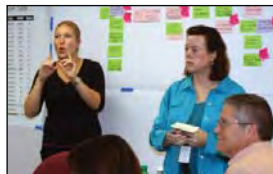
404th NCO trained hard for competition

The competition at Fort Lewis, Washington demands quick thinking, toughness and stamina ... pages 10-11



Green Belt class aims to aid communication

ASC has launched a Green Belt project to improve the process by which hearing impaired employees request interpreters ... pages 12-13



VIP Visitors praise 402nd performance

Three high-ranking officials visited the 402nd Army Field Support Brigade, delivering praise ... page 16



Thank you for all you've done ...

Maj. Gen. Robert M. Radin
U.S. Army Sustainment Command

As was announced earlier this summer, I am approaching the end of my tenure as ASC Commanding General. I won't have many regrets when I leave, but there is something I'd like to do that I know I'll never finish.

If I could, I would approach each and every Soldier, civilian and contractor who is a member of this Command – as well as everyone at Rock Island Arsenal, the wonderful installation that serves as my workplace and home – look each of them in the eye, extend my hand, and say “Thank you!”

Unfortunately, it won't be possible for me to thank all of you in person, as much as I would like to do that. I will be able to personally thank many of you, and I do hope that those who I'm unable to see will know that I sincerely thank them as well, from the bottom of my heart.

I am very grateful for all that you have done for me, for this Command, for the Army, for our nation, and above all for the Soldiers and other servicemembers who rely on our support to perform their missions. I appreciate all that you've done, and all that you continue to do every day.

You've worked hard, taken on difficult projects, and accomplished great things, often with little or no recognition. Many of you have deployed and spent months away from home in austere conditions, and many more of you have willingly made other sacrifices to get the job done. You've



had few complaints, but received many compliments due to your devotion to your mission and your customers.

Many times, you've made me look good, and many other times you've corrected my errors and pointed me in the right direction. I've relied on you for advice, guidance, information and support, and have often asked an awful lot of you. You've never failed to come through for me, and you've always proven to be trustworthy and loyal.

I came to this Command when we were in transition, and faced a number of very daunting challenges. We've worked together on tasks that seemed impossible, but yet were accomplished ahead of schedule and in a manner that exceeded standards of excellence. I've drawn strength and inspiration from you, and have become a better

Soldier, a better leader and a better person because of what you have shown me and what you have taught me.

There are times when mere expressions of appreciation fall short

of what is deserved and what has been earned. Without a doubt, this is one of those times.

So, while I'd like to do more, for now a simple, sincere and humble “Thank you!” will have to suffice. I hope you accept my thanks in the spirit in which I offer them, and that you know how much you are valued and appreciated.

It has indeed been my privilege to serve as Commanding General of ASC. I wish all of you the very best, and I hope that we get a chance to see one another and work together in the future.

I've drawn strength and inspiration from you, and have become a better Soldier...

THE GLOBAL LINE

The Global Line is an authorized publication under the provisions of AR 360-1 for members of the Department of Defense. Contents of the Global Line are unofficial views of, and are not necessarily the views of, or endorsed by, the U.S. Army or the Department of Defense. The editorial content of The Global Line is produced, published and distributed monthly by ASC Public Affairs Office, Building 390, 1 Rock Island Arsenal, Rock Island, Illinois, 61299-6000. Contributions to The Global Line are welcome. The PAO reserves the right to edit submissions for style, clarity or fit.

E-mail address: ROCK-ASC-GLOBAL-LINE@conus.army.mil

Phone: (309) 782-5421, DSN 793-5421 Fax: (309) 782-5011.

Maj. Gen. Robert M. Radin
 Commanding General

Daniel M. Carlson
 Public Affairs Officer

Charles W. Fick Jr.
 Managing Editor

Teresa Johnston and Greg Wilson
 Design & Layout



Army announces newest task orders, contractors for Afghanistan operations

By Jon Connor
ASC Public Affairs

Two new task orders supporting LOGCAP IV contract operations in Afghanistan are now in effect, Army officials announced July 7.

DynCorp International, LLC was awarded the work for southern Afghanistan and Fluor Intercontinental was selected for work in northern Afghanistan, the Army Sustainment Command announced.

The selection process was an “integrated source selection encompassing technical management proposals, past performance, and costs,” explained Jim Loehrl, executive director, Rock Island Contracting Center, Rock Island, Ill.

From this, a “best-value” decision is then made, Loehrl said, which will benefit the Soldiers and other personnel, and give taxpayers the most value.

The contracting office issued a solicitation outlining the task order requirements and the terms and conditions under which the task order would be administered. The solicitation contained criteria against which each of the contractors’ proposals was evaluated.

“The concept hinges on the principle that while price is always a factor in the selection process, price alone does not define the best value for the taxpayer,” said Amy Hayden, chief, LOGCAP IV Contracting Branch, Rock Island, Ill.

“The best value approach takes into account the fact that it may be in the government’s best interest to pay a premium to receive a better product or service,” she said.

The task orders were awarded with pricing for one base year effective July 7 and four options years. Depending on growth in Afghanistan, the two task orders could potentially total \$15 billion over five years, Loehrl said.

This is based on each task order’s base year costing \$1.5 billion plus a potential four option years.

“It all depends on what the growth is in Afghanistan as we continue to put troops in Afghanistan and where they go,” he said. “We built the contract capacity to handle that.”

These two task order awards include moving all existing work in LOGCAP III to LOGCAP IV, plus capacity to stand up additional base camps, Loehrl said.

The new task orders are the continuation of the Army’s plan to transition work from the single-

award LOGCAP III contract to the multiple-award LOGCAP IV contract.

So far, there have been 10 task orders awarded under LOGCAP IV, Loehrl said.

The task orders encompass base life support services and logistics support, which include base setup, food service, facilities maintenance, and morale, welfare, and recreation to name a few, Loehrl said.

Firms competing for the LOGCAP IV contract included Fluor Intercontinental, DynCorp International, LLC and KBR.

KBR has held contracts in support of Operation Iraqi Freedom and Operation Enduring Freedom.

Loehrl said bidders not selected have the option to protest the award decision.

“They certainly are allowed to protest,” Loehrl said. “That certainly is a possibility.”

Protests would be filed with the General Accountability Office, Hayden said.

“While there are circumstances under which contract performance may proceed despite the filing of the GAO-level protest, under normal circumstances, the government must suspend contract performance until the protest is resolved,” Hayden said.

The support for the services, however, would continue.

Additionally, KBR can bid for future LOGCAP IV task orders, Loehrl said.

The Army had previously transitioned all LOGCAP work in Kuwait from LOGCAP III to LOGCAP IV (DynCorp), as well as awarded some new work in Afghanistan under LOGCAP IV (Fluor), and DynCorp.

These newly announced task orders will transition all work in Afghanistan to LOGCAP IV. Similar processes to compete and transition the work in Iraq are also underway.

“The transition will be operationally driven, and methodically undertaken to ensure a transition that is seamless to the warfighter,” Hayden added.

“The transition is not a ‘turn-key’ operation and is extremely complex,” said Lee Thompson, LOGCAP executive director, Rock Island, Ill.

“Before we even begin the legacy task order transitions, we will be starting the urgent work required for force expansion [in Afghanistan].”

The first step in the process is to conduct a post-award conference scheduled in early August,

See LOGCAP, page 4

LOGCAP

continued from page 3

Thompson said. The conferees will discuss such areas as transition touch-points, explain the process, and reach agreements between contractors on the conduct of the transition, known as protocols, Thompson said.

“During the transition the incumbent continues to provide services and will do so until the U.S. government is satisfied that the incoming performance contractor (IPC) can assume full operation of the function,” Thompson explained. “Once the IPC has demonstrated full operational capability, the incumbent is officially released from responsibility and the IPC is officially assigned full responsibility and accountability for performance execution.”

As with all government contracts, reviews, audits, and continuous oversight of contractor performance will be ongoing to make sure government and American taxpayers’ interests are protected, ASC officials said.

The contractors’ performance will be measured by the Defense Contract Management Agency and

Defense Contract Audit Agency in accordance with pre-established performance standards, ASC officials said.

“DCMA and DCAA provide oversight of contractor business systems, and the LOGCAP IV task orders contain award-fee provision incentives for the the contractors to maintain these systems at an adequate level. DCMA also provides quality assurance representatives in-theater to oversee the contractors’ work,” Hayden explained.

“Finally, DCAA reviews contractor billings to ensure they are appropriate. In combination, these measures provide a high degree of protection against inappropriate practices during the execution of these task orders,” she said.

LOGCAP – Logistics Civil Augmentation Program – is an Army initiative to hire civilian contractors to perform services supporting the U.S. military in wartime and other contingencies. Use of contractors allows military units to focus on combat operations.

(Linda Theis, deputy public affairs officer, Army Sustainment Command, contributed to this article.)

402nd battalions named distinguished units by Quartermaster General

By Summer Barkley
402nd AFSB Public Affairs

Both battalions of the 402nd Army Field Support Brigade, Iraq, were recognized as Distinguished Units of the Regiment by the Army’s quartermaster general at a ceremony held June 19 at Lee Club, Fort Lee, Va.

The ceremony was presided over by Brig. Gen. Jesse Cross, the Army’s 50th Quartermaster General. Certificates and plaques were presented by Cross, Chief Warrant Officer Matthew Anderson, regimental warrant officer, and Command Sgt. Maj. Nathan Hunt, regimental command sergeant major.

Col. Pharisse Berry accepted the award on behalf of the 402nd’s 1st Battalion and Lt. Col. Rob Barnes, immediate past commander of the 2nd Battalion, accepted the award on its behalf.

The awards signed by Cross read: “To all who shall see these presents, greetings: know ye that by virtue of exceptional service and the confirmed contributions to the traditions of excellence and esprit de corps of the Quartermaster Corps, [the unit] is appointed as a distinguished unit of the Quartermaster Regiment.”

Brig. Gen. Jesse Cross, 50th Quartermaster General of the Army (left) and Command Sgt. Maj. Nathan Hunt, regimental command sergeant major,

present a Distinguished Unit of the Regiment plaque to Col. Pharisse Berry (center), who accepted the award on behalf of the 1st Bn., 402nd AFSB.



Brig. Gen. Jesse Cross, 50th Quartermaster General of the Army, (left) presents a Distinguished Unit of the Regiment plaque to Lt. Col. Rob Barnes, who accepted the award on behalf of the 2nd Bn., 402nd AFSB.

Photos by Scott Moeller

Eoff earns LAR of the Year Award

By Summer Barkley
402nd AFSB

JOINT BASE BALAD, Iraq — Lewis W. Eoff was presented with the Army Materiel Command Robertson J. Short Logistics Assistance Representative of the Year Award for 2007 by Gen. Ann E. Dunwoody, commanding general AMC, at a ceremony here June 4.

The award was delayed because Eoff was either preparing to deploy or already deployed to Iraq in support of the 4th Brigade Combat Team, 1st Cavalry Division, Fort Hood, Texas, when earlier attempts were made to schedule a ceremony.

Eoff said he learned of being named LAR of the year at a TACOM Life Cycle Management Command LAR workshop held at Rock Island Arsenal last September when William Powell, TACOM LCMC deputy G-3 and Elmar Cotti, TACOM LCMC Logistics Assistance Directorate chief, called him to the stage and made the announcement.

“Being named the TACOM LAR of the Year was a surprise,” Eoff said. “I’m really humbled to receive the AMC award.”

Eoff’s route to being named AMC LAR of the Year began when he was selected as TACOM LCMC LAR of the Year. The next level judged Eoff against LARs of the year from CECOM LCMC, Aviation and Missile LCMC, Joint Munitions Command and Army Materiel Command. Criteria for the LAR of the Year include providing outstanding logistic/technical support to the Army, providing support during contingency operations or exercises, and actively participating after hours in self-improvement and community involvement. More than 850 LARs from a wide range of technical specialties are eligible.

Eoff became a LAR about eight months after he retired from a 25-year Army career in 2001 as a chief warrant officer automotive technician. He said his job as a LAR is essentially the same as what he did while on active duty.

“I deploy every time they (Logistics Assistance Directorate) put me on the list,” he said. “I’ll go anywhere they need me to go.”



Photo by Summer Barkley

Principal Deputy Assistant Secretary of the Army for Acquisitions, Logistics and Technology, Dean G. Popps, and Gen. Ann E. Dunwoody, commanding general of Army Materiel Command, congratulate Lewis W. Eoff on being named Army Materiel Command Logistics Assistance Representative of the Year for 2007 at a ceremony held June 4 at Joint Base Balad, Iraq. Eoff was deployed to Iraq supporting the 4th Brigade Combat Team, 1st Cavalry Division.

“I’ve had a good day when I can help Soldiers bring a piece of equipment back to life,” he said. “We help Soldiers sort out problems with TACOM-provided equipment.”

Eoff said his job is fun and that taking care of the Soldiers is “what it’s all about.”

He is now in the process of redeploying to Fort Hood, following his fourth rotation in Iraq and a year-long assignment to Korea. He will return to work as a LAR with the 1st BCT, 1st Cav. Div., and is already hoping to deploy with them next time around.

Eoff’s citation for LAR of the Year, signed by Gen. Benjamin S. Griffin on Nov. 7, 2008, stated that Eoff was selected “in recognition of professional excellence second to none in the field of Logistics Assistance.” Griffin was the AMC commanding general when the citation was signed.

The LAR of the Year award recognizes achievements made by non-supervisory Logistics Assistance Program personnel, GS-12 and below. In 1988, AMC Headquarters renamed the LAR of the Year award to the Robertson J. Short LAR of the Year award in memory of former Army Missile Command LAR Robertson J. “Jim” Short.

ASC prepares for new mission

By Barbara Toner
ASC Public Affairs

A large but quiet change will take place in Army installation supply and maintenance activities during the next two years.

Directorates of Logistics (DOLs), a worldwide organization currently managed by the Installation Management Command, will split into Directorates of Materiel (DOM) and Directorates of Support Services (DOSS), realigning functions to fit the Army Enterprise concept. Materiel programs, including installation-level maintenance activities, certain supply operations and ammunition supply functions, will transfer to Army Materiel Command, while IMCOM will retain its transportation, services and support missions under the DOSS.

Army Sustainment Command is AMC's choice to take on the new mission. Initial operating capability for management of DOMs located in the Continental United States, Alaska and Hawaii is scheduled to begin Oct. 1. Full operating capability is expected in fiscal year 2012, beginning Oct. 1, 2011.

The scope of the mission is large: \$1 billion in supply and maintenance work at 77 installations, including approximately 2,100 government employees and 15,000 contractors.

The DOM will execute transitioning supply, maintenance and ammo supply missions formerly performed by the installation DOLs. What this means for ASC is the assumption of a large new mission. What it means for the organizations supported by the current DOLs is they will see no change in service, said Carl Cartwright, executive director for Field Support.

"For the average person, nothing will change," he said.

Splitting the DOL is the result of the Army's Enterprise Architecture that divides Army Force Generation functions into four enterprises, Cartwright said. Personnel will be led by Training and Doctrine Command, readiness by Forces Command, installations and services shared by IMCOM and the vice chief of staff of the Army, and materiel by AMC.

The objective is to align all Army functions into core competencies under the Army commands and a direct reporting unit.

A priority goal of the reorganization is to create more efficient supply and maintenance capabilities for the Army, said Kathy Acree, co-lead of the DOM Integrated Product Team.

Additional efficiencies may derive from consolidation of installation maintenance programs and developing a common acquisition strategy. Employing ASC's Command Assessment and Continuous Improvement Office to share best practices and replicate them at all locations will also yield benefits, said Acree.

At this point, AMC has delegated management of the DOM to ASC because it fits the field-level support mission.

Continued planning for the realignment will take place over the two years of the IOC process, Cartwright said. During this initial phase of the transfer, funding, manpower, and resources will remain with IMCOM. At full implementation, all funding and assets will transfer to ASC.

So far, the IPT has determined the DOM will be centrally managed, with a command and control group located at ASC and consisting of five regional offices: three sections to oversee CONUS locations, one for Europe and one for the Far East. At this point, there are no plans to manage installation activities in Southwest Asia, Cartwright said.

The Army Field Support Brigades will interface with the DOMs on behalf of the warfighters, Acree said. They will continue as AMC's face to the field, coordinating with the DOMs on workload prioritization and synchronization of support requirements.

Several challenges face the IPT in its DOM development, including the task of planning for this responsibility.

This isn't about a cookie cutter solution," said Acree. "We must take into account unique aspects at each installation in order to support senior mission commander requirements. For us to be able to assume management, we have to first understand what missions are involved."

"We look at this as a major step forward for the Army in making more effective use of resources by aligning missions with core competencies," Acree concluded.

The scope of the mission is large: \$1 billion in supply and maintenance work at 77 installations, including about 2,100 government employees and 15,000 contractors.

Commander salutes long-service employees

Story and photo by Mindy Campbell
(Reprinted with permission of the
Quad City Times)

In what likely was a rare experience for him, Maj. Gen. Robert Radin was the most junior federal employee in the room.

Radin, a 33-year Army veteran, honored eight long-time Rock Island Arsenal employees Tuesday during a luncheon at his house in Quarters 6. The employees, who represent a variety of agencies across the island, have collectively worked more than 333 years in federal service. Individually, their tenures ranged from 35 to 49 years.

Dining on a gourmet menu of beef Wellington, herbed risotto and poached pears cooked by the general's enlisted aide, Sgt. Alicia Hight, the employees had a chance to meet and talk to Radin and his wife, Sara.

The luncheon has become a monthly fixture on the general's schedule. Established when he took command, Radin has now hosted more than 22 luncheons for different groups of people, including Quad-City community leaders and island employees.

The luncheons have become a way for the general to inform the community about what is going on at the arsenal.

"I wanted to break down the barriers that were erected after (Sept. 11, 2001)," he said. "I want to reach out into the community and open the lines of communication."

"This has given us the opportunity to learn about the community," he said.

It has also provided a way for the community to meet some of the Arsenal Island workers who aren't in uniform.

"Many civilians who work here, because they are not in



Maj. Gen. Robert Radin thanks Rock Island Arsenal employees James Midgett (from left to right), Joint Munitions Command; Marsha McElroy Paxton, TACOM Life Cycle Management Command; Theodore Hornsby, Rock Island Contracting Center; and JoAnn Carmichael, Edgewood Chemical Biological Center, during a luncheon at Quarters 6.

a uniform, are not recognized as neighbors outside of the island," Radin said of the more than 70 different tenants on the island. "We are working hard to communicate that the arsenal is an important part of the island. I don't say that to take away any importance of the arsenal, but to emphasize that there is more to the arsenal."

Radin has been reassigned to the Pentagon so, for his final luncheon, he decided to invite some of the longest-serving employees to celebrate their contributions.

"Thank you for your government service," he said during the luncheon. "I am the junior guy in this room. That means a great deal to me. Your service means a great deal to me."

JoAnn Carmichael, from the Edgewood Chemical Biological Center, was amazed she was invited to the luncheon.

"I have never had an opportunity like this before," said Carmichael, who has spent

35 years in federal service. "This puts a more personal face on the leadership. I feel more valued."

Robert Riebe, from the U.S. Army Corps of Engineers and who has spent 49 years in federal service, said the luncheon was not only a great way to meet the general, but also to meet fellow employees.

"We mostly didn't know each other," said Riebe, of his fellow colleagues invited to the luncheon. "We had a chance to get to know each other. Now they are more than just an alphabet of acronyms."

Other workers who attended were Robert DeWitt, Joint Manufacturing and Technology Center, 42 years; Linda Sisson, Rock Island Arsenal, 41 years; Janalee Keppy, Army Sustainment Command, 41 years; James Midgett, Joint Munitions Command, 42 years; Marsha McElroy Paxton, TACOM; and Theodore Hornsby Jr., Rock Island Contracting Center, 41 years.

ASC Soldiers compete for title 'best in command'



Story and photos by
Sgt. 1st Class Sean Riley

Noncommissioned officers of the Army Sustainment Command competed in a weeklong NCO of the Year event at Rock Island Arsenal, Ill., June 17 - 25. **Left:** Sgt. Michael Brack evaluates a threatening civilian at a simulated entry control point. **Center:** Michael Brack prepares to disassemble an M-249 Squad Automatic Weapon. **Top right:** Sgts. Jefferey Haltmeyer (right) and Michael Brack (left) clear a training room containing suspected insurgents. **Lower right:** Staff Sgt. Marisol Williams provides first aid on a simulated wounded Soldier. **Background:** Sgt. Jefferey Haltmeyer negotiates a simulated gas minefield. **Opposite page - left:** ASC NCOs clear a building containing suspected insurgents. **Top right:** Sgt. Kent Martin, ASC NCO of the Year. **Center right:** Staff Sgt. Marisol Williams evacuates a casualty. **Bottom right:** Sgt. Michael Brack questions civilians at a simulated entry control point as Sgt. Jefferey Haltmeyer provides security from a bunker.

Sgt. Kent Martin ASC NCO of the Year

When Sgt. Kent Martin began his military career with the Ohio Army National Guard in July 2002, the Greenville, Ohio, native never thought he'd end up the best of anything.

After the Army Sustainment Command's Noncommissioned Officer of the Year competition at Rock Island Arsenal, Ill., Martin, a human resource specialist who serves in Plans and Operations, G-3, at ASC, is now considered the best NCO in the command.

The weeklong competition began June 17 with a board of senior NCOs from the ASC's brigades.

Sgt. 1st Class Tensye Murrell represented the 404th Army Field Support Brigade from Fort Lewis, Wash.; Staff



Sgt. Marisol Williams represented the 407th AFSB from Fort Hood, Texas; Sgt. Jefferey Haltmeyer represented the 401st AFSB from Kuwait; Sgt. Michael Brack represented the 402nd AFSB in Iraq; and Martin represented Headquarters, ASC.

According to Staff Sgt. Warren Feaster, one of Martin's sponsors for the event, while they were setting up his uniform for the board, Martin was calm and content.

"(Martin) was very confident on the subjects he studied," said Feaster.

After completing the board, the five NCOs participated in an Army Physical Fitness Test

and a written exam followed by Warrior Task Evaluation Lanes the next day.

Feaster said Martin's only concerns were impressing the board and the building-clearing exercise.

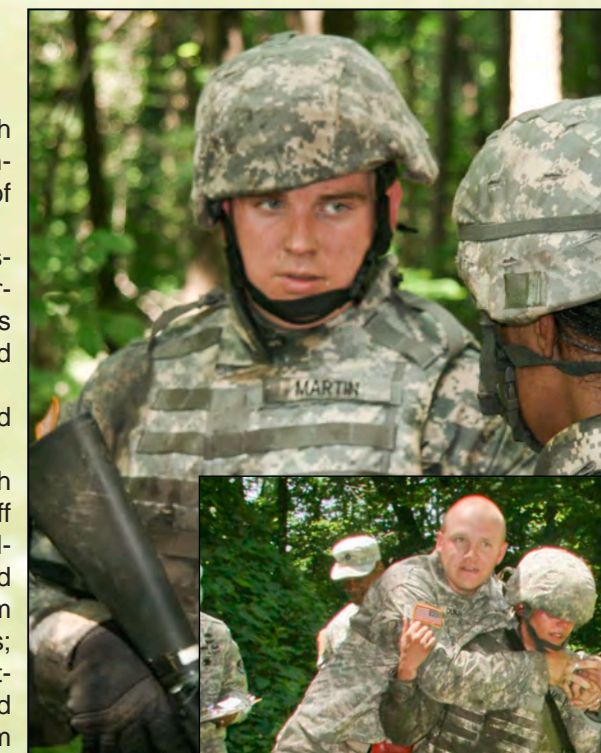
"We ran through the tasks needed for the shoot house and the board presentation," said Feaster. "He was still a little uneasy with the shoot house, but had a better understanding and was ready to accept the challenge."

Weapons qualification and a night-fire exercise at the Arsenal's Maj. Gen. Keith L. Ware Range completed the NCO's fifth day of competition.

Coming off the range, Murrell held the points lead with Brack and Martin in a close battle for second. Day-six events, a land navigation course and a mystery event, would determine the winner.

Results of the land navigation course dropped Murrell to fourth place and Martin found himself in first. After the final tally on day seven, June 25, Martin was declared the victor.

Martin competed in the Army Materiel Command's NCO of the Year competition at Fort Belvoir, Va. Sgt. Matthew Phelan, U.S. Army Research, Development and Engineering Command, Fort Monmouth, N.J., and Spc. Darwynn McPherson, 688th Transportation Detachment (RPOE), Fort Eustis, Va., are AMC's top NCO and Soldier.



404th NCO trains hard for competition

Dick Devlin

404th AFSB Public Affairs

FORT LEWIS, Wash. — While some Soldiers were just wrapping up zeroing their weapons on Range 6, others had begun walking toward Range 5 to begin breaking down ammunition for their weapon qualification. Soldiers needled each other about how bad their qualifying scores might turn out to be. Still others told war stories from “back in the day” about their prowess with the M16A2 rifle.

Then, from behind, a pair of noncommissioned officers hustled by raising a small cloud of dust on the gravel road. One was reading questions aloud from a pocket book and the other provided answers as rapidly as they were posed.

“What is Antabuse?” “How do you treat for heat stroke?” “What’s the maximum effective range of the M16A2?” “What’s the time standard to don your protective mask?”

The pair headed straight for shade behind the range shack, where the inquisition continued as the pair removed their personal protective gear for a break from the heat. The forecast called for the first 90-degree day of the year and the shade was disappearing fast. Yes, Fort Lewis, Washington, temperatures can reach into the 90s.

Regardless, the stream of questions continued unabated.

The coach and inquisitor-in-chief was Sgt. Juana Rascon, an acquisition NCO. The respondent was Sgt. 1st Class Tensye Murrell. Both are assigned to Headquarters, 404th Army Field Support Brigade, a U.S. Army Sustainment Command organization garrisoned at Fort Lewis.

In addition to being the unit’s automated logistics supply technician, Murrell was the 404th’s entry in the ASC NCO of the Year competition held at Rock Island Arsenal, Ill, in June.

Murrell prepared herself for intense questioning from the senior NCOs who sat on her selection board as part of the competition. Apparently, her total immersion system works: she applied the technique to become the honor graduate of her Advanced Noncommissioned Officer Course class at Fort Lee, Va.

“I really don’t like to waste available time, especially when I can use it to my advantage. You’ve got to use it when it’s there,” she said.

Although Murrell claims to hold no personal philosophy, she is a believer and practitioner of the sentiments expressed in the NCO Creed.

Shesaidherfavorite part of the job is the positive feeling she derives from being able to train less-seasoned Soldiers both in military skills and personal development. Murrell sees herself as a “people person” and feels good about being able to provide help and counsel to others ... Soldiers and civilians.

She plans to finish a degree in criminal justice through Troy University’s e-ArmyU and work in youth counseling when she retires from the Army.

Her least favorite aspect of military duty is, not surprisingly and unequivocally, the frequency and length of family separations. She is quick to characterize it simply: “It’s bad juju,” she said.

She served a combat tour as the supply and services NCO for the 317th Maintenance Company, Balad, Iraq.

In the eight years since they met at Fort Campbell, Ky., then married, she and her husband, Sgt. 1st Class Michael Murrell, have had four children.

Joining the 404th this January, Murrell said the other Sgt. 1st Class Murrell, assigned to Headquarters and Headquarters Company, 3rd Stryker Brigade Combat Team, 2nd Infantry

See Competition, page 11



Photo by Dick Devlin

Sgt. Juana Rascon (left) quizzes Sgt. 1st Class Tensye Murrell during the 404th Army Field Support Brigade NCO's preparation for the 2009 Army Sustainment Command NCO of the Year competition, at which she finished third.

Competition

continued from page 10

Division, has been very supportive of her quest. "He's been coaching and advising me on the different levels of this competition," Murrell said smiling.

When it comes to what little spare time she has, Murrell spends it with her family, church, and the YWCA.

As noted earlier, Murrell espouses no particular personal philosophy. She does, however, point to a verse from Psalm 56 she said is her favorite and provides her a steady azimuth. She quietly recited it: "In God I trust, I will be not afraid. What can man do to me?"

* * * *

Three goals mark Year of the NCO

This year's competition has an extra boost, taking place during the Army's Year of the NCO. The last Year of the NCO recognized the noncommissioned officer corps in another transitional era in the Army's history. By the time 1989 dawned, then-Army Chief of Staff Gen. Carl E. Vuono, led an Army that had been through 20 years of rebuilding the noncommissioned officer corps after Vietnam, through the fall of the Berlin Wall and the dissolution of the Soviet Union. Today's leadership sees 2009-2010 as the same type of seminal period.

This year's theme is designed to accomplish three goals. The first is to recognize what noncommissioned officers do for the U.S. Army every day, all around the world.

The second is to inform American people of what an under-recognized national asset United States has in its Soldiers. Mostly, it is the quality and dedication of the NCO Corps which is the fabric of that asset.

Finally, the Army will institute a number of programs that will ensure noncommissioned officers will succeed in the 21st century security environment.

In short, the three objectives are to improve recognition, communication and sustainment of the Corps.

The development of a strong NCO Corps helped sustain the Continental Army through severe hardships to final victory. The NCO Corps has been



Photo by Dick Devlin

Sgt. 1st Class Tensye Murrell hits the book during a pause in her preparation for the 2009 Army Sustainment Command NCO of the Year competition held in June at Rock Island Arsenal, Ill. The 404th AFSB NCO finished third in the ASC event.

the backbone of the Army for 234 years.

The history of our Army and of the noncommissioned officer began in 1775, with the birth of the Continental Army. The American NCO did not copy the Europeans. He, like the greater American Army, modified what they considered desirable traits, traditions and tactics from the French, British and Prussian armies and melded them into a uniquely American institution.

As years passed, the American political system, disdain for aristocracy, social attitudes and vast westward expansion further distanced the U.S. Army NCO from his European counterparts, creating a truly American noncommissioned officer.

At a time when the force is strained and stretched in foreign theaters, the role of the NCO has never been more important. There are some 250,000 Soldiers deployed to 80 countries with about 547,000 Soldiers serving on active duty.

Green Belt class aims to improve communication

By Georgina Valenzuela
ASC Public Affairs

Seeking to improve the process by which hearing-impaired employees request interpreters, ASC has launched a Lean Six Sigma Green Belt project.

Two training sessions set the stage for the project. They were held on June 15-19 and July 13-17 in the Army Sustainment Command Headquarters' Command Assessment and Continuous Improvement Conference Center.

The Army has offered Green Belt Training for individuals seeking to learn and apply the Lean Six Sigma (LSS) methodology to drive local improvements within their facility, department, or organization.

For the first time, this type of training is more accessible for the deaf and hard-of-hearing at Rock Island Arsenal. During the class, hearing-impaired students benefited from having the same full-time interpreters throughout the course while working on a real-life process that directly affected them.

In 2006, the Army selected Lean Six Sigma as the process improvement methodology to support Army Business Transformation.

A Green Belt is someone who wants to demonstrate knowledge of Lean Six Sigma tools and processes and will apply the LSS methodology in their workplace.

According to an LSS presentation, the most recent Green Belt Training class served two purposes: to certify its members as LSS Green Belts and to work on a project that will improve the effectiveness of the interpreter service process.

According to both Richard Jayne, chief of Lean Six Sigma, and Hannah Bond, a contractor with Accenture and one of the class instructors, Maj. Gen. Robert M. Radin, commanding general, U.S. Army Sustainment Command, sought a class geared primarily towards deaf and hard-of-hearing personnel, but that would still allow others to attend as well. He spoke of his concern that the hearing-impaired employees' needs were not being met, and directed a Green Belt training class whose project would focus on improving the process.

Lean Six Sigma is an improvement method that uses data to identify and eliminate process problems. It is an improvement engine that establishes a new set of roles and procedures inside an

organization while working to continuously generate results.

Some of the benefits of achieving project goals will be to increase the engagement of hearing-impaired employees in the work environment. This benefits their organizations through their good ideas and more effective work, promoting a better

understanding of deaf culture, and facilitating better relationships between process stakeholders.

One measurable goal is to have the scheduled interpreter service match the requirements 99 percent of the time. Instead of performing a budget simulation — a classroom setting, simulated business process in which students learn and process improvement methods — the LSS methodology and tools were applied to a real



Photo by Georgina Valenzuela

Amber Tucker (left), an American Sign Language interpreter, aids Hannah Bond, a contractor with Accenture and a class instructor, in her response to a student's question during a Green Belt training course for deaf and hearing-impaired employees organized by Army Sustainment Command's Command Assessment and Continuous Improvement Office.

See Green, page 13

Green

continued from page 12

project geared towards improving the effectiveness of interpreter services.

Jayne was responsible for ensuring class success. His role in the project was to design the class.

He first attained Department of the Army approval, made sure the class had the necessary funds to order books, and had all the accommodations needed for students such as computers and qualified interpreters.

Jayne said one of his main goals was making sure students were able to engage in full communication during the class.

“From the government’s perspective, this class is an opportunity to make sure everyone has the opportunity to learn about continuous improvement methods and learn new tools that can improve their workplace, use fact-based decisions to analyze a problem, learn how to come up with solutions and work in teams,” Jayne said.

“With this class we are trying to be proactive and have better and more effective communication methods with the deaf and hard-of-hearing community. We have computers so that they can type in any questions or comments that they might have, and we are making sure they have everything necessary to ensure everyone is successful in their training,” he said.

Brian Byer, a supply system analyst for TACOM Life Cycle Management Command, who has worked at the Arsenal for more than 20 years, expressed via an interpreter his expectations of the course.

“I am learning about Lean Six Sigma. Hopefully I can use the process and apply it to my everyday work. I want to help the deaf community at large by helping out to resolve the problems and issues we are having,” he said.

“There have been good solutions offered; I am looking forward to all of this. Along with the training I am excited to see how this will impact both the deaf and hard of hearing and the people who are not deaf or hard of hearing. This will be a benefit for all of us since we do understand

how one accommodation does not fit all,” Byer said.

The class was taught by two master Black Belts, Bond and Gene Bukowski. The Certified Six Sigma Black Belt is a professional who can explain Six Sigma philosophies and principles, including supporting systems and tools.

Deaf and hard-of-hearing students also had two American Sign Language interpreters continuously assisting them, and were provided additional interpreters when class activities required them.

Some of the problems discussed the first week of class were interpreters not showing up to the correct place at the assigned time; interpreters not having the language certification or the wrong qualifications for the needed service; interpreters not being familiar with technical terminology and not familiar with logistics issues; and the interpreter service request process taking too long.

Tom Lawrence, a supervisor from TACOM Life Cycle Management Command, said he believed it was important to take this course because he has two employees who are hard of hearing. Likewise, Arthur Peals from Rock Island Garrison’s Equal Employment Opportunity Office said he took the course because he wants to make sure reasonable accommodations are made for people with disabilities at Rock Island Arsenal.

Bond recalled how this class emerged.

“General Radin has occasional meetings with the deaf and hard-of-hearing community, and he was concerned that so many of them were expressing frustration with the interpreter service process. He suggested that we provide this class to make it accessible to the community to give them skills to take back to their organization and improve processes. They could all work together as a team to solve this problem,” she said.

A meeting held earlier this year with members of the community and supervisors discussed the project charter. Bond also spent one day with interpreters to prepare them by sharing the key concepts and terminology.

“I just think this will be an exciting course to teach. Being able to work on a real project and apply real application of the tools will be a great experience for everybody,” Bond said during the course. “Hearing members of the class who have never experienced working with deaf or hard-of-hearing employees will teach them the culture of working together to make their workplace more efficient.”



Photo by Georgina Valenzuela
Brian Byer, LSS Student



NCO Spotlight:

Guided by principles, Soldier strives to be consummate NCO

By Luis A. Deya
401st AFSB Public Affairs

CAMP ARIFJAN, Kuwait – Sgt. 1st Class Robert G. Greeley of the 2nd Battalion, 401st Army Field Support Brigade describes what a noncommissioned officer is or should be.

Greeley joined the Army in January 1996 and quickly set his goal to become an NCO. His hard work, effort motivation and dedication helped him reach his goal by his third year of service.

Asked what advice he would give junior Soldiers who have the same vision to succeed, Greeley replied, "My advice is very simple. Find an NCO in your direct chain of command who gives you the impression he is always on the go, who usually has younger Soldiers constantly trying to ask him questions, and learn as much as you can by shadowing him."

Greeley works as the maintenance NCO in charge for the 2nd Bn., 401st AFSB and wears what he calls "five different hats." In addition to being fully engaged in the Operation Iraqi Freedom drawdown and the Operation Enduring Freedom buildup, he occasionally serves as the maintenance technician, a teacher or mentor whose Soldiers can come talk to about their problems.

Simply put, an NCO is not just a leader, but someone who keeps the team together in every aspect for the overall mission. An NCO puts the team's needs and concerns before his own to improve mission readiness on a daily basis. Greeley does exactly this.

His experience working as the NCOIC for the battalion has helped him diversify his leadership style as an NCO because of the many different people he serves with. From Soldiers to Department of the Army civilians to contractors and local nationals,

Greeley provides leadership and direction for each group.

In his 13 years' service, this is the first time he has worked in such a diverse organization, Greeley said. His lifelong learning as an NCO has helped him manage, mentor and contribute to the unit's mission.

"The outstanding training I have received in the Army as an NCO is directly responsible for my success here at the 2-401st AFSB," Greeley said. "An NCO is a leader who lives by the Army values, and I have used those to lead, train and mentor those who will take my place when I leave."

Greeley said he is a firm believer that you may obtain the rank of sergeant and still not have the heart of an NCO. The Army promotes you to the pay grade of E-5, but you must choose in your heart to be an NCO, he said.

While the rank of sergeant is definitely a symbol of success, the title "NCO" is what drives him to lead by example, he said. An NCO, he said, leads by example, guides Soldiers' mission, and takes care of Soldiers' needs.

"I had great NCOs who mentored me and have taken me to where I am now. I want to give back that same opportunity to others, which is the heart of a true NCO," Greeley said.

Although Greeley has not yet met his next goal, but he is steadily working toward it. That would be to become a company first sergeant so that he can guide NCOs to train, mentor and pass their knowledge on to junior enlisted Soldiers.

His ultimate goal is to be the Army Materiel Command's command sergeant major one day.

(Editor's note: 401st AFSB's Robin Oakley, Maj. Joseph Roberts and Maj. Tomas Stocks contributed to this article.)



Photo by Luis A. Deya

Sgt. 1st Class Robert G. Greeley, 2nd Bn., 401st AFSB, explains Retrograde processes to Sgt. Maj. of the Army Kenneth Preston at Camp Arifjan, Kuwait, earlier this year.

Army Strong, as far back as the Civil War

By Staff Sgt. Bryant Mallard



This essay is one of a continuing series, authored by Army Sustainment Command noncommissioned officers, marking the Year of the NCO.

He was not your typical Soldier.

When the average age of a Union Soldier was 24, the 44-year-old Sgt. James N. Strong was probably one of the oldest Soldiers in his company when he enlisted in the Army on Sept. 11, 1862.

Leaving behind his family and farm in Pittsfield, Mass., he participated in one of the largest battles in American history. Strong, who was born in Pittsfield, Mass. Feb. 28, 1818, was a farmer, father and widower. A few days after enlisting, Strong was made a sergeant and was then promoted to the rank of second lieutenant July 24, 1863.

In May 1863, with bullets shrieking all around them, Strong and 61 other volunteers from C Company, 49th Massachusetts Infantry, stormed Port Hudson, La., and prepared the way for the main attack.

Under heavy fire, the volunteers played a vital role in the Battle of Port Hudson by filling in ravines and storming the rebel works.

A victory during the battle for Port Hudson was strategically important because it cut the Confederacy in half as well as giving the Union Army free use of the Mississippi River. The 48-day battle was the longest of any war in American history.

The assault was also the first major use of colored troops as combatants in the Civil War.

By all accounts, the battle, which was ordered by Major Gen. Nathaniel P. Banks on May 27, 1863, was brutal.

“Full two-thirds of a mile distant we saw the parapet lined with rebels, and great volumes and little jets of smoke, as muskets and cannon bade us defiance,” wrote Pvt. Henry T. Johns about the battle. “For a few yards the field was smooth, but difficulties soon presented themselves ... shells shrieked past or burst in our midst, tearing ground and human bodies alike; grape and canister mowed down the branches, tore the leaves, or lodged in trees and living men ... Save a few scattered soldiers, we were alone.”

The 40,000-strong Union force suffered many casualties during the intense fighting of the siege.

Most of the Union Soldiers were not acclimatized to the blazing Louisiana summer heat. More than 4,000 Soldiers were hospitalized due to sunstroke and disease during the battle.

Low morale was also a real concern. A majority of the regiments were made up of troops who had only enlisted for a nine-month tour. However, they were held over past their date of release until Port Hudson had surrendered.

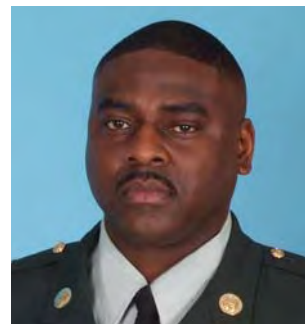
The 7,200-Confederate force fared even worse. At Banks’ order, Union forces cut off the Confederates’ outside supply of food, ammunition and other essentials. As the siege went on, the rebels were forced to eat mules, dogs, rats and even their horses to survive.

Finally, on July 9 – five days after the fall of Vicksburg – Gen. Franklin Gardner surrendered Fort Hudson, knowing he could not defeat the Union forces.

Once in control, Banks paroled 5,593 of the Confederate enlisted Soldiers and sent the officers to prison. Gardner reported that 200 Confederate Soldiers had been killed during the siege, between 300 to 400 were wounded and about 200 died from sickness. Only 2,500 Confederate Soldiers were fit for duty at the time of surrender.

After serving a year in the Army, Strong returned to his home. He eventually moved his family to Galesburg, Ill., and finally to Fairfield, Iowa. After becoming ill with a disease he contracted while in the Army, Strong died Dec. 17, 1900. He is buried in Fairfield Cemetery in Fairfield, Ia.

For volunteering in response to the call of duty and for bravery under enemy fire, Sgt. James N. Strong was awarded the Medal of Honor.



Staff Sgt. Bryant Mallard

Suggested Reading

“The Civil War Union Soldier,” http://americancivilwar.com/kids_zone/union_soldier_civil_war.html (May 6, 2009)

Iowa Medal of Honor Heroes, http://www.iowahistory.org/museum/exhibits/medal-of-honor/strong_james_cw/index.htm# (May 6, 2009)

VIP visitors praise 402nd AFSB's performance

By Summer Barkley
402nd AFSB Public Affairs

Joint Base Balad, Iraq — Three high-ranking officials visited the 402nd Army Field Support Brigade area of responsibility in June, pausing to deliver praise during their whirlwind tours.

Principal Deputy Assistant Secretary of the Army for Acquisitions, Logistics and Technology Dean G. Popps and Gen. Ann E. Dunwoody, Army Materiel Command commanding general, began their time at the 402nd with an awards ceremony June 4. The pair honored two Bronze Star recipients, the AMC Logistics Assistance Representative of the Year, and about a dozen Soldiers and civilians.

In his remarks, Popps said Secretary of the Army Pete Geren asked him personally to convey his greetings to the Soldiers and civilians of the 402nd. He also said the 402nd collective mission is to promote the materiel enterprise that encompasses “responsible drawdown plus responsible reset.”

Popps, who also serves as director of Iraq Reconstruction and Program Management for AL&T, applauded AMC's foresight in recognizing that the rear echelon must be aligned to accomplish the mission up-front.

Dunwoody took up Popp's theme and said, “If we're not aligned, we can't really help you.”

She added that the materiel enterprise must communicate, collaborate and coordinate, adding, “stovepipes don't work.”

“The men and women in this room are helping us make a difference,” she said. “You motivate me to go back and fight for the resources you need. Thank-you seems inadequate, but I mean it from the bottom of my heart.”

The next day, they visited Soldiers, Airmen, civilian employees and contractors who work for or are supported by 402nd AFSB.

Their tour began at the 1st Battalion area with a briefing at the common remotely operated weapons system fielding site, followed by a visit to the Stryker area. The next stop was at the Frag 7 area for a briefing on the relatively new M1154 HMMWV upgrade program.



Photo by Summer Barkley

Scott Brown, common remotely operated weapons station training specialist and Fred Pritchett, CROWS site lead, stand by as Gen. Ann E. Dunwoody, Army Materiel Command commanding general and Principal Deputy Assistant to the Secretary of the Army for Acquisition, Logistics and Technology Dean G. Popps operate a CROWS system during a visit to the Joint Base Balad facility June 5.

Dunwoody and Popps were also briefed on the 2nd Battalion's Retrograde Property Assistance Teams. Following lunch and a brigade command briefing, Popps and Dunwoody departed for Victory Base Complex, where they toured other 402nd assets.

During his June 25 visit to the 402nd, Undersecretary of Defense for Acquisition, Technology, and Logistics Dr. Ashton Carter was briefed by personnel assigned to 2nd Battalion's RPAT on property retrograde and reset missions.

Carter also visited the mine-resistant, ambush-protected vehicle area and was briefed on how technology, continuing research and rapid fielding of improved armor and vehicle design have saved Soldiers' lives.

Carter had the opportunity to test drive an MRAP and took it for a couple of spins “around the block.”

His last stop on the tour was a visit to Company A, 1st Battalion, 161st Infantry Regiment. He spoke with Soldiers whose convoy-security mission has given them ample opportunity to fully appreciate the capabilities of up-armored vehicles. The Soldiers were unanimous in crediting the technology behind the vehicles and the mechanics and workers who keep the add-on armor up-to-date.