

# Quartermaster

PROFESSIONAL BULLETIN

WINTER 2002

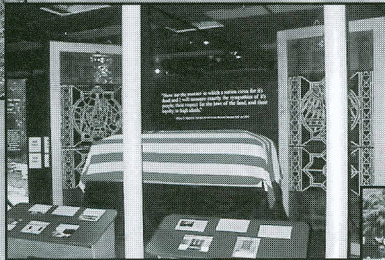
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WARFIGHTERS' LOGISTICIAN

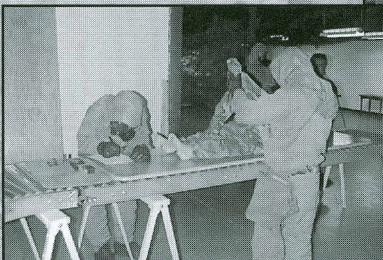
## DIGNITY



## REVERENCE

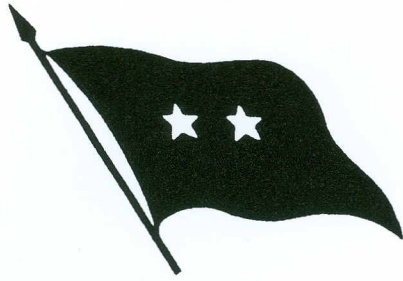


## RESPECT



Mortuary Affairs Center  
Special Edition





## *From The Quartermaster General*

Greetings, fellow Quartermaster soldiers. Since the last edition of the *Quartermaster Professional Bulletin*, the US Army Quartermaster Center and School (USAQMC&S) has been very busy training soldiers and convening key leaders of the Corps. We graduated 6,232 soldiers, marines and civilians during the final quarter of FY02, and 22,008 for the year. Also, we hosted two major conferences of key Quartermaster leaders. The Regimental Command Sergeant Major hosted the eighth annual Sergeants Major Conference, 16-19 Oct 02, at Fort Lee, VA; and the USAQMC&S hosted The Army School System (TASS) Battalion Commander's Conference, 1-2 Nov 02.

It saddens me to report that on 25 Oct 02, our Corps lost a truly great Quartermaster, BG (Retired) James E. Bickford. He was a pioneer in petroleum operations, serving two combat tours in Vietnam and commanding numerous petroleum storage and distribution units throughout the world, culminating in his commands of the 200th Theater Army Materiel Management Center and the Defense Fuel Supply Center. An inductee into the Quartermaster Hall of Fame in 1998, he will be remembered for his lasting contributions to the Quartermaster Corps and to the Army. For a profile of his illustrious career, see page 56.

This is the fourth edition of the *Quartermaster Professional Bulletin* that focuses on one of our training departments. This edition is dedicated to the Mortuary Affairs Center (MAC). The MAC, established as the Graves Registration Center in 1987,



*Major General Terry E. Juskowiak*

graduated 92 advanced individual training (AIT) soldiers last year. This year, we are projecting to train 127 AIT soldiers, a 38 percent increase. (See page 3 for an article addressing AIT training standards.) The MAC also conducts a two-week specialty course for officers and teaches the Joint Mortuary Affairs Senior Noncommissioned Officer Course.

In addition to its recurring training responsibilities, the MAC is the Army's proponent for all Mortuary Affairs doctrine and training. Because the Army is the Mortuary Affairs executive agent for the Department of Defense, the MAC is also responsible for managing and coordinating common joint Mortuary Affairs doctrine and training with our other services.

Mortuary Affairs, formerly known as "graves registration," is one of the final services a Quartermaster can provide to a fellow soldier. As such, it is one of the most critical and most sensitive services, requiring the utmost reverence and respect for our fallen comrades. Mortuary Affairs Specialists are among the most highly disciplined and professional soldiers in the Army, serving as the instrument through which America repays a debt of honor to the decedent's next of kin.

Mortuary Affairs traces its formal history back to the American Civil War, a conflict that produced more battlefield deaths than all of our other wars combined. During the Civil War, the dead were usually buried on or near the battlefield by prisoners of war,

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# Quartermaster

PROFESSIONAL BULLETIN



## The Quartermaster General

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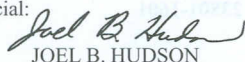
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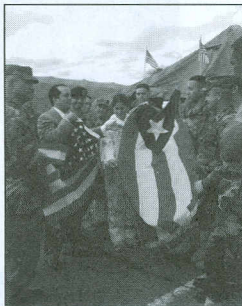
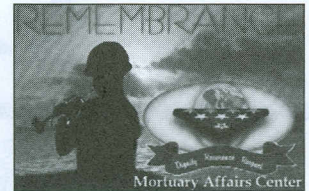
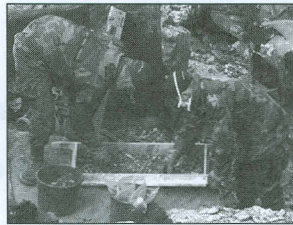
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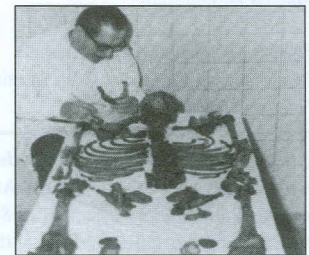


## Special Edition Mortuary Affairs

*Learning from the Past,  
Commanding in the Present,  
Leading into the Future.*

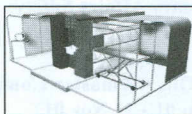


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**OUTSIDE FRONT COVER:** Designed by Tom D. Bourlier, Director of the Mortuary Affairs Center, US Army Quartermaster Center and School, Fort Lee, VA.

**INSIDE BACK COVER:** The full pages on battalion-size units that Keith K. Fukumitsu, Quartermaster, has researched and illustrated for each edition since 1991 now are archived on the Quartermaster Home Page at [www.quartermaster.army.mil](http://www.quartermaster.army.mil), under BULLETIN, Quartermaster Unit Lineages.

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## ***Training to Standard...***

### ***What you can expect from Quartermaster AIT soldiers***

*Major General Terry E. Juskowiak, The Quartermaster General*

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A new Quartermaster soldier graduates from advanced individual training (AIT) and arrives at his first unit...eager to join his new organization, but nervous about how well he will fit in. He is typically 19 years old and is living away from home for the first time. Only one year ago, he was walking across the stage at his high school graduation.

As he reports to his new unit, a thousand questions cloud his mind. *Where will I be assigned? What will my squad leader be like? Where will I live?* He will also have questions about his ability to perform his job and contribute to his unit's mission.

Likewise, the gaining unit will likely have concerns of its own. *Does the soldier meet height/weight standards? Can he pass the Army Physical Fitness Test (APFT)? Does he know his job? What level of training proficiency can the gaining unit expect from a newly arriving AIT soldier?*

The US Army Quartermaster Center and School (USAQMC&S) trains to Army standards. Students graduating from its nine military occupational specialty (MOS)-producing courses meet all applicable Army training standards and can be expected to make an immediate contribution to their first unit of assignment. Graduates are evaluated according to the US Army Training and Doctrine Command (TRADOC) Regulation 350-70 (Systems Approach to Training Management, Processes, and Products) to ensure that they can perform the critical tasks of their MOS. The gaining unit is responsible for further developing the potential of each soldier by effectively integrating him into the unit training program.

Graduating Quartermaster soldiers are physically fit. All graduates with a Quartermaster MOS meet height/weight standards for initial entry training (IET) soldiers according to AR 40-501 (Standards of Medical Fitness) and TRADOC Regulation 350-6 (Enlisted Initial Entry Training (IET) Policies and Administration) and can pass the APFT with a minimum score of 60 points per event. (*Note: With the exception of prior service and reclassification soldiers, IET soldiers are not subject to AR 600-9 (The Army Weight Control Program) until they reach 180 days of active duty service.*) There is no Army requirement for AIT soldiers (or other soldiers) to complete a four-mile run. Therefore, it is not a requirement for graduation. However, to build confidence in Quartermaster AIT soldiers, each company conducts a weekly four-mile run. Soldiers who meet graduation requirements but who become pregnant are allowed a permanent change of station (PCS) within the continental United States (CONUS) – provided they can perform the duties of their MOS as specified in AR 40-501.



**Participating in Logistics Warrior Exercise**

In addition to technical skills, these Quartermasters have honed their tactical skills during a field training exercise called "Log Warrior." This multi-echeloned training exercise, which integrates AIT, Basic Noncommissioned Officer Course (BNCOC), Advanced NCO Course (ANCOC) and Officer Basic Course (OBC) students, allows the soldiers to apply their hands-on technical training in a tactical field environment. To instill confidence, professional pride and



esprit de corps, AIT soldiers participate in a Rites of Passage Ceremony that is the culmination of their tactical, technical and Army Values training.

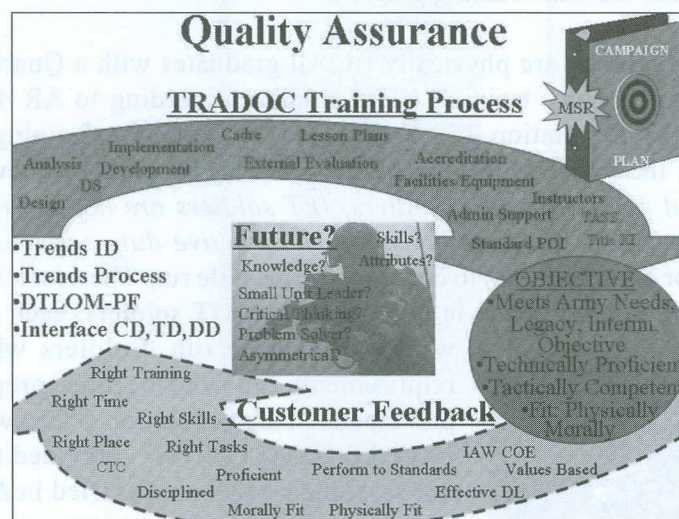
Rites of Passage was instituted at the USAQMC&S as part of the AIT training curriculum in 1998 by the late MG James M. Wright, the 45<sup>th</sup> Quartermaster General. This ceremony, which incorporates a variety of vignettes to depict the heritage of the Quartermaster Corps and its allegiance to Army Values, symbolizes the transition from individual soldiers to members of a proud corps. At the conclusion of the ceremony, graduating soldiers receive their first Quartermaster Regimental Crests to display on their uniforms.



Receiving Crests at Rites of Passage

The USAQMC&S trains more than 25,000 soldiers, marines, civilians and allied students each year. The USAQMC&S recently established a quality assurance (QA) office to ensure the execution of its core mission of training soldiers and developing leaders to standard. This QA office assists the commandant in ensuring that graduates are tactically and technically competent, physically and morally fit, and can perform their duties in any unit of assignment.

To this end, QA uses a two-pronged approach that examines the internal training processes of the USAQMC&S and “customer” feedback from gaining units. The first approach scrutinizes “the way we do business,” to include the examination of resources, training materials and methods and the execution of Quartermaster programs of instruction. The latter perspective uses various data collection tools targeted at gaining units to determine if the USAQMC&S is equipping soldiers with the skill sets needed in the field Army.



A third and equally important element of this dynamic process is maintaining visibility of future changes that could impact training requirements. With each required change to training, the internal processes are examined and adjusted, as needed, to ensure that the USAQMC&S is meeting the objective of providing highly skilled soldiers who meet the needs of the units to which they are assigned.

The USAQMC&S is committed to providing the Warfighter with Quartermaster soldiers of character who are competent and confident in their warfighting and technical skills, possess a warrior spirit, can effectively contribute to their first unit of assignment, and can successfully complete their first enlistment.





## 2002 Conference Highlights



*Command Sergeant Major Bradley J. Peat*

The eighth annual Quartermaster Corps Sergeants Major Conference welcomed home more than 120 sergeants major serving worldwide in the Active Army, US Army Reserve and Army National Guard. The theme for the conference last October was *learning from the past, commanding in the present and leading into the future*. The senior enlisted Quartermasters came together to discuss issues and seek solutions in the critical areas of personnel, training, readiness and Army Transformation. One sergeant major put it best: *We're here learning and discussing how the Quartermaster Corps will fit into the transforming Army. We are here continuing to build a stronger Corps in support of the Objective Force*. Held 16-19 Oct 02, at Fort Lee, VA, the 2002 conference had a welcomed change of location to Mifflin Hall, home of the Regimental Headquarters.

### ***Distinguished Guest Speakers***

We were privileged to have the Honorary Sergeant Major of the Regiment, CSM (Retired) Milton B. Hazzard, as the guest speaker with vital lessons learned during his career in the Quartermaster Corps. BG Scott G. West, Deputy Commander of the US Army Quartermaster Center and School, presented the senior leadership with a State of the Corps briefing. The following command sergeants major brought us up to date with the developments and trends in their respective commands: CSM Cynthia A. Pritchett of the US Army Combined Arms Command; CSM Anthony J. Williams of the US Army Training and Doctrine Command; CSM Carl E. Christian of Forces Command, Army; and CSM Paul Haynes Jr. of the US Army Combined Arms Support Command.

Attendees also toured the Aerial Delivery and Field Services Department; Army Center of Excellence, Subsistence; Mortuary Affairs Center; Petroleum and Water Department; and the Logistics Training Department. Sergeants major viewed firsthand the latest innovations and technological developments in the logistical field. We were able to show how the Quartermaster Center and School is preparing both the enlisted and officer forces to meet the Quartermaster's role in Army Transformation.

### ***Networking***

One great benefit from the 2002 conference was providing each participant with a sense of unity, cohesion and esprit de corps. Sergeants major had the chance to meet with their contemporaries, exchange information and ideas, and forge new friendships. They heard about issues directly from the field and the steps successful in solving those issues. This sharing of information is an invaluable asset for everyone involved. A unique opportunity for the Army's senior enlisted logisticians, the annual conference provides them insight and also forges their role in the history of the Quartermaster Corps.

### ***Small Group Workshops***

Group discussions focused on the following topics: promotions criteria, Quartermaster CSM assignment, military occupational specialty (MOS) consolidation and MOS reclassification. In the small group workshops, facilitators received tremendous input from the panelists and the discussions were heated. The workshops yielded many positive

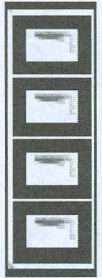
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*New Section for  
Quartermaster Warrant Officers*

## *ATLDP Study Sets Bold Initiatives*



*Chief Warrant Officer Five James C. Tolbert*

**Greetings from Fort Lee, VA, and home of the “Quartermaster.”** This past summer, the Director of the Army Training and Leader Development Panel (ATLDP) presented 63 recommendations to the Chief of Staff of the Army. The ATLDP-Warrant Officer Study sets forth bold new initiatives to improve warrant officer training, manning and leader development now and throughout Army Transformation to the Objective Force.

The warrant officer study, part of the largest self-assessment ever done by the Army, is the third in a series by the ATDLP based at Fort Leavenworth, KS. The Army’s senior leadership received the ATLDP’s recommendations this past May, and the panel’s findings were approved for release on 22 Aug 02. The ATLDP teams traveled to more than 70 locations worldwide as more than 10,000 respondents ranging from branch/warrant officers and enlisted soldiers to family members completed written surveys or participated in focus groups.

The study will now enter a management process under the proponenty of the Army G3 through an Implementation Process Action Team (IPAT). The IPAT will determine the feasibility, suitability and acceptability of the ATLDP’s 63 recommendations for warrant officers. In the two previous ATLDP studies of officers and noncommissioned officers (NCOs), the Army integrated some of the approved recommendations into its ongoing Transformation Campaign Plan. The remaining officer and NCO recommendations are being planned for

implementation through ongoing coordinating actions and resource decisions.

We fully expect the same course of action for the warrant officer study. However, all warrant officers must be aware of emerging changes within our Corps. If you have not read the complete report, I urge you to do so. Read it as often as necessary so that you fully understand its intent, can engage in conversation with others, and can share thoughts and ideas.

Until 1959, the US Air Force also utilized warrant officers as technicians and midlevel managers. However, after a comprehensive review of its warrant officer program, the Air Force concluded the following: *Warrant Officers are not sufficiently flexible for utilization outside of their technical specialty.... Furthermore, officers provide the flexibility for use in a broad span of managerial and career broadening assignments which are necessary to meet requirements....* As a result, the Air Force determined that structure, training and retention needs were best served by eliminating its warrant officer program.

The ATLDP assessment in 2002 differs by stating: *At the heart of the change is a complete integration of warrant officers into the larger officer corps while ensuring that warrant officers retain their heritage as technical experts.* However, the ATLDP study specified that *the Army needs to clarify the roles of warrant officers, then make changes to their professional development, training and education, and manning.* In essence, warrant officers must remain relevant throughout Army Transformation. In doing so, we must



leave behind any bias that threatens our relevancy now and in the future. We must take on the responsibility to ensure that others understand warrant officer culture, our professional development, training and manning needs. The Army leadership can institute a multitude of changes, methods and business processes, but people are at the core of everything accomplished in the Army.

As the Army transforms to a lighter, more lethal force able to effectively operate in the 21st Century, so must the Warrant Officer Corps evolve as full-fledged members of the Army Officer Corps. Warrant officers must leave behind an education system that is not fully resourced and does not use the latest technology to deliver specialty-specific training. We must leave behind our current system of accessions and the unfavorable perceptions that accompany it. The negative effects of pay compression, promotion risks and discouragement mar today's warrant officer recruitment efforts. We must counter with an aggressive recruitment program, with involvement by the entire chain of command so that enlisted soldiers view warrant officer service as the attractive Army career that it truly is.

### ***One Officer Corps***

We must leave behind a culture where we are separate segments of the officer corps. Instead, we must move forward toward the Objective Force as one officer corps bonded with a common goal and an understanding of each other's roles. Conversely, warrant officers must leave behind any notions of inflexibility to perform outside of their specialty and yet are able to effectively operate in the full spectrum of Army operations.

The recommended ATLDP general definition of a warrant officer states the following:

*The Warrant Officer of the Objective Force is a self aware and adaptive technical expert, leader, trainer, and advisor. Through progressive levels of expertise in assignments, training, and education, the Warrant Officer administers, manages, maintains, operates, and integrates Army systems and equipment across the full range of Army operations. Warrant Officers are innovative integrators of emerging*

*technologies, dynamic teachers, confident war-fighters, and developers of specialized teams of soldiers. They support a wide range of Army missions throughout their career.*

Key points in this ATLDP definition dispel the notion of warrant officers serving as single-tracked technicians. Of note is the mention of "adaptive technical experts" who must be able to adapt to an ever-changing environment within and outside of their technical specialties. The ATLDP definition goes on to state that warrant officers "support a wide range of Army missions throughout their career." This comment again reverses the notion that future warrant officers will serve as "single-tracked" technicians. Moreover, the ATLDP definition characterizes warrant officers as "innovative integrators...dynamic teachers, confident war-fighters, and developers of specialized teams of soldiers." That defines future technical officers who are also leaders. The Objective Force warrant officer will remain as the Army's technical expert in addition to encompassing a broader warfighting and leadership role.

On the other hand, some will argue that redefining warrant officers as a multifunctional officer is another attempt to mold warrant officers as branch officers. Its important to remember this prediction from the ATLDP report that again dispels that notion: "...with the Army's reliance upon modern systems and technology, this will likely bring an expanded role for warrant officers." Also, a comprehensive report on warrant officers by the Congressional Budget Office noted an expanded role for Army warrant officers in the future. The summation is that the technical officer of the future must be a multifunctional/multidimensional officer able to operate in a full spectrum environment.

The Army is well on the path to redefine the roles of warrant officers so that we are full and relevant participants in its future force structure. Our charter is to not confine ourselves to a particular specialty, unable or unwilling to effectively perform "outside the box." We must remain adaptive technicians, competent warfighters and confident leaders ready to take on expanded roles in the Objective Force.

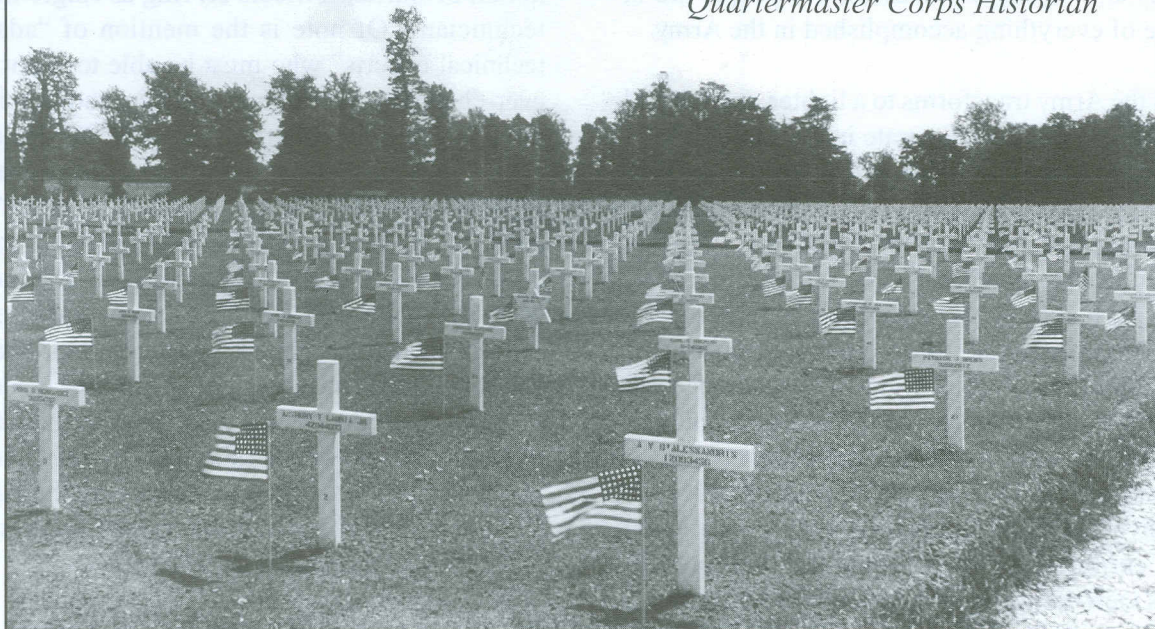
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# *With All Due Honors*

## *A Brief History of the Mortuary Affairs Mission*

By Dr. Steven E. Anders  
Quartermaster Corps Historian



*At approximately 9:40 am on September 11, 2001, American Airlines Flight 77, enroute from Washington, DC, to Los Angeles with 64 people on board, slammed into the west wing of the Pentagon. The area where the plane struck and burned sustained catastrophic damage – and left a total of 189 people dead, and many more injured.*

*Less than 24 hours after this unspeakable act of terrorism, members of the **54th Quartermaster Company (Mortuary Affairs)**, the Army's only active duty Mortuary Affairs unit, deployed from Fort Lee, VA, to the still-smoldering crash site and immediately began assisting in search and recovery operations. Two days later a second call for help went to the **311th Quartermaster Company (Mortuary Affairs)**, a US Army Reserve (USAR) unit based in Aguadilla, Puerto Rico, and they arrived in Washington on the 16th. Over the next several weeks these two units and the **246th Quartermaster Company (Mortuary Affairs)**, another USAR unit from Puerto Rico, recovered, stored and transported victims' remains and, for months thereafter, carefully combed the area for personal effects – anything that might facilitate identification or ease the burden of grieving relatives.*

*The services they provided not only to the families of the deceased, but to the Army as well, and to the nation at large, are in keeping with the longstanding history of the Quartermaster Corps' Mortuary Affairs mission.*

**Editor's Note:** *The following is a slightly revised version of an article on the history of Mortuary Affairs that was originally published in the September 1988 edition of the Quartermaster Professional Bulletin. It can be found, along with several other historical articles, on the US Army Quartermaster Museum Foundation web site at <http://www.qmfound.com/mortuary-affairs.htm>.*



## Early Beginnings

As far back as the early 1800s, Quartermaster officers assigned to frontier outposts constructed cemetery plots, buried the dead in marked graves, and kept a fairly uniform record of burial. Though commendable, these efforts hardly afforded the practical experience needed to handle combat fatalities resulting from a large-scale conflict. No formal policy addressed that possibility either.



The Mexican War (1846-47) provided the first real test of the Army's ability to care for its war dead, but with results that were far from satisfactory. In one instance, General Zachary Taylor saw to it that the dead were properly collected and buried on the battlefield following his celebrated victory at Buena Vista. Unfortunately, he neglected to mark the site of the burial on the map accompanying his official report. Years later, when the US government sought to erect a monument to the fallen heroes, no burial site could be found. A similar experience marked the campaign of General Winfield Scott, whose troops landed at Vera Cruz and marched overland to Mexico City. Of the hundreds who died and were buried along the way, only a fraction were located afterwards and none ever identified.

## The Civil War

The actual foundation of today's Mortuary Affairs mission is more readily traced to the outbreak of the American Civil War. That tragic conflict elicited more sacrifice and accounted for more battle deaths than all of our other major wars combined. At the same time, public sensibilities towards the

treatment of dead soldiers appeared to be changing, possibly in response to the sight of so many citizen-soldiers donning the blue or gray. Still, this heightened concern for the war dead did not automatically translate into an improved battlefield scenario. Almost invariably, the dead were buried by details from the line, right at, or very near the scene of the battle. When the armies moved on, those burial grounds with their temporary markers were left to deteriorate, leaving little hope of locating or identifying the grave of any given decedent.

Another factor contributed to the problem of identifying and locating individual graves. Burial "squads" were frequently made up of prisoners of war (POWs), or other less than willing hands. Often illiterate or careless, the results of their actions were fairly predictable: the true identity of many of the dead was lost to error. During the action at the Wilderness and Spotsylvania Courthouse, approximately 1,500 men died, and only a fourth of those were ever identified. (Roughly 58 percent of all those who died during the Civil War were positively identified.) The countless notices appearing in the newspapers of the time, asking for information about those missing in action, bore witness to this legacy of uncertainty.



Other examples of concern over the Army's failure to provide adequate graves registration, as well as of the negative effect this lack of support had on the troops, abounded. When the Union Army of the Potomac crossed the Rapidan River and entered Virginia on 4 May 1864, those soldiers were horrified to discover the bleached bones of comrades who had



fallen the year before lying exposed on the ground. At this point many of the troops searched through the remains hoping to discover clues that would designate the remains as those of departed friends. They looked for identifying marks on clothing and equipment, evidence of fatal wounds, and peculiarities of tooth structure as part of their search. (It is interesting to note that these methods of establishing identification would become part of standard operating procedure for 20th Century mortuary affairs personnel.)

Finally, before moving into the Wilderness, those troops took time to bury the exposed remains. The fear of being listed among the “unknowns” weighed upon the combat troops. Even though the War Department did not require or issue any sort of identifying tag, the rank and file often took steps to ensure that their identity would be known should they be killed on the battlefield. Identifying markers carved on wood were carried by many soldiers, as were medallions bearing their names and other information. Before attacking the entrenched Confederates at Mine Run during the winter of 1863, the men of the Union Fifth Corps wrote their names on small scraps of paper and pinned them to their uniforms.

Still, the military hierarchy of the day apparently failed to realize not only the importance of some type of permanent identification for combat soldiers, but also the obvious need for specially trained units and personnel who could properly care for the war dead. On only one occasion, after the Battle of Fort Stevens outside of Washington, DC, in the summer of 1864, did a group resembling a modern day Mortuary Affairs unit come into play. CPT James M. Moore, newly appointed head of the Quartermaster Cemeterial Division, led a group of his personnel on to the battlefield after the fighting had ended. There



they began a systematic search and recovery of remains and personal effects, eventually managing to identify all the remains. Their achievement of a perfect score was not to be matched within the US Army for many decades. Unfortunately, that perfect score still did not lead to the use of trained mortuary personnel on a routine basis. During the course of the war, the Quartermaster Corps was clearly established as the responsible agent for caring for the Army's dead. After the war, between 1866 and 1870, the Cemeterial Division disinterred the remains of nearly 300,000 war dead and laid them to rest in 73 newly created national cemeteries.

### *Spanish-American War*

Conspicuous advances in the theory and practice of Army graves registration were not to take place until the turn of the century, during the Spanish-American War. As a result of experiences in Cuba, it was learned that successful identification of remains depended more than anything on shortening the time span between death, original burial, and registration of graves. Later, Chaplain Charles C. Pierce, who established the Quartermaster Office of Identification in the Philippines, outlined some of the principles and techniques needed to place care of war dead on a more scientific basis. He recommended inclusion of an “identity disc” in the combat field kit, and the establishment of central collection points or agencies where all pertinent mortuary records could be gathered, filed, checked, traced and corrected. Positive identification, he reasoned, should admit little doubt and no discrepancies.

The Quartermaster Department was reorganized in 1912 and became the Quartermaster Corps, a fully militarized branch of the service, much as we know it today. Specialized troops took over most of the functions previously performed by civilians or detachments from the line. Thus, on the eve of the United States entry into World War I, the way was



cleared for the establishment of trained Quartermaster units which would care for the dead.

New regulations adopted in 1913 affirmed the Army's now strong commitment toward positive identification and proper burial of the dead. New techniques had made their way into procedure, particularly in regard to identification. Detailed maps and sketches showing exact locations of all temporary grave sites were to be filed at the time of initial burial. This would ease the process of disinterment at a later date. By 1917 the War Department moved a step further, amending Army Regulations so that all combat soldiers would be required to wear aluminum "dog tags" in the field.

### World War I

While readying the American Expeditionary Force for its trip to Europe during World War I, General John J. "Blackjack" Pershing requested the establishment of a Graves Registration Service assigned to the Western Front. Major Charles C. Pierce, who had headed up the Office of Identification in Manila two decades earlier and since retired, was recalled to active service on behalf of the Quartermaster Corps. He began training graves registration (GRREG) troops and units at the Philadelphia Quartermaster Depot in the summer of 1917. By October his headquarters had moved to Tours, France. From this location, 19 Quartermaster GRREG companies were dispatched to every section of the combat zone during the next year and a half.

While the headquarters staff of the Graves Registration Service tended to the consolidation and preservation of mortuary records and the maintenance of semipermanent cemeteries at the rear of the battlefield, the GRREG companies themselves

offered close support to the line. The dedication and esprit of member personnel was often noteworthy to the point of extremes. No risk appeared too dangerous or effort too great if it promised identification of a "buddy's" remains. General Pershing wrote of one particular unit's activities in the spring of 1918:

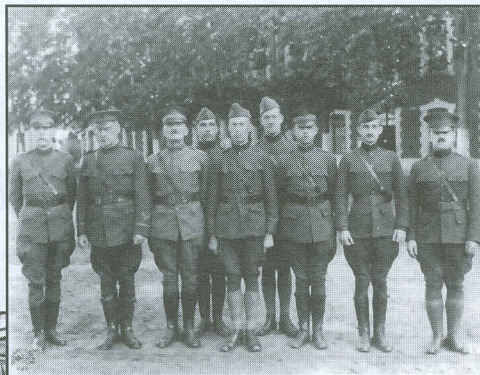
*(They) began their work under heavy shell of fire and gas, and, although troops were in dugouts, these men immediately went to the cemetery and in order to preserve records and locations, repaired and erected new crosses as fast as old ones were blown down. They also completed the extension to the cemetery, this work occupying a period of one and a half hours, during which time shells were falling continuously and they were subjected to mustard gas. They gathered many bodies which had been first in the hands of the Germans, and were later retaken by*

*American counterattacks. Identification was especially difficult, all papers and tags having been removed, and most of the bodies being in a terrible condition and beyond recognition.*

During the Great War, as it was called, many relatives of soldiers

opted to have their kin remain in the country where they had fallen. Teddy Roosevelt added impetus to this movement by requesting that his own son, LT Quentin Roosevelt, be buried near the ground where he was killed. His expression – "Where the tree falls, let it lie" – echoed the sentiments of many. In all, eight permanent cemeteries were established in Europe by war's end (six in France, and one

each in Belgium and England) wherein approximately 30,000 veterans were laid to rest. Another 47,000 bodies were returned to the United States. During World War I, the Quartermaster Graves Registration Service reduced the percentage of unknowns to less than 3 bodies for every 100 recovered. While organizational and operational refinements helped reduce the time span between original burial and final disposition of remains, a new and more scientific approach aided in the process of





identification. World War I saw the coming of age of Army graves registration.

### **World War II**

During World War II the task of graves registration proved far greater. More than 250,000 Americans died and were buried in temporary cemeteries around the world. On the European continent alone, fighting had scattered dead US forces over 1 1/2 million square miles of territory, making the recovery process more difficult. Further, new weapons (including aerial bombardment and massive use of artillery) often rendered those killed in action unrecognizable.



The standard Graves Registration Company in World War II consisted of 260 men and 5 officers. It was intended to support three divisions, one platoon per division. Each platoon was divided into two sections – a collecting squad and an evacuation squad. GRREG companies collected, evacuated, identified and supervised the burial of the dead. These field units also collected and disposed of personal effects and, subject to the approval of higher headquarters, selected sites for temporary cemeteries. As in World War I, work often had to be done under extremely hazardous conditions. The famed war correspondent, Ernie Pyle, reported on GRREG personnel seeking refuge in the freshly-dug graves during the heaviest fighting at Anzio.

Another example of heroic service can be found in the record of a Quartermaster Graves Registration Company that scrambled ashore on D-Day with the First Army. There they gathered bodies from the beaches, in the water and inland, actually cutting many from wrecked landing craft submerged in the shallow water. By the end of D+2, one platoon alone had buried 457 American dead. By working day and

night, the three platoons had been able to clear the beaches of all remains.

### **Korea and Vietnam**

Since graves registration units have been traditionally governed by regulations that denote them as a wartime service, most were quickly disbanded in the months following V-J (Victory over Japan) Day. Within a few years the Quartermaster Graves Registration Service overseas was virtually eliminated. This created an enormous problem when suddenly and unexpectedly, the US Army found itself locked in conflict with communist aggressors on the Korean peninsula in June 1950. At that time only one small organization – the 108th Quartermaster Graves Registration Platoon, comprised of 30 men stationed in Yokohama, Japan – was available for rapid deployment during the emergency buildup.



To compound the difficulty, only a handful of these men had combat experience. (The only other active GRREG unit in the entire Army establishment was the 565th Quartermaster Graves Registration Company at Fort Bragg, NC.) Five men from the 108th Platoon were

attached to each of the three divisions initially chosen for combat – the 24th, 25th, and 1st Cavalry – and with these 15 men went the few graves registration supplies that could be rounded up. The fluid tactical situation, particularly during the first six months of fighting, aggravated by manpower and supply shortages, rendered GRREG support extremely difficult.

Because circumstances prevented establishing a large, centrally located Army cemetery, division-level cemeteries had to be used instead. Eleven separate cemeteries were opened in the Eighth Army area during the first two months of fighting. In the wake of the renewed communist offensive in the fall of 1950, Allied units were forced to quickly close down these cemeteries and concentrate on evacuating the



dead - to the relative security of rear areas, then to Japan for processing and eventual shipment to the continental United States (CONUS). By the end of January 1951, nearly 5,000 bodies had been removed from temporary cemeteries in Korea to the newly formed central identification unit (CIU) in Kokura, Japan. This was the first time in US history that a mass evacuation of combat dead took place while hostilities were still in progress.

By the time battle lines stabilized in mid-1951 and additional GRREG units arrived in Korea, operating procedures had standardized. A 72-acre United Nations Military Cemetery was opened at Tanggok, as well as the Eighth Army's Central Identification Laboratory. During the final two years of the war, refrigerated railroad cars were used to ship remains from forward collecting points to Tanggok. A full-scale search and recovery effort was instituted to reduce the number of personnel listed as missing in action. As armistice talks got underway, a pattern evolved wherein the dead were recovered and shipped back to the US within a period of 30 days. It is estimated that more than 97 percent of the recovered American dead were identified.

The Vietnam War, America's longest large-scale conflict abroad, saw more improvements in the Army's ability to care for its dead. The nature of that war - especially the use of high-mobility, small unit tactics - lessened the numbers of unaccounted-for dead. More important, better methods of communications and transportation from the battlefield (particularly the use of helicopters) allowed for the speedy recovery of remains from the battlefield, often within minutes. Combat units themselves were responsible for initial, on-the-spot recovery in most instances. From that point, remains were brought to two fixed and well-equipped mortuaries in-country, located at Da Nang in the far north and in Tan Son Nhut, just outside of Saigon. There, positive identification was made. New laboratory procedures supplemented traditional identification methodology such as dental and fingerprint comparison.

Ultimately, the remains of 96 percent of those who had fallen were recovered, as compared to a 78 percent recovery rate for both World War II and Korea. The

four percent not accounted for translates to about 2,300 soldiers. Still, on average, only 7 days elapsed from the time of death to receipt of remains by the next of kin. At the end of the war, only 28 of the bodies of American soldiers recovered remained unidentified. Over time, all but one of those were positively identified. On Memorial Day 1984, that one soldier was interred in the Tomb of Unknowns in Arlington National Cemetery. *[Note: DNA testing subsequently proved that the remains buried in the Tomb of the Unknowns were those of US Air Force First Lieutenant Michael Joseph Blassie. Lieutenant Blassie's remains were returned to his family, and he was buried in his hometown of St. Louis, MO, on 11 July 1998.]*



### ***A Proud Heritage***

The outstanding record of Mortuary Affairs units in caring for our dead during more recent conflicts and peacetime disasters is a far cry from that of 150 years ago. Beginning with a change of sensibilities, with the consciousness that soldiers and their families did not want the fate or the identity of those who fell in battle to be left unknown, there has been a continual effort to improve the techniques, equipment, doctrine and organizations designated to care for the Army's dead. The experiences of the Mexican War, where virtually none of the dead were ever identified or their graves located and marked, are almost unimaginable today. A perfect to near perfect record of recovery, identification and disposition of remains has become the standard, to be carried out *with all due honors*.



# *Search and Recovery in New Guinea, 1944*

## *Excerpts from a WWII Diary*

From the *Quartermaster Training Service  
Journal*, 29 June 1945



**Editor's Note:** The 48th Quartermaster Graves Registration Company was activated in the Southwest Pacific in January 1943 and participated in all of the Sixth Army's major campaigns in that theater. In addition to its main mission of consolidating battlefield burials and establishing cemeteries throughout the region, members of the 48th Quartermaster Company made numerous expeditions into the jungles of New Guinea and surrounding islands to recover the remains of airmen and soldiers whose planes had crashed. What follows is the story of one such expedition, told through excerpts from a diary kept by *Sergeant Lloyd S. Colson, Quartermaster Corps*. It describes an arduous journey into the hinterland where, reportedly, no American had previously set foot.

**January 4, Tuesday** – Left Port Moresby for Yule Island by Catalina Flying Boat. When we landed at Yule Island, we were met by four lakatois (native boats made of hardwood trees) ....

**January 10, Monday** – Left for Paipa. We walked seven miles in mud today. Most of our carriers are native women.... They carry fifty pounds of rice on their heads.

**January 13, Thursday** – Our march was 15 miles today, and the trail was mud above our ankles. Maipa

is on the Akifu river which gave us the chance to take a bath and clean up a little.... We may run out of rations if trouble starts and it is starting now. Our women carriers refuse to go further because of the mountain people. The rice mill carriers refuse to go along too....

**January 15, Saturday** – Left for Dea . . . walked six hours and went 10 miles.... So far we have walked 56 miles and are usually wet all day long.

**January 17, Monday** – Left for Uariza. The country is getting more rugged and harder going every day. . . . Thirty carriers ran off today dumping their loads in the bush; this made a double load for the rest of the carriers.

**January 20, Thursday** – Left for village of Gerebe. Today's walk took us 25 miles and up 4,360 feet. All of us had more than our share of slips and falls.

**January 25, Tuesday** – Left for Ivarap. We marched 15 miles ... up and down mountains all day. We are 5,000 feet up and plenty cold.

**January 26, Wednesday** – We are still at Ivarapu and plenty glad for the rest. [PFC Comer "Jim" Perdue] came down with malaria and is a plenty sick boy The native women are bringing us in some food....



**February 2, Wednesday** – We left for Guarilava. We had to cross the Kumimaipa River which was so high and rough you couldn't wade across it. The natives made us a bridge and it is something I wouldn't believe unless I had seen it. They got long bamboo poles and lashed them together with vines and bark, building a suspension bridge about 60 feet long and 10 feet wide. A big rock on each side of the river was used to anchor the bamboo base.

**February 3, Thursday** – We left Guarilava for the plane. We are about 9,000 feet high and sure cold. Our camp is just a hole cut in the jungle.

**February 4, Friday** – We have been gone a month today and it has been quite a month. We are still at the plane. This place is called Evasika. We have gotten all 10 of the bodies and will leave tomorrow for Guarilava. Our clothes and bodies smell like hell and the natives won't get near us.... The mountain natives cut the plane up for us and helped us get the bodies out.

**February 14, Monday** – Today we went to the second plane crash.... The plane was blown apart and we found no bodies. The natives said the men had all floated down to the ground in big white things. *[NOTE: The crew, it was discovered later, had landed safely, made its way to an emergency air strip, and had been flown out the month before.]*

**February 19, Saturday** – Left Vizo and walked 12 miles crossing the Owen Stanley range into New Guinea. The track isn't too bad and we were able to climb steadily all day. We are now 10,500 feet high and it is damn cold....

**February 22, Tuesday** – We are still in the Owen Stanley range. This is very different country than we have been walking through. . . . The trees are weird looking things and make the whole country look spooky. The natives are afraid of this place as they say bush dogs run loose at night.

**February 23, Wednesday** – Capt. O'Malley has malaria so we don't know how long we will be here... *[NOTE: CPT O'Malley also came down with pneumonia and had to be carried in a litter for the remainder of the journey.]*

**February 26, Saturday** – Today we walked six and one-half hours and went 25 miles.... I have such bad blisters on my feet that it was a darn hard day. We have been gone 57 days and have walked 238 miles.



**March 2, Thursday** – Still at Garaina. Sent a radiogram to Major Blair for more food and supplies. I cut my beard off today and it was a 60-day growth. It sure feels good to get it cut off....

**March 6, Monday** – Still at Garaina. Everyone is trying not to get on each other's nerves but it can't be helped. The idea of no food, no cigarettes, being so close for so long, and many small things make it hard to get along together.

**March 8, Wednesday** – Still at Garaina. A C-47 dropped us rations this morning and I was hit by a bag of rice. Boy, it sure did knock me on the ground. We all got jungle rations. . . . My low-fever malaria is still with me and I wish it would go away. Atabrine seems to help lots.

**March 11, Saturday** – An Aussie plane landed today. So Lt. Johnson, Perdue and myself are going on it. Ben and Pete will come in on the second plane with the bodies. I sure hated to say goodbye to everyone. It was quite a mad-house getting our things packed. Well, diary, this is goodbye to the land of the Spirits.

**Their journey took yet another surprising, and very tragic, turn even after Sergeant Colson had penned his final entry. See A POSTSCRIPT on the next page.**



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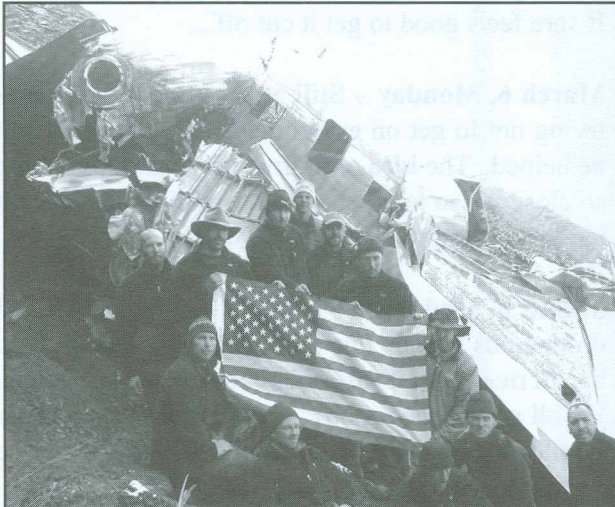
*A POSTSCRIPT:* Upon arrival at the 48th's base, it was discovered that engine trouble had prevented the second plane from going to Garaina. On March 12 this plane took off for that field and left it at approximately 1100 hours with the two Graves Registration soldiers and the bodies of the Air Corps personnel. The plane crashed 14 minutes later into the mountainous jungle of the Bubu Valley. PFC Clifford A. Baur and T/4 Benjamin H. Johns were injured. Baur died while being carried back to Garaina by friendly natives. Johns' leg was placed in a cast at the field by the Angau medical officer who had accompanied them on the expedition.

T/4 Johns was flown to the 48th's base on March 14; PFC Baur's body on March 15, and was interred the next day. The remains of the airmen were flown in and interred in the base's American cemetery on March 27.

THE MISSION WAS COMPLETE.

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## *Today the Search Continues ...*



A 14-man search and recovery team from the US Army Central Identification Laboratory (CILHI), Hawaii recently trekked through the harsh Tibetan Himalayas to reach a World War II crash site - and returned with the remains of four American service members. Once again affirming the Army's solemn commitment to visit the "end of the world," if need be, to retrieve and positively identify all of our nation's war dead.





# THE MORTUARY AFFAIRS CENTER

## Mission

### *Training and Doctrine*

Serve as a mortuary affairs training and doctrine center developing joint doctrine, training and training products. Develop Army doctrinal publications and training support materials. Conduct training for all the military services, in those aspects of Mortuary Affairs that we hold in common.

### *Center of Excellence*

Provide a center for world-class expertise to the field. Oversee the implementation of joint doctrine in theaters of operations. Provide onsite technical guidance and assistance as requested. Provide expertise and assistance in the development of concepts and materiel systems.

### *Department of the Army G4*

Serve as the eyes and ears of the Department of the Army, Assistant Chief of Staff, G4 (Logistics) for Mortuary Affairs. Advise on force structure, policy and doctrine. Through field visits, assess Mortuary Affairs preparedness and recommend improvements and changes.

<b><u>Proponent Courses</u></b>	<b><u>Length</u></b>	<b><u>Projected Input FY03</u></b>
Mortuary Affairs Specialist Course	6 weeks, 4 days	138
Joint Senior Mortuary Affairs Noncommissioned Officer Course	Resident - 2 weeks	15
Joint Senior Mortuary Affairs Noncommissioned Officer Course	Web-based	Not applicable
Mortuary Affairs Officer Course	2 weeks	44

### **Contributing Courses**

Quartermaster Officer Basic Course  
 Combined Logistics Captains Career Course  
 Supply and Services Management Officer Course  
 Reserve Component Officer Advanced Course  
 Warrant Officer Basic Course

### **Training on Demand**

Mobile Training Teams - Training tailored to your specific time and situation  
 Mass Fatality Response  
 Company Level Evacuation and Recovery (CLEAR)



### Additional Skill Identifier (ASI) 4V-What's it all about?

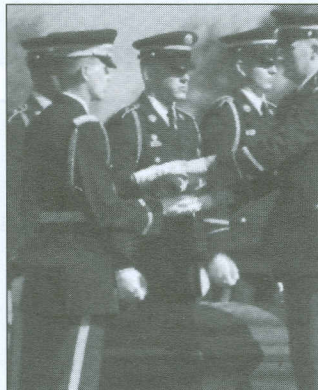
About 280 Quartermaster officer slots carry the ASI of 4V. If you are a supply and services officer, field services officer, Mortuary Affairs officer or platoon leader in a Mortuary Affairs Company, chances are you are in a 4V slot. To gain that qualification, however, you must attend the two-week Mortuary Affairs Officer Course (8B# SI4V) at the Mortuary Affairs Center, Fort Lee, VA. The course delivers a basic knowledge of Mortuary Affairs from the joint staff level down to the platoon leader. It provides a good heavy base in Mortuary Affairs planning and execution and finishes with an exercise that brings the course all together. The course is offered at least twice per year and more often if there is adequate demand. For course dates, access the Mortuary Affairs Center's web site at [www.quartermaster.army.mil/MAC/](http://www.quartermaster.army.mil/MAC/). To apply for the course, see your training officer and ensure your name is placed in the Army Training Requirements and Resources System (ATRRS). See you on campus.

### Company Level Evacuation and Recovery (CLEAR) Teams

Units have the responsibility to recover their own deceased from the battle area and evacuate to the nearest collection point. The manner in which units do this may make a significant difference in identification and whether or not personal effects are returned to the family. The Mortuary Affairs Center provides "CLEAR" instruction to non-mortuary affairs units as part of its Mobile Training Team (MTT) mission. Also, 92M (Mortuary Affairs) noncommissioned officers in divisional main support battalions and forward support battalions should be able to provide the same type of training. For assistance, E-mail the Chief of Training and Development at [calhounc@lee.army.mil](mailto:calhounc@lee.army.mil) at the Mortuary Affairs Center.

### What should I expect from my 92M10?

Your 92M (Mortuary Affairs Specialist) soldiers are professionals. They have voluntarily chosen this specialty. They have completed more than six weeks of intensive training. They have worked with actual human remains, learned the art of taking fingerprints and recording dental anatomy. They can name and place, in anatomical order, all 206 bones of the body. They are trained in the use of the Global Positioning System (GPS) and have used GPS while performing search and recovery missions. They are proficient in map reading and land navigation. They know how to fill out all Mortuary Affairs collection point forms. They also understand the significant price their fallen comrades have paid, and they willingly render dignity, reverence and respect. They stand ready to do their job and ask only to be allowed to train and not be forgotten.



*Not for themselves,  
but for their country*



# What's in a WEBSITE?

[www.quartermaster.army.mil/MAC/](http://www.quartermaster.army.mil/MAC/)

[Points of Contact](#)

[Marines at the MAC](#)

[Courses](#)

[Staff Guide](#)

[Video Training Aids](#)

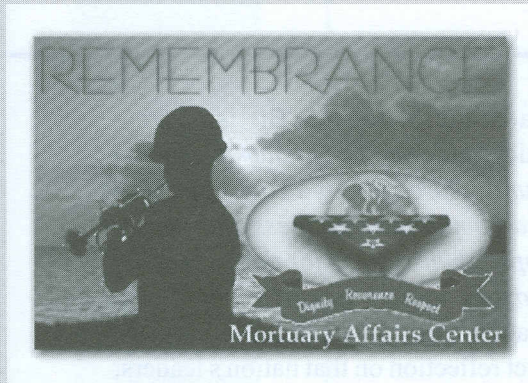
[Training Materials/Briefings](#)

[ARTEP 10-498-30-MTP](#)

[ARTEP 10-698-30-MTP](#)

[Draft STP 92M15 SM/TG](#)

[References](#)



[Ode to the Mortuary Affairs Specialist](#)

[92M Leader Book](#)

[MA History Page](#)

[MA Quarterly Newsletter](#)

## *New – Online Mortuary Affairs Newsletter*

Mortuary Affairs personnel in the field now can subscribe to an electronic newsletter by sending their Army Knowledge Online (AKO) E-mail addresses to the US Army Mortuary Affairs Center at Fort Lee, VA. You also may provide your work and personal E-mail addresses if you would like this quarterly newsletter sent there. Your address will be placed on an E-mailing list to receive the newsletter, as well as important doctrinal and career information. Contact the Mortuary Affairs Center through its web site at [www.quartermaster.army.mil/MAC/](http://www.quartermaster.army.mil/MAC/) or telephone (804) 734-3831 or DSN 687-3831.

You are welcome to submit articles and photographs about military occupational specialty (MOS) topics and special events such as promotions, reenlistments, marriages and births. If you have contact with some long-lost 92Ms (Mortuary Affairs Specialists) in the force structure, please let them know about the newsletter so they can be put on the E-mailing list.

The electronic newsletter is a result of comments made by 92Ms during Mobile Training Team visits to Fort Hood, TX, Fort Carson, CO, and Fort Campbell, KY. The 92M noncommissioned officers at these installations expressed their concerns about a way to stay current with emerging doctrine in Mortuary Affairs, personnel issues, current operations, and locations of their friends in the 92M MOS.



# Mortuary Affairs

## On a Contaminated Battlefield

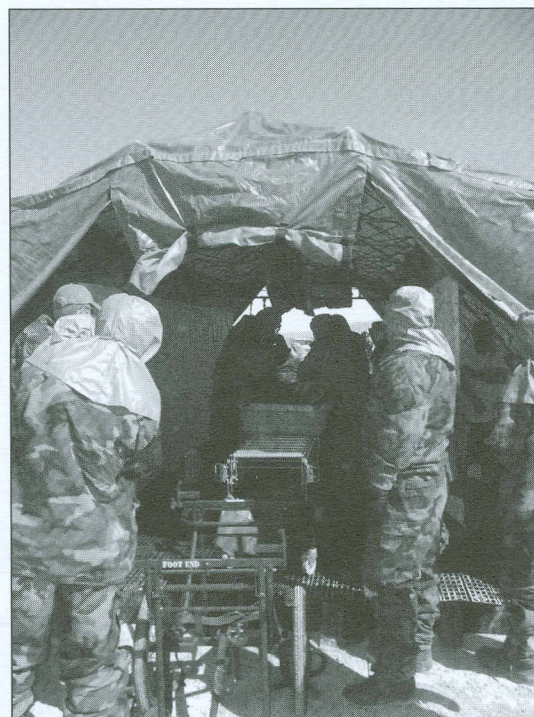
Tom D. Bourlier

William Gladstone, a former British Prime Minister, once said: *Show me the manner in which a nation or community cares for its dead and I will measure with mathematical exactness the tender mercies of its people, their respect for the laws of the land, and their loyalty to high ideals.* I would also add that how a nation cares for its deceased service members is a direct reflection on that nation's leaders, both civilian and military, and is indicative of the esteem in which they hold that nation's families.

Since the latter days of the Korean conflict, the United States has adopted a policy of bringing fallen military service members home. The Army's Mortuary Affairs personnel are the preservers of a sacred trust that we share with the families of America. If their loved ones lose their lives in defense of this nation, we will return them to their families so they may lay them down gently in fields of honor. That covenant has remained in effect throughout the Vietnam war in the 1960s and early 1970s, *Operation Desert Storm* in the early 1990s, up to the present day. Today Mortuary Affairs policy, doctrine and training are geared for that eventuality.

*Operation Desert Storm* in Southwest Asia, however, brought a threat that US forces had not faced since World War I. That was the threat of chemical and biological warfare. With this type of warfare came questions. How do we decontaminate human remains? Can we safely decontaminate remains and bring them home without endangering US citizens? Are they safe for private burial? Never before had we dealt with how to handle contaminated remains. Military doctrine said that we would decontaminate, but how do you do that and ensure the remains are safe for burial? There were so many unanswered questions.

A work group of experts was brought together and given the task to develop the decontamination procedures. Within about 10 days, procedures were



developed, equipment lists were built, equipment was being purchased and some equipment was on the way to the theater of operations in Southwest Asia. Fortunately, it was not needed.

That was 12 years ago. Again we are on the brink of war in Southwest Asia, and the threat of chemical and biological weapons once again surfaces. Decontamination questions again must be answered. Can we safely decontaminate remains and bring them home without endangering US citizens? If we decontaminate externally, how does that affect the chemical/biological agents inside the body? Are these remains still a risk? Are they a hazard to flight crews of the aircraft transporting them? Should they be buried overseas, cremated or sealed in airtight containers and returned?

Once more a joint work group has been sequestered and tasked to determine "the way



forward.” Working as an arm of the Central Joint Mortuary Affairs Office (CJMAO), the joint work group will develop and recommend policy that will be briefed at the secretariat level for decision. “The way forward” will be based on a policy of making every effort to return all remains to the continental United States. “The way forward” also will be quite different from the methods of more than a decade ago for chemical and biological warfare.

New products are available that offer improved effectiveness at less risk to the operator. These new decontaminates are less dependent on water and will improve processing capabilities. They also do not degrade the human tissue in the manner that many of the bleach-based solutions do. Commercial, off the shelf (COTS) decontamination equipment offers ease of operation, quicker set up and tear down, and a smaller logistical footprint.



The Mission Oriented Protective Posture (MOPP) suits will be replaced with lighter-weight suits that are cooler and less cumbersome. This will help ensure that operating personnel do not become heat casualties because of heat building up in their protective ensembles. Mandated work/rest cycles will also allow time for personnel to cool down and prevent injuries. Medical personnel will be on hand to render aid should casualties occur. Improved detection capabilities will be available to ensure that the decontamination process has been successful.

Much intensive work has been done by a multitude of people, all in an effort to ensure the return of America’s fallen service members to their home soil. It will be done, and it will be done safely. We owe it to the families. We owe it to our comrades.

*Tom D. Bourlier is Director of the US Army Mortuary Affairs Center, US Army Quartermaster Center and School, Fort Lee, Virginia.*

### ***Mortuary Affairs Safety: Depleted Uranium Awareness***

Because of the widespread use of depleted uranium rounds on the modern battlefield, Mortuary Affairs personnel should be aware of certain safety hazards that these munitions may present while conducting search and recovery operations. The first edition of the US Army Mortuary Affairs Center’s electronic newsletter has a Safety Corner with detailed information about the dangers of radiation from depleted uranium warheads and the added precautions that recovery teams can take. Access the new newsletter at [www.quartermaster.army.mil/MAC/](http://www.quartermaster.army.mil/MAC/) on the Mortuary Affairs Center’s web site on the Quartermaster Home Page.

To subscribe to the newsletter, send your Army Knowledge Online (AKO) E-mail address to the Mortuary Affairs Center’s web site at Fort Lee, VA. You also may provide your work and personal E-mail addresses if you would like to receive this quarterly newsletter there. Your address will be placed on an E-mailing list to receive the newsletter, as well as important doctrinal and career information.



# 54th Quartermaster Company (Mortuary Affairs)

11 Sep 01 - 11 Nov 01

CPT Brooks Brenkus

On September 11, 2001, in the aftermath of the terrorist attack on the Pentagon, more than 120 soldiers from the 54th Quartermaster Company (Mortuary Affairs) deployed to Washington, DC, to support *Operation Noble Eagle*. On September 30, 2001, the 54th Quartermaster Company redeployed to Fort Lee, VA, to prepare troops and equipment for *Operation Enduring Freedom* in Southwest Asia as the President's war on terrorism began. Deployments around the world on short notice - for mass fatality incidents and for Mortuary Affairs support to other military units - are typical for Quartermasters in the 54th.



**54th Soldiers Training in Decontamination**

The 54th Quartermaster Company (Mortuary Affairs), which was activated 5 December 1988 at Fort Lee, is the only active duty Mortuary Affairs Company in the US Army inventory. The mission of the 54th is twofold: provide tailored support to a force of brigade/division/corps size capable of executing the Army Mortuary Affairs program and provide tailored disaster response teams for civilian or military mass fatality incidents.

54th Quartermaster Company worked on a 24-hour schedule throughout *Operation Noble Eagle*.

The 54th has deployed to Southwest Asia, Somalia, Haiti, Bosnia and Kosovo for military operations. Mortuary Affairs personnel of the 54<sup>th</sup> Quartermaster Company also have provided support in the wake of several mass fatality disasters. For example, Quartermasters from the 54th responded in April 1995 to the bombing of the Murrah Federal Building in Oklahoma City, OK.

Soldiers worked day and night to assist in sifting through the rubble at the Pentagon in search of disassociated portions of remains, as well as personal effects and other evidence. The Quartermasters recovered thousands of personal effects: items that served as memories and gave some sense of closure to countless loved ones. Quartermaster officers and senior noncommissioned officers worked closely with the Federal Bureau of Investigation (FBI) because the aircraft's crash site also was a federal crime scene, and with other state and federal agencies, until all the remains were recovered and processed.

After a total of four jetliners were hijacked by terrorists in the continental United States on September 11, 2001, Mortuary Affairs Specialists from the 54th were called upon to conduct search and recovery operations within the parameters of the crash site at the Pentagon. While conducting operations, the soldiers were often exposed to imminent danger in the smoldering building while recovering the remains and personal effects of civilians and military personnel. Soldiers from the

Upon completion of their mission at the Pentagon, a team from the 54th and also the 311th Quartermaster (Mortuary Affairs) Company from Aguadilla, Puerto Rico, relocated to nearby Fort Myer, VA, to establish a personal effects depot. This depot was responsible for the cataloging and security of the personal effects. Meanwhile, the other 54th soldiers began preparations for *Operation Enduring Freedom* overseas. Within a week, the first three Mortuary Affairs teams from the 54th deployed to operate forward collection points within the theater of operations. These teams were attached to Special Forces units from Fort Bragg, NC. Under adverse



and extremely dangerous conditions, soldiers from the 54th Quartermaster Company provided outstanding Mortuary Affairs support to these units. However, the Quartermasters' support was not limited to Mortuary Affairs missions. The soldiers assisted in the construction and security of the initial military bases in Afghanistan and Uzbekistan.

The 54th has continued to rotate Mortuary Affairs personnel in support of *Operation Enduring Freedom*. Since the beginning of the President's war on terrorism around the world, 61 soldiers from the 54th have deployed for *Operation Enduring Freedom*. The Quartermaster teams have received many awards and accolades, including two soldiers recommended for the bronze star medal and a letter of commendation from the Canadian Combatant Commander. Thus far, soldiers from the 54th have processed all the remains since the inception of the war on terrorism in Southwest Asia.

The mission of the 54th Quartermaster Company has remained unchanged since September 11, 2001, despite a sharper focus on supporting *Operation Enduring Freedom* and homeland defense. The company has been maintaining rotations at the Landstuhl mortuary in Germany, the North Atlantic Treaty Organization (NATO) Peacekeeping Force in Kosovo (KFOR), and the Office of the Chief Medical Examiner in Richmond, VA. Furthermore, the 54th Mortuary Affairs Company has been working with the US Army Mortuary Affairs Center at Fort Lee to develop doctrine and procure equipment for the type of Mortuary Affairs Decontamination Collection Point necessary after the use of biological and chemical weapons.

On 14 June 2002, the Commonwealth of Virginia presented a commendation to the 54th Quartermaster Company. Within the commendation is a description that many consider to be the spirit of the 54th. ...*They go where others fear to go; they do the things that others will not do; they surround themselves with sorrow, tragedy and grief and call it their job; they do it willingly, not for themselves, but for their country.* When called upon to perform their missions, the soldiers of the 54th Quartermaster Company (Mortuary Affairs) will execute with diligence, while ensuring respect and reverence to our fallen comrades, be they military or civilian.



#### **Mortuary Affairs Decontamination Training at a Collection Point, Fort Lee, Virginia**

**Editor's Note:** *The author wishes to acknowledge the contributions of SFC William Ellerman and LT Tom Goyette to the content and accuracy of this Mortuary Affairs article.*

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# 311th Quartermaster Company (USAR) Works Through Pentagon Aftermath

When a hijacked jetliner forced the evacuation of the Pentagon on September 11, 2001, thousands of personal items were left behind in offices that were damaged or destroyed. Quartermasters a long way from home labored for months to return those items to personnel forced out and to the family members of those killed.

In immediate response to the fiery disaster site that also was a federal crime scene, the 54th Quartermaster Company, the Army's only active duty Mortuary Affairs company, deployed from Fort Lee, VA, to the Pentagon. Less than a week later, the first 85 soldiers from the 311th Quartermaster (Mortuary Affairs) Company in Puerto Rico, US Army Reserve (USAR), arrived to augment the 54th.

The 311th did not go through a 30-day mobilization process. The initial group volunteered to deploy in a training status on less than 24 hours notice. The humanitarian mission for the 311th soldiers lasted 11 months.

The Mortuary Affairs Specialists of the 311th received mission notification on Friday, September 14, and flew from Aguadilla to Washington, DC, on a contracted commercial airplane on Saturday, September 15. For some of the 311th Quartermasters, September 14 was their first drill with their unit since graduation from advanced individual training (AIT) at Fort Lee. By Monday, September 17, the 311th soldiers were working side by side with the Federal Bureau of Identification (FBI) at the Pentagon. After FBI personnel searched the debris for evidence in the FBI's criminal investigation, the 311th soldiers recovered remains and



**President George W. Bush thanked 311th Mortuary Affairs soldiers visiting the offices of US Army Reserve chiefs.**

personal effects and prepared the remains for shipment to Dover Air Force Base in Delaware for identification. Another 105 soldiers from Puerto Rico – the rest of the 311th and augmentees from the 246th Quartermaster (Mortuary Affairs) Company – arrived on September 26.

A core of experienced leaders in the 311th kept a close eye on their soldiers performing their difficult mission in the emotional aftermath of terrorism within the continental United States. Several of the 311th noncommissioned officers (NCOs) were with the company when it deployed to the Persian Gulf in the early 1990s and knew firsthand the sort of work the Quartermasters were required to perform.

“This is different than in the desert,” said First Sergeant Jose Santiago, who deployed with the 311th as a sergeant for *Operation Desert Storm* in Southwest Asia to support the 1st Armored Division. “There, bodies would be brought to a forward collection point where we’d process the



remains. Here, we're going through rubble to find the remains."

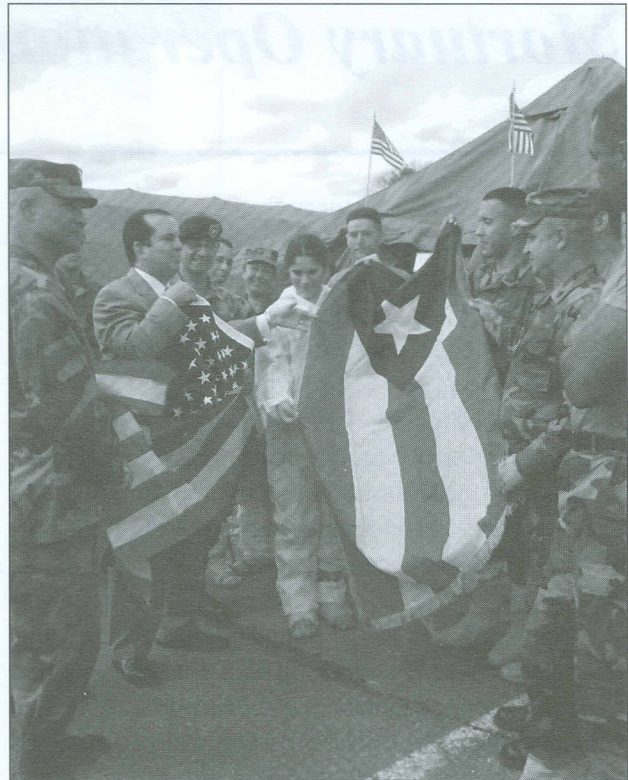
First Sergeant Santiago said he saw "really nasty stuff" in the Persian Gulf, but the experience at the Pentagon would be "big and difficult" for the young soldiers in the 311th. One of the youngest was PVT Wilnette Perez-Padilla, who had finished AIT in Mortuary Affairs at Fort Lee on August 28. Her first drill with the 311th was on September 14. Her first day of operations at the Pentagon was on September 17. Her day started with someone thanking her for what she was doing. That someone was the President of the United States.

She was on hand, along with several other members of the 311th, when President George W. Bush came to the Pentagon to meet with the Reserve Component chiefs. Then it was back to the north parking lot in biohazard suits to search through tons of wreckage. The first day, working in 12-hour shifts and longer, the 311th went through 14 truck trailers full of debris. The remains they found were collected for shipment to Dover Air Force Base.

"We normally would be in a foreign country such as Bosnia or Kuwait," said SFC Raul Soto, a senior 311th NCO, during Pentagon deployment, "but this is a terrorist attack. It's civilians – picking up our own people in our own country. We must render respect and honor. It is a very sensitive mission. "The bodies are also evidence - we have to handle the bodies, tag them, and move them in a respectful manner."

After initial recovery operations at the Pentagon, the 311th set up the Joint Personal Effects Depot in former horse stables at historic Fort Myer, VA. The USAR soldiers safeguarded, catalogued, cleaned, identified and returned personal effects such as photographs, coins, military medals and plaques, clothing and jewelry. Items found in the impact area of the west wing and adjacent offices were claimed by the FBI as possible evidence in the FBI's criminal investigation. Other items were delivered to the depot for the 311th to process.

Before Christmas 2001, the 311th soldiers were ready to start returning personal items to Pentagon



**Anibal Acevedo-Vila, Puerto Rico Resident Commissioner in Washington, DC, presented flags to the 311th Mortuary Affairs Specialists on duty at Fort Myer, Virginia.**

staff and to family members of victims. The 311th returned home to Puerto Rico in August 2002. Later while on rotation to Germany and typical of the historically global mission of the 311th, Mortuary Affairs Specialists prepared service members killed in the ongoing President's war on terrorism for shipment to the United States.

The 311th Quartermaster Company was constituted in July 1923 in the Organized Reserves as the 354th Graves Registration Unit. The Army formerly classified soldiers who are now "Mortuary Affairs Specialists" as "Graves Registration Specialists." Recovering the nation's fallen has been a Quartermaster mission through the Corps' 228-year history. – *Information compiled from official news releases by LTC Randy Pullen of Army Reserve Public Affairs, SFC Kathleen T. Rhem of American Forces Press Service, and SGT Thomas Orme of the 214th Mobile Public Affairs Detachment, US Army Reserve.*



# Mortuary Operations in Europe

David B. Roath

The US Army Mortuary System Europe was established 29 September 1947, with the activation of the 7770th European Quartermaster Mortuary Service. The Quartermaster Mortuary Service was located in the German Municipal Cemetery, Frankfurt, Germany, and assigned to the Headquarters European Command. The newly formed unit operated mortuaries in Munich, Nurnberg Bremerhaven, La Chapelle and Frankfurt. Recovered remains were evacuated by surface transportation through the port of Bremerhaven, Germany, until 1955.

The mission of the 7770th was to recover remains from World War II and World War I and process the remains of service members and dependents who died while serving on an overseas assignment in the United States' European, Mediterranean and Africa-Middle East areas of responsibility. The unit was actively engaged in the recovery of World War II remains for identification and burial overseas in permanent military cemeteries or return to the United States for burials in



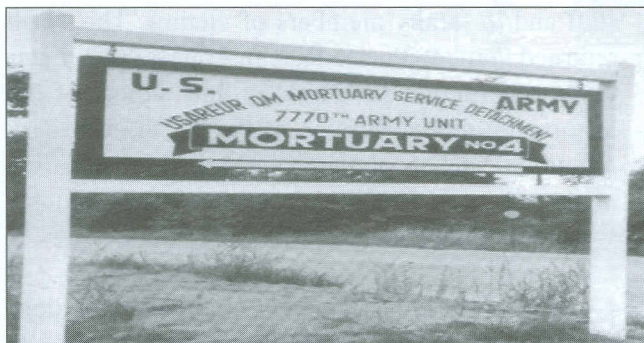
**Identification Specialist Conducting Detailed Examination of Recovered Remains**

federal, state and private cemeteries. The Return of Remains Program officially ended on 31 December 1951. All search and recovery mission responsibilities for residual remains recovered after that date were assigned to the theater commander. Remains of World War I and World War II service members recovered after 1951 became the responsibility of the theater commander who directed this task to the US Army Mortuary System Europe - now called the United States Army Memorial Affairs Activity Europe (USAMAA-E) in Landstuhl, Germany.

## **European Mortuary Operations, 1950s**

In July 1952, the unit moved into newly constructed facilities where it operated as the US Army Quartermaster Mortuary Detachment, Frankfurt, Germany. Deceased personnel processed at the Frankfurt Mortuary were transported directly to Bremerhaven, Germany, or to Rhein Main Air Base for the final trip to the United States.

In 1953, a new mortuary was constructed near Kaiserslautern, Germany, and first used in July 1953. In 1955, all evacuations from the theater changed from surface transportation to air evacuation by military aircraft at various airbases in the European



**Mortuary Number Four in Frankfurt, Germany**



**New Frankfurt Mortuary in 1952**



Theater. In March 1957, the unit reorganized as the US Army Quartermaster Mortuary System, Europe, with assignment to the Headquarters US Army Communications Zone, Europe. The mortuary service provided an efficient and highly responsive unit to meet the needs of the US presence in Europe and to support the recovery and identification of remains from World War I and World War II. The Quartermasters' mission was to conduct search and recovery missions and to receive and process for identification the remains of deceased personnel who were authorized mortuary services. Mortuary support was provided to all service members, regardless of their branch of military service, and to military assistance advisory groups. In 1958, the mortuary system assumed responsibility for the area of the US Army Southern European Task Force (SETAF) and established a Mortuary Detachment near Vicenza, Italy.



**Unilateral Return of World War II Remains at Hurtgen Forest German War Graves Cemetery**

### ***European Mortuary Operations, 1960-1990***

In the 1960s, Quartermaster soldiers in the Mortuary Affairs field, who were then called Memorial Affairs Specialists and later Graves Registration Specialists, participated in *Operation Climax*, resulting in the search and recovery of seven remains from a World War II B-17 bomber named *Lady Be Good* that had been lost in Africa's Libyan Desert. Throughout the 1960s, the mortuary system in Europe continued to process remains from World War II and remains from mass fatality events in the theater in support of the graves registration mission. From 1961 to 1970, the US Army Quartermaster Mortuary System, Europe processed more than 8,653 remains.

From 1971 to 1980, the US Army Quartermaster Mortuary System, Europe continued to search and recover remains from World War I and War II. In addition to this mission, the mortuary responded to numerous events with mass fatalities and processed more than 6,753 remains in the theater.

On 23 October 1983, a US Marine barracks in Beirut, Lebanon, was bombed when a lone driver slammed a truck loaded with explosives into the headquarters building. A total of 239 marines, sailors and soldiers were killed instantly. The USAMAA-E re-

sponded quickly. Search and recovery materials were delivered to Rhein Main Air Base near Frankfurt, Germany, and flown directly to Beirut. The day after the bombing, the Frankfurt mortuary received the first 100 remains. Two 12-hour shifts were established. Soon, 139 more remains arrived at the mortuary. Within 17 days, all the remains were positively identified and processed for final shipment to the United States. Throughout the 1980s, the USAMAA-E continued to provide mortuary affairs support to the theater. For example, US Navy victims aboard the *USS Stark* when attacked by Iraq were processed in Germany and sent to final destinations in the United States. More than 5,000 remains were processed in the 1980s, including remains from World War II.

### ***End of the Cold War***

In early 1990, significant changes began to take place in Europe. The European Command participated in the reunification of Germany and the end of the Cold War between the United States and the former Soviet Union. Along with the rapidity of these profound events in the European theater, significant troop reductions in all the services also occurred. Military bases were closed and consolidated. The European Command was divided. Another unified command called the US Central Command (USCENTCOM) was established, and 25 countries previously under the European Command were transferred to USCENTCOM.



This created a change in mission for the overseas mortuaries. Instead of a direct support role to countries previously assigned to the European Command, overseas mortuaries began reinforcing support to the countries now reassigned to USCENTCOM. In the late 1980s, the Department of the Army Casualty and Memorial Affairs Operations Center (CMAOC) in Alexandria, VA, took a more active role with establishment of the Central Joint Mortuary Affairs Office (CJMAO). The mission of this office was to provide guidance to the unified commanders on mortuary operations and mass fatality events during peacetime and wartime.

In 1990, the United States went to war as part of an international coalition in the Persian Gulf after Iraq's invasion of Kuwait. During *Operation Desert Shield/Storm*, one US cable television network provided live war coverage for the first time in military history. This led to increased demands on casualty reporting. In response to the information flow directly from the Southwest Asian battlefields to the American public, the Department of the Army's CMAOC developed the Army Casualty Information Processing System. This system allowed real-time reporting by the combatant commanders to the service headquarters, reducing the notification time to the next of kin of a casualty in the theater of operations. This system later evolved into the Defense Casualty Information Processing System.

Also, the newly founded CJMAO met and developed operational plans for mortuary support in the theater of operations. Remains were evacuated to Germany for processing at USAMAA-E or shipped directly to the Dover Air Force Base in Delaware for processing at the port mortuary. New terms and concepts were introduced into the Mortuary Affairs operations. For the first time, theater mortuary evacuation points were established to serve as central clearing points for all remains exiting the theater.

### ***New Joint Mortuary Affairs Doctrine***

Based on lessons learned from *Operation Desert Shield/Storm* in the early 1990s, new mortuary doctrine was developed for all the services by the Mortuary Affairs Center, Fort Lee, VA under the guidance of The Quartermaster General. The new doctrine provided uniform procedures to all the



**Recovery of Personal and Unit Effects From the Battlefield, *Operation Desert Shield/Storm***

services. The Joint Chiefs of Staff published the first joint publication titled *Joint Tactics Techniques and Procedures for Mortuary Affairs in Joint Operations*. Because of the potential threat of nuclear, biological and chemical agents, new procedures were added to this publication to provide the theater commander new options for processing such contaminated remains. Under the old wartime doctrine, contaminated remains would be buried in theater. Based on tests conducted at Fort Lee in 1989 and 1990, the Mortuary Affairs Center developed new procedures. Remains now are decontaminated in theater and returned to the person authorized to direct disposition of remains (PADD) for burial.

### ***Mortuary Affairs Reorganization in Europe***

In 1996, the European Command reorganized again, moving the USAMAA-E from Frankfurt, Germany, to Landstuhl, Germany, to establish mortuary operations under the 21st Theater Support Command, Support Operations. This relocation of the mortuary facility allowed a more streamlined



approach to processing fatalities. A central focus of the relocation was the integration of medical and legal investigations in one facility. A new facility was built at the Landstuhl Regional Medical Center, where the Armed Forces Regional Medical Examiner is based.

Separate operations were combined at Landstuhl for all processing of fatalities at one location. This decreased the processing time for remains and allowed a more rapid response to the next of kin. Also critical in the reorganization was the development of the Direct Shipment Program by the Department of the Army's CJMAO. In past years, remains were processed and flown to Dover Air Force Base in Delaware for final casketing and dressing. The CJMAO, in coordination with USAMAA-E, developed the Direct Shipment Program in 1996 and again reduced the time for the military to return the dead to the person authorized to direct disposition of remains.

In 1997, USAMAA-E entered into a formal agreement with the US Army Central Identification Laboratory, Hawaii (CILHI) for recovery of service members from World War II. The agreement came after the opening of former Warsaw Pact countries in Europe and an increase in historical groups and family members searching for lost relatives from World War II. Teams from the CILHI in Honolulu routinely deploy to the European theater and conduct search and recovery operations for remains from World War II. This forward support concept provides the families and the command the full scope of CILHI resources, including the laboratory's forensic skills for the identification of the remains.

### **Disaster Mortuary Affairs Response Team**

In 1997, the United States Army Europe developed the Disaster Mortuary Affairs Response Team (DMART). This is the only team in the military that combines Mortuary Affairs with forensic personnel to support the combatant commander. The DMART's mission is to advise and assist in support of search, recovery and identification of remains forwarded from the incident site to the processing mortuary.



**View From Inside the Pentagon, Operation Noble Eagle**

The Mortuary Affairs Center at Fort Lee first developed the concept in 1993 and validated it in a dual civilian and military exercise with the Federal Emergency Management Agency Region Three Response Team. The European DMART's development was based on lessons learned in the theater from an aircraft crash in 1996. An Air Force CT-43 was transporting a US government cabinet member and his staff from the United States when it crashed in Croatia. The European DMART was built on basic forensic principals using the Armed Forces Regional Medical Examiner, medical personnel, USAMAA-E death investigators and Mortuary Affairs Specialists to develop a rapid response team. The DMART advises and assists the command on mass fatality events in the theater. The team has deployed to Austria, Germany, Greece, Italy, Poland, Scotland, Pakistan, Albania and Afghanistan in support of mass fatality events.

### **Joint Mortuary Affairs: September 11, 2001**

The DMART concept was most recently tested 11 September 2001 after a hijacked aircraft was flown into the Pentagon, killing 189 persons. The CJMAO, in coordination with the Department of Army's Casualty and Memorial Affairs Operations Center and the Department of the Army's Deputy Chief of Staff for Logistics, developed a plan of action. A Joint Mortuary Affairs Operations Center (JMAOC) was established to support *Operation Noble Eagle* at the Pentagon. Quartermaster units that have soldiers trained in the military occupational specialty 92M (Mortuary Affairs Specialist) quickly responded to the nation's need to recover and identify the dead.



The JMAOC served as the focal point for all search and recovery operations.

The JMAOC was placed under the command and control of the Military District of Washington. The 54th Quartermaster Company (Mortuary Affairs) from Fort Lee, the Army's only active duty Mortuary Affairs company, responded initially. Soon after, soldiers from the 311th and 246th Quartermaster Companies (Mortuary Affairs) in the US Army Reserve in Puerto Rico rapidly deployed to support the search and recovery mission.

Before their arrival on the scene, the 3d Infantry Regiment (Old Guard) from the Military District of Washington provided the initial search and recovery support. The chief of the JMAOC was a civilian death investigator from USAMAA-E with key support officers from the CILHI. Additional staff personnel were assigned to the JMAOC from the 49th Quartermaster Group at Fort Lee, with augmentations of medical, chaplain and mortuary personnel from the Air Force and Navy. This core team coordinated with other federal agencies such as the Federal Emergency Response Agency and the Federal Bureau of Investigation for prompt recovery of the deceased from the disaster area. This combination of forensic investigators, death investigators, Mortuary Affairs Specialists, and search and recovery team leaders was critical in the rapid recovery of the remains and evidence from the aircraft crash site.

The recovered remains were moved to the Dover Air Force Base mortuary where the Armed Forces Medical Examiner processed them for identification in coordination with the Federal Bureau of Investigation. The model for the JMAOC was based on the DMART concept developed in Europe and used successfully in the theater of operations, and now the United States.

In addition to the search and recovery of remains, a personal effects depot was established at Fort Meyer, VA. This was the first time in recent history that such a depot was created in the United States to



**Field Screening for Personal Effects, Evidence and Identification Media, Operation Enduring Freedom in Southwest Asia**

handle personnel effects of civilians and military personnel killed in a terrorist attack.

#### ***Mortuary Operations, War on Terrorism***

In 2001, the Army's Mortuary Affairs Specialists answered the call to battle. After the terrorist attacks of September 11 within the continental United States, the President declared war on terrorism. The United States quickly responded to the terrorist attacks by launching air and ground operations in the country of Afghanistan against the al-Qaeda organizations. This war would be global in its reach.

The USCENTCOM Joint Mortuary Affairs Office was assigned the responsibility to develop an operational plan to process and return to the PADD the service members killed in the line of duty. The European mortuaries were tasked to process up to six remains in a single event and were prepared to deploy the DMART to advise and assist the command in mass fatality events.

Because of the physical location of the overseas mortuaries and the Armed Forces Regional Medical Examiner, the USAMAA-E has been tasked to provide direct support to the unified command. Since September 11, 2001, Mortuary Affairs Specialists assigned or attached to the USAMAA-E have processed or assisted



in the movement of military and civilian members killed in the ongoing war on terrorism.

The USCENTCOM established a Theater Mortuary Affairs Office (TMAO), assigned to the 377th Theater Support Command based in Kuwait. The TMAO serves as the central coordination point for all mortuary operations in the theater. Based on guidance from the USCENTCOM, Joint Mortuary Affairs Office, the TMAO developed strategic mortuary affairs collection points in the theater to serve as collection and transit points for the processing of deceased personnel. Because of Afghanistan's geographical location in Southwest Asia, all remains are flown back to Ramstein, Germany, for processing or onward movement to Dover Air Force Base.

In January 2001, the USCENTCOM requested the deployment of the DMART from the US European Command. Again, the 21st Theater Support Command USMAAA-E answered the call. A DMART team deployed to Pakistan to advise and assist in the recovery of seven victims from an aircraft crash in the mountains near Shamsi, Pakistan, bordering Afghanistan. All the victims were recovered, rapidly identified and returned to the next of kin for burial in the United States. This combination of forensic specialists, death investigators and Mortuary Affairs Specialists was critical to the command in establishing full accountability and positive identification of the deceased who died in support of military operations.

The European theater and the USAMAA-E have a long and prestigious history of providing reverent care of remains and personal effects. From the battlefields of World War II to today's war on terrorism, the military provides a service that allows family members and the nation to pay respects to their honored dead. With the dedication and hard work of soldiers and civilians, families can be assured of the

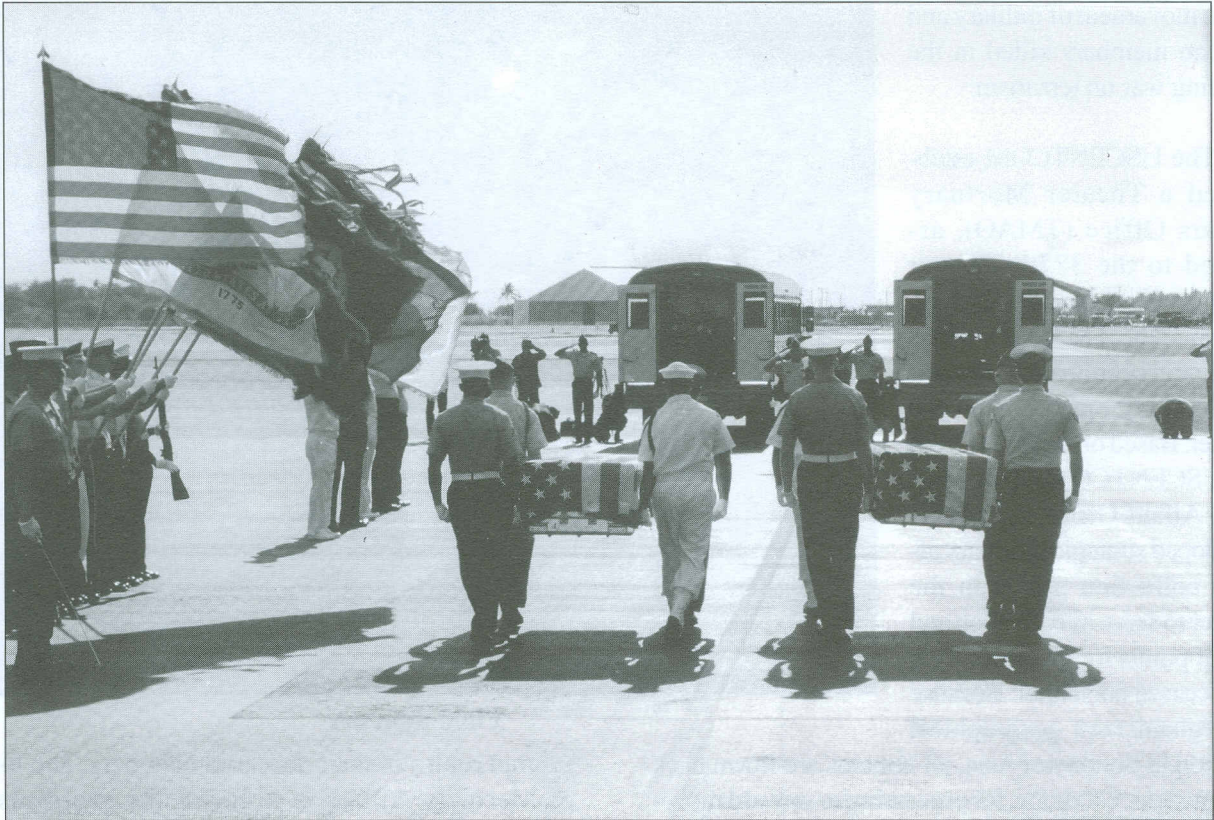


### Final Journey

prompt return of their deceased members. The focus of Mortuary Affairs is to honor the guardians of America's freedom in response to our military services' commitment that we will leave no one behind.

*David B. Roath is currently assigned to the 21st Theater Support Command as Director, US Army Memorial Affairs Activity Europe, and Chief, Army Disaster Mortuary Affairs Response Team. He has deployed in support of Operation Noble Eagle, Operation Joint Guard and Operation Enduring Freedom. He is a Distinguished Military Graduate of the University of Minnesota, MN, with a bachelor of science degree in mortuary science. He also is a Registered Medical Legal Death Investigator licensed by The Board of Medical Legal Death Investigators, a Licensed Funeral Director, and a graduate of the Quartermaster Officer Basic Course, Mortuary Affairs Officer Course, and the Combined Logistics Officer Advanced Course. He has deployed to Somalia and served as Joint Executive Agent Theater Mortuary Affairs Officer J4, Theater Mortuary Officer G4, and Detachment Commander of the 54th Quartermaster Company. He has served as Chief of the Mortuary Affairs Training Branch, Chief of Joint Integration, and Deputy Director for the US Army Mortuary Affairs Center, Fort Lee, Virginia.*





Taking Repatriated Remains to the Central Identification Laboratory, Hawaii

## *Rosters of the Dead*

### *The Search, Recovery and Identification of America's POW-MIAs*

*MAJ Jessie L. Massey*

They came from places with names such as Nantucket and Cahokia, Baton Rouge and Anchorage. They were Yankees, Rebels, African-Americans and Native Americans. They left behind livelihoods of farming and mill working, banking and coaching. They spilled their blood on a thousand battlefields, from Normandy and the Mekong Delta to the Chosin Reservoir and Guadalcanal. They were the Greatest Generation, Baby Boomers, Republicans and Democrats. These gallant warriors put aside their own pursuits of happiness to defend the ideals of life and liberty on foreign soil. Today, almost 90,000 of them have yet to return. However, thanks to the determined efforts of the Mortuary Affairs community and the Central Identification Laboratory, Hawaii (CILHI), many will eventually make the final journey home.

The CILHI is the field-operating element of the Casualty and Memorial Affairs Operations Center (CMAOC), US Total Army Personnel Command (PERSCOM). The following is a summary of CILHI's mission:

- Search for, recover and identify remains of American military personnel, certain American civilian personnel and certain allied personnel from World War II, the Korean War, Southeast Asia, the Cold War and other conflicts and contingencies.
- Conduct humanitarian missions as directed by Department of the Army.
- Provide technical assistance in these matters as requested by the appropriate geographic commander.



Department of Defense (DOD) Directive 1300.22 requires the Secretary of the Army to establish a centralized identification laboratory for peacetime operation and also associated regional laboratories to support future military operations. The CILHI meets this mandate.

About 250 military and civilian personnel work at the CILHI, under the command of a Quartermaster colonel. Although commanded by the Army, the organization is jointly staffed with military personnel from all branches of the armed services.

To conduct its worldwide mission, the CILHI maintains 18 search and recovery teams. Specifically tailored to operate independently, these teams include such specialized skills as anthropology, logistics, photography, explosive ordnance disposal (EOD), medical, Mortuary Affairs, linguistics and communications. Each team is under the control of an Army captain or Navy, Marine Corps or Air Force equivalent and a senior Mortuary Affairs Specialist who holds the Army's military occupational specialty (MOS) of 92M.

Teams typically spend 30 to 45 days per mission and habitually deploy five to six times a year to some of the most treacherous terrain on the planet. It is not unusual to have a team deployed for more than 200 days per year.

### ***CILHI History***

Since before the Civil War in the 1860s, America has been resolute in efforts to recover and properly inter its service members killed abroad. This resolution is one of the enduring facets of military society, and members of the armed forces know that every effort will be made to bring them home.

CILHI's origin goes back to 1973 when the unit was located in Thailand (CIL-THAI). The genesis of that early agency stemmed from the conflict in Southeast Asia (Vietnam, Laos and Cambodia). With the fall of the South Vietnamese government in 1975, and the drawdown of forces in Thailand, the decision was made to relocate the laboratory to US soil. In May 1976, the US Army Central Identification Laboratory, Hawaii, was established in Honolulu, Hawaii. From 1976 until 1992, the CILHI was located

at Pier 39 at the Kapalama Military Reservation. Today, the CILHI is a tenant agency of Hickam Air Force Base.

Because of the organization's structure and unique qualifications, a mission expansion soon followed the move. The CILHI is now responsible for the search, recovery and identification of all unaccounted for US service members from World War II through the present.

In addition to its military role, the CILHI performs humanitarian missions as directed by the DOD. Recent humanitarian missions include the recovery and identification of individuals lost in the terrorist attack on the Pentagon in 2001; an aircraft crash in Same Nue, Laos in 2000; the Korean Airlines (KAL) disaster in Guam in 1997; the attack on the *USS Stark* in the Persian Gulf in 1987; the Gander air crash in Newfoundland involving the 101st Airborne Division in 1985; and the Marine barracks bombing in Beirut, Lebanon, in 1983.

### ***CILHI Organization***

The CILHI consists of four major offices: Command and Support (the command group and the headquarters and headquarters detachment), Search and Recovery Operations (S3, operations and training), Casualty Data (case analysis) and the Forensic Laboratory.

The senior leadership of the CILHI is a US Army colonel (Quartermaster) and a sergeant major. A civilian serves as deputy to the commander and provides the much-needed continuity between the commanders' tours of duty at CILHI. Recently, the position of executive officer (XO) became a joint billet, and a US Navy lieutenant commander serves as XO. The commander and command staff are the direct link between the CILHI and all external agencies. Whether in Vietnam or Washington, DC, the command group is deeply involved in all aspects of the CILHI mission.

A Quartermaster major commands the CILHI headquarters detachment. In addition to the normal duties, the HHD commander is responsible for training the 18 recovery teams. A first sergeant with the 92M (Mortuary Affairs) MOS is responsible for all noncommissioned officer (NCO) aspects of the



unit. In emergencies, the HHD commander and first sergeant serve as team leader and assistant team leader, deploying to various countries.

A Quartermaster major serves as the operations officer, and a sergeant with the 92M MOS serves as the S3 section's NCO in charge. A civilian serves as the deputy. The S3 coordinates all aspects of the mission, from logistical planning to country clearances. The operations section serves as the command's link to the teams once they deploy.

The operations section is grouped into three geographical components: Southeast Asia (Vietnam, Laos and Cambodia), Worldwide (World War II, Cold War) and Korea (North and South). A captain and NCO head each section. The positions are open to all officers and NCOs in the unit, regardless of branch of service.

A US Marine captain heads the intelligence section (S2) of the unit. The S2 is the command's link to US embassies abroad and controls all country clearances and entry requirements. In addition to intelligence updates, this S2 section briefs deploying teams on unique aspects of the selected country and all weather data.

A civilian serves as the adjutant, and an administrative sergeant oversees the personnel section of the unit's S1. In addition to personnel actions, the S1 is responsible for processing hundreds of temporary duty (TDY) vouchers each month as well as maintaining control of thousands of dollars spent on personally issued government credit cards.

A Quartermaster chief warrant officer four (CW4) heads the logistical section (S4), along with a senior US Air Force NCO. The section regularly deploys members of its staff to forward staging bases in Thailand, China and Vietnam. The section serves as the property book office and is primarily responsible for managing the CILHI's \$20 million annual budget.

No mission can go forward unless the case is thoroughly researched beforehand. This responsibility falls upon the casualty data personnel. A civilian heads casualty data, and a civilian serves



**Repatriated Remains Aboard a C-17 Aircraft**

as the deputy. Casualty data is comprised of three distinct sections: Southeast Asia, World War II and Korea. A senior analyst directs the efforts of many personnel within each section. The success of a recovery team directly correlates to the research and analysis of this office.

### ***Forensic Laboratory***

As the name implies, the CILHI is a completely functioning laboratory. Thirty forensic anthropologists and four forensic odontologists (dentists) serve in the laboratory. A civilian serves as the laboratory director. All lab personnel have advanced degrees with specialized experience in critical scientific fields. The CILHI has the largest staff of forensic anthropologists in the world. Several of the scientists hold the highest board certification in forensic anthropology, a truly noteworthy endeavor. In November 2001, The Quartermaster General visited the CILHI and inducted 30 forensic anthropologists into the Quartermaster Regiment, the first time anyone outside the Quartermaster Corps had been inducted into the Army's second oldest regiment.

The anthropologists have dual roles, depending on if they are deployed in the field or working at the



laboratory in Hawaii. When not deployed on missions, the anthropologists are responsible for the skeletal analysis of human remains and the analysis of material evidence such as military uniforms, personal effects and identification tags. However, when deployed with the CILHI search and recovery teams, the anthropologists are responsible for all aspects of the archaeological excavation of the site. In the field, they are referred to as the “recovery leader,” or most recently, the “investigator in charge.”

The CILHI is constantly searching for ways to improve operations. Throughout the previous year, the laboratory has undergone extensive reorganization and evaluation by an outside agency. This specialized group, the American Society of Crime Laboratory Directors (ASCLD), is a nonprofit society devoted to improving crime laboratory operations. The ASCLD assists laboratories across the nation in maintaining the highest standards of practice in the field of crime laboratory services. Within the next six months, the CILHI expects to join this elite group of professional organizations.

### ***Joint Task Force-Full Accounting***

When the CILHI teams deploy to Southeast Asia, they fall under the operational command and control of the Joint Task Force-Full Accounting (JTF-FA). This organization is located at Camp Smith, Honolulu, Hawaii. In 2002, the DOD and the Joint Chiefs of Staff decided to merge the JTF-FA and the CILHI. The goal is to complete the action no later than October 2003. The combined organization will remain in Hawaii.

Although the recovery and identification process takes years, the CILHI is committed to scientific excellence and the fullest possible accounting of all service members killed in defense of their country. Here is a brief look at the numbers:

### ***World War II***

*More than 78,000 service members are unaccounted for -*

- World War II missions typically consist of three teams deploying several times each year to such places as Europe; Papua, New Guinea; China; the Pacific Islands and many other locations where service members are missing.



**Grave Marker at the Memorial Cemetery of the Pacific, Honolulu, Hawaii**

### ***Korean War***

*More than 8,100 service members are unaccounted for -*

- While missions to South Korea have been ongoing, access to North Korea opened only in 1996. Between three and five times a year, the CILHI sends two teams to North Korea. Recoveries include such notable locations as the Chosin Reservoir, Kujang and Unsan Counties, and Kaechon City.

### ***Cold War***

*About 120 service members are unaccounted for -*

- The CILHI has conducted many Cold War recoveries in Soviet Armenia; Vladavostok in the former Soviet Union; Russia and near Yuri Island.

### ***Vietnam War***

*About 1,900 service members are unaccounted for -*

- Southeast Asia missions to Vietnam and Laos involve six teams deploying to Vietnam and three or four teams deploying to Laos four times each year. Also, two teams deploy to Cambodia once a year.

For further information about the CILHI, visit the unit's web page at [www.cilhi.army.mil](http://www.cilhi.army.mil).

*MAJ Jessie L. Massey, Quartermaster, is Worldwide Plans Officer at the US Army Central Identification Laboratory, Hawaii.*





Presidential Entourage Views CILHI Excavation in Vietnam in 2000

## *Bringing Jerry Evert Home*

*MAJ Jessie L. Massey, Team Leader, Central Identification Laboratory, Hawaii (CILHI)*

Like many young men of his generation, Jerry Evert overflowed with enthusiasm. The tall lanky youth - known affectionately as Big Ev - excelled at sports, especially basketball. At some point Evert developed a fondness for airplanes. More important, Jerry Evert loved his country. That love would guide his decision to join the Army National Guard in 1955 when he was a senior in high school.

In 1958 while attending Brigham Young University (BYU) in Utah, Evert's unquenchable desire to fly airplanes led him to transfer to the Air Force Reserve Officers' Training Corps (ROTC) program. That same year he met Wanda and, soon after, the couple married. The following year their first child arrived. The future looked bright for the aspiring student and his young family.

In 1960 Evert graduated from BYU and enthusiastically accepted a commission as an Air Force pilot. As the war in Vietnam quickly escalated, Evert became consumed with his flight training and keeping one step ahead of his growing family. After his training, Evert moved his family to Chandler, AZ. He and Wanda now had three children, with another on the way.

In April 1967 the inevitable call for duty came. The proud F-105 pilot shouldered a bag, said goodbye to his family and flew out for a tour of duty over the hostile skies of Vietnam. This was the last time his family saw the 29-year-old pilot.

"My father was shot down on November 8, 1967," said Dan Evert, eldest of the Evert children.



“He had just received permission to come home for the birth of his child and was to return home a few hours after the completion of his mission.” Elizabeth, the couple’s fourth child, was born five days after her father’s aircraft was shot down in Vietnam.

Sadly, details surrounding the events of that day would elude the Evert family for more than three decades. Only in the year 2000 did the final chapter of this tragic story come to light. In a seemingly ironic twist of fate, former President William J. Clinton played a major role.

“I remember coming home from school that day in 1967,” says Dan, who was then eight years old. “I saw an ambulance and several blue cars in front of the house. I knew something was wrong but didn’t know what it could be.” An alert neighbor saw Dan and pulled him into her house.

“I stood at the window in my neighbor’s living room, watching my house. Eventually some people in uniform came out of my house with my mother. I was able to cross the street and find out what happened. The only word I remember is *missing*,” said Dan.

The Air Force had little information to report. Captain Evert’s aircraft was backup for a bombing mission on the outskirts of Hanoi. During the mission’s approach, one of the primary aircraft had difficulties and had to break away. Evert - call sign Bison 4 - got the nod. Flying nearby, he did not take long to respond.

Lieutenant Colonel (Retired) Marty Scott, then a captain, was flying in position number three at the time. Scott and Evert had roomed together during flight school and had become close friends. Scott remembers the events of the day.

“When Evert pulled up beside me, he gave me an A-OK hand signal, and we flew off to our target. During the bomb run, I heard a short radio transmission that was too fuzzy to understand. Evert was about 50-100 feet behind me as we dove for the target. As I pulled off the target, someone radioed that they had seen an F-105 go down. I called Jerry to join me but got no reply. Our flight circled around

the target again. But all we could see was a spot on the ground where an airplane had gone in,” said Scott.

Because of the target’s proximity to enemy territory, the Air Force could not launch a search and rescue mission. Scott and the remaining pilots returned to their base in Thailand. For the next eight years the Department of Defense officially listed Evert as missing in action (MIA). It was a difficult time for the Evert family.

“My mother always kept my father’s memory alive in our house,” says Dan. “His pictures always had kiss marks on them. We had MIA posters and MIA bracelets. I remember putting together the care packages that were sent to Vietnam for prisoners. They were always returned.”

Tamra Evert, the eldest Evert daughter, remembers her mother’s efforts to keep their father’s memory alive.

“My mom had a box of my dad’s personal things,” she recalls. “On some family nights she would bring out one of the boxes and let us try some of his things on. My dad’s shoes were so large. This was one of my favorite things to do.”

In 1973 during *Operation Homecoming*, the North Vietnamese released their American prisoners of war (POWs). The Evert family received news that Captain Evert’s name was not on the list of returnees. Still, because of the family’s deep religious faith, they held onto hope of seeing Evert again.

“When the POWs started to come home in 1973, we watched the TV very closely as each man came off the plane,” recalled Dan. “We sat together as a family late into the night on my mother’s bed, hoping that someone would look familiar. We saw the last plane land and the last POWs come off. The realization that he wasn’t there was a very difficult time. I remember my hope for him to be alive turning to hope that he never had to suffer.”

In 1975 the Department of Defense officially reclassified Captain Evert as *Dead, body not recovered*. Dan and his younger brother, David attended the hearings.



"I was in high school when they held a hearing to declare my father dead," said Tamra. "I wished that my sister and I could have been there. Our father was such a big part of our lives even though he was not with us."

Evert's military records were eventually transferred to the Joint Task Force-Full Accounting (JTF-FA) and the Central Identification Laboratory, Hawaii (CILHI). The JTF-FA and CILHI are responsible for the search and recovery of Americans missing as a result of the Vietnam conflict.

Birthdays came and went. Christmases passed with no news. Then, in the autumn of 2000, the Evert family received an interesting phone call.

"I worked in Europe for most of 2000," said Dan. "I came back to Arizona in the fall for a short visit. In October, Dr. Kaye Whitley, Director of Family Support Services for the Department of Defense, informed us of a crash site in Vietnam that may be associated with my father's case. We set up a meeting with her at our home."

At the meeting, Dr. Whitley brought along a notebook containing a map and photographs of the suspected crash site. For the first time in 34 years the Evert family actually had information about their loss. Dr. Whitley also informed the family that the CILHI planned to conduct an excavation of the site within the next month. What she said next caught them completely by surprise.

"Dr. Whitley said that the same presentation was given to President Bill Clinton," said Dan. "She said the President would be in Vietnam at the same time as the excavation, and they wanted to know how we felt about him visiting the crash site."

The Evert family had no problem with President Clinton visiting the site. The family conveyed their feelings to Dr. Whitley but added one request: "We want to go, too."

Dr. Whitley departed with the promise that she would relay their concerns to the White House. No one in the family expected anything to come from the request. Dan had to return to work in Europe. Within a few days they received a second phone call.

"I was driving down the road in Belgium when my cell phone rang," said Dan. "A very excited Kaye Whitley was on the other end. She said the family was approved to travel to Vietnam. President Clinton invited us, and the invitation included a visit to Washington, DC, on Veteran's Day. Myself, Tamra, David and Elizabeth would all go to Washington. David and I would go to Vietnam." Dan cut short his business trip and returned to Arizona.

For the Evert family, the events of the next few weeks were a blur. They flew to Washington and had breakfast at the White House with hundreds of other families of personnel missing in Southeast Asia. They participated in the ceremony at Arlington National Cemetery, where the president laid a wreath at the Tomb of the Unknowns.

"It's hard to describe my feelings as I looked at all the grave markers in that beautiful place," said Dan. "They announced that the president was entering the grounds and the 21-gun salute began. That was a great moment in a great place." Following the events in Washington, Dan and David headed to Vietnam.

Months before the visit, members of the JTF-FA and CILHI conducted investigations of the alleged Evert crash site. Maps were analyzed, officials consulted and elderly witnesses interviewed.

Following several detailed investigations of the area, local and US officials believed they had pinpointed the crash of Evert's F-105 in a rice patty adjacent to the national railway line. A CILHI team departed for Vietnam. After the pomp and circumstance of the presidential visit, Dan and David traveled with the president's entourage to the site. The CILHI team was hard at work on the excavation.

"I remember my first glimpse of the blue tarps used for shelter," said Dan. "It was a very emotional and draining moment and I couldn't hold back the tears as we stood at the edge of the crater and watched the work in progress. Americans and Vietnamese worked side by side. They scooped mud into a bucket and passed it to a station where others would search through the mud for wreckage and human remains."



The brothers were cautioned not to expect too much from the initial excavation. Although the team had discovered small pieces of aircraft and even a few fragments of what appeared to be human remains, this was by no means conclusive. They were told that it would take several excavations of the site to recover sufficient information to lead to a positive identification.

The excavation ended a month later, but the evidence was not conclusive. A second excavation was planned for February 2001. This time, Dan was accompanied by all of the siblings, including Elizabeth's husband. The CILHI team worked feverishly to reach the bottom of the crater, but a subsequent trip would be necessary to complete the excavation. On this trip, large sections of aircraft debris were unearthed that could lead to an aircraft identification. More promising, however, was the significant amount of human remains found in the crater.

"They asked us if we wanted to see the remains. We told them that we wanted to see anything they had," said Dan. "We were taken to a private viewing area. For Elizabeth, who had never seen our father, this was the closest she had ever come to him."

In June 2001, a CILHI team returned to the site for the final time. During that excavation, Dan was able to bring his wife and two sons. They quickly became part of the team. Before long Dan and his sons were in the crash crater, moving mud with the rest of the workers. It was a highlight of their trip. The final excavation of the site proved what they had suspected all along. As they reached the bottom of the crater, the team found Evert's wallet, identification tags, religious emblems and other personal items. They had found Jerry Evert's crash site.

Captain Jerry Evert's remains and personal effects were returned to Hawaii with full military honors. The entire Evert family was on hand for the solemn occasion. At last, the family could put to rest the questions that had surrounded Evert's death. On July 6, 2001, the family laid Evert to rest in a cemetery in Mesa, AZ.



**A CILHI team member briefs former President William J. Clinton at Jerry Evert's aircraft crash site near Hanoi in 2000 – decades after the pilot went down.**

"I don't have the words to describe how valuable that experience has been in my life," says Dan. "I know my father loved us, and we all loved him. He was lost, and this was the fulfillment of a childhood dream. That we could go to Vietnam and help bring my father back."

#### ***Graves Registration/Mortuary Affairs Reunion 2002 Is 'Most Successful'***

Feedback from attendees at the Graves Registration/Mortuary Affairs Reunion 2002 indicates that it was the most successful since the Mortuary Affairs Center began sponsoring such events in 1997. The 2002 reunion, 19-20 Sep 02 at Fort Lee, VA, brought together 66 veterans representing World War II, the Korean and Vietnam Wars, the Cold War period, *Operation Desert Shield/Desert Storm*, *Operation Noble Eagle* and *Operation Enduring Freedom*.

The reunion's agenda included a period of remembrance during which Quartermasters in this very small fraternity who died since the last reunion were identified. The schedule also included briefings of current interest by Mortuary Affairs representatives and historical presentations by veterans. The next reunion is tentatively scheduled for September 2004.



# Mortuary Affairs Transformation

Larry L. Toler

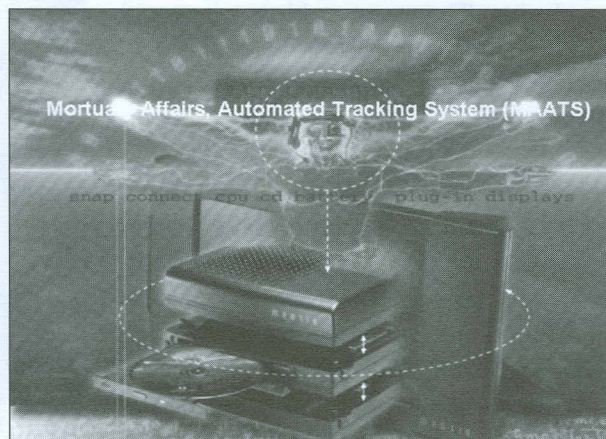
The Army has launched an unprecedented transformation to meet both current and future global threats and operational environments. The success of our past and current forces is evident, but these forces fall short of meeting transformation goals and objectives. The Quartermaster Force Transformation Strategy serves as a strategic blueprint that will enable the Quartermaster Corps Logistics Warriors to meet the sustainment challenges of a transforming, full spectrum, global-projection Army.

## Significant Changes

This means significant organizational, doctrinal and materiel changes for the Quartermaster Corps' Mortuary Affairs capability. These changes are more than building and procuring new systems and platforms. They will incorporate advanced technologies, organizations and concepts to create a new Mortuary Affairs capability. The new capability will be more responsive, deployable and sustainable, making it capable of supporting the Transformation Army.

The US Army is the Department of Defense's executive agent for Mortuary Affairs with the responsibility for providing Mortuary Affairs support to the Armed Forces. To support Army Transformation and the National Security Strategy, future Mortuary Affairs systems must improve strategic and tactical transportability with a decreased logistics footprint, or logprint, on the battlefield. The Mortuary Affairs mission is critical to the preservation of our fallen comrades' dignity and respect for their ultimate sacrifice to our nation.

Unfortunately, Mortuary Affairs is often forgotten until events similar to those that occurred on September 11, 2001 make force structure and equipment inadequacies immediately apparent. Current Mortuary Affairs assets are not available to support the full spectrum of operations and also multiple, domestic, mass fatality incidents or attacks. The Mortuary Affairs mission encompasses search



## Future Automation: Digital Mortuary Tracking and Reporting System

and recovery; tentative identification; evacuation; and when required, temporary interment, disinterment and reinterment of deceased US military and civilian personnel, and friendly or enemy dead.

**Search and recovery operations** are a systematic process for searching for remains and personal effects, plotting and recording their locations, and evacuating them to a Mortuary Affairs facility. Situational awareness will be improved through the use of precision navigation with Global Positioning System and map displays to record the precise location of the remains and also digital cameras and video retransmission to record the recovery site for future reference. A basic understanding, better training and improved forensic equipment are needed to help gather and safeguard evidence. Training in forensic investigations must be integrated into future Mortuary Affairs curriculums to overcome deficiencies when working with civilian agencies.

**Tentative identification** should be made after remains have been evacuated to a field Mortuary Affairs facility. The future Mortuary Affairs concept calls for an efficient, integrated, completely mobile remains collection system. That system will permit effective initial processing, tentative identification and temporary holding of remains in a manner that



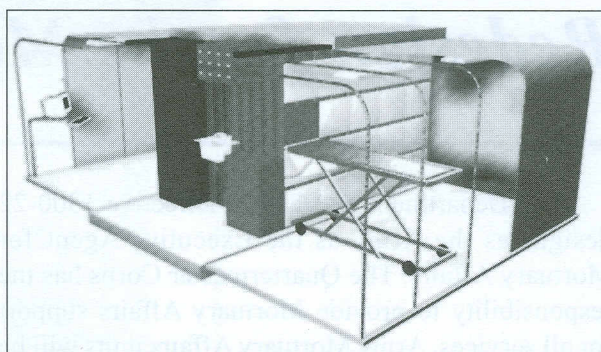
prevents decomposition. The future system also will be capable of moving forward with the warfighters. It will include onboard power generation; morgue-type refrigeration (or other means of preservation) for storing remains; use of onboard water generation, reuse or tri-generation technologies in processing remains; and environmental control capabilities. Commercial morgue refrigeration technologies must be used until preservation enablers that retard decomposition without refrigeration are developed.

**Evacuation** of remains to the rear continues to pose a challenge because of the attendant problems of refrigeration to prevent decomposition of remains and the limited availability of regularly scheduled backhaul platforms. Transfer cases that are climate-controlled, lightweight, stackable and airtight are one possible solution. Other technologies, such as a device placed inside the transfer case to cool remains, along with improved human remains pouches made of a strong, lightweight fabric may provide suitable alternatives.

### **No Room for Error**

Tracking of remains during evacuation is imperative: there is no room for error. Quartermasters envision a digital mortuary tracking and reporting system that is efficient and can be linked to other automated systems. Automation includes managing case files, tracking locations of remains and personal effects, and interfacing with the Global Combat Support System-Army and the Defense Casualty Information Processing System. This automated system will have the capability to produce military forms and labels; capture, maintain and forward digitized fingerprints and dental, skeletal and blood information; and maintain accountability of personal effects.

As described in Joint Publication 4-06 (Joint Tactics, Techniques, and Procedures for Mortuary Affairs in Joint Operations), current decontamination procedures at collection points are well defined and have been tested. However, these Mortuary Affairs procedures may not be



**Future Equipment: Mobile Integrated Remains Collection System (MIRCS)**

sufficient for future needs. Current decontamination procedures and equipment are labor- and resource-intensive. Future operations will require the Army to decontaminate and transport remains much more quickly than today. Decontamination technology is constantly evolving. The Army must identify new procedures, products and delivery systems that will decontaminate remains.

To keep pace with the warfighter, future Mortuary Affairs platforms must focus on improved agility, versatility, deployability, sustainability and survivability while decreasing the logprint. The transformation of Mortuary Affairs doctrine and its execution requires improved preservation systems, dedicated means to evacuate remains to the rear, and detailed study of force structure requirements. We owe it to our soldiers and their families to bring them home.

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# Redesign for the Mortuary Affairs Force

MAJ Timothy N. Trauger

The Department of Defense Directive 1300-22 designates the Army as the Executive Agent for Mortuary Affairs. The Quartermaster Corps has the responsibility to provide Mortuary Affairs support for all services. Army Mortuary Affairs units will be required to support the full spectrum of operations, including major combat, small-scale contingencies and homeland security.

**Mortuary Affairs companies should be modular, supportive of split-stationing, responsive and compatible to favorable recruiting, training and retention within the Army. This is especially true in the US Army Reserve (USAR), which has two-thirds of the Army's Mortuary Affairs capability. Modular Mortuary Affairs companies will make flexible response easier and accommodate future resourcing and stationing concerns within the USAR.**

Achieving a modular and fully digitized Mortuary Affairs organization will increase effectiveness across the spectrum of operations. Modular organizations better support development of the Time Phased Force Deployment List (TPFDL), and their modularity reduces the logistics footprint. The rising terrorist threats against domestic military and civilian infrastructures increase the probabilities that multiple sites will compete for scarce Mortuary Affairs personnel and equipment.

To correct all these shortcomings and to convert the Mortuary Affairs units into the new modular design, the redesign must go through the Force Design Update (FDU) process. Facilitated by the US Army Doctrine and Training Command, the FDU is the primary method for changing designs of existing organizations and creating new designs in the Army. The FDU process also determines the minimum, mission-essential requirement for an organization.

Sometimes certain assumptions are necessary to work the redesign issue in terms of Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF). The following are the assumptions by the Directorate of Combat Developments for Quartermaster that affected the modular redesign for mortuary affairs personnel:

**Modular Mortuary Affairs Platoons** are more easily deployed and a better response to multiple requirements for dispersed locations.

**A digitized and modular Mortuary Affairs organization** will reduce the logistics footprint on the battlefield and, in turn, reduce airlift requirements by deploying assets tailored to the support requirements.

**The Mortuary Affairs redesign initiative** will not increase spaces for personnel above the current Mortuary Affairs Company configuration.

**The enemy** will likely use unconventional weapons and continue terrorist attacks on US infrastructure, requiring Mortuary Affairs support in multiple regions. The Mortuary Affairs organizations should be able to decontaminate human remains to reduce collateral health risks.

**Currently, Mortuary Affairs Companies lack digitized and modernized equipment** that facilitates identifying and processing remains and personal effects. The Army must improve operating and technology-based equipment for Mortuary Affairs. Two technological advances that will enhance capabilities, increase responsiveness and reduce the logistics footprint on the battlefield are the Mortuary Affairs Automated Tracking System (MAATS) and the Mobile Integrated Remains Collection System (MIRCS).

**A modular Mortuary Affairs force structure** will improve recruiting, training and retention - especially within USAR Mortuary Affairs organizations based in the continental US (CONUS).



**The Total Army Analysis 2009 (TAA-09)** process has identified more requirements in the Army than the three such companies that are currently resourced. The proposed Mortuary Affairs restructuring will better facilitate resourcing future Mortuary Affairs support.

**Operational Environment**

The proposed modular configuration and equipment improvements will increase Mortuary Affairs effectiveness and responsiveness across the spectrum of conflicts, as needed. The threats of terrorist attacks increase the probability that Mortuary Affairs organizations will be required to conduct operations and mitigate events at domestic and foreign disaster sites. Acts of terrorism may be sequential and include unconventional weapons that overwhelm current mortuary capabilities. Terrorism continues to be active against US targets, both overseas and within CONUS.

**Operational Concept**

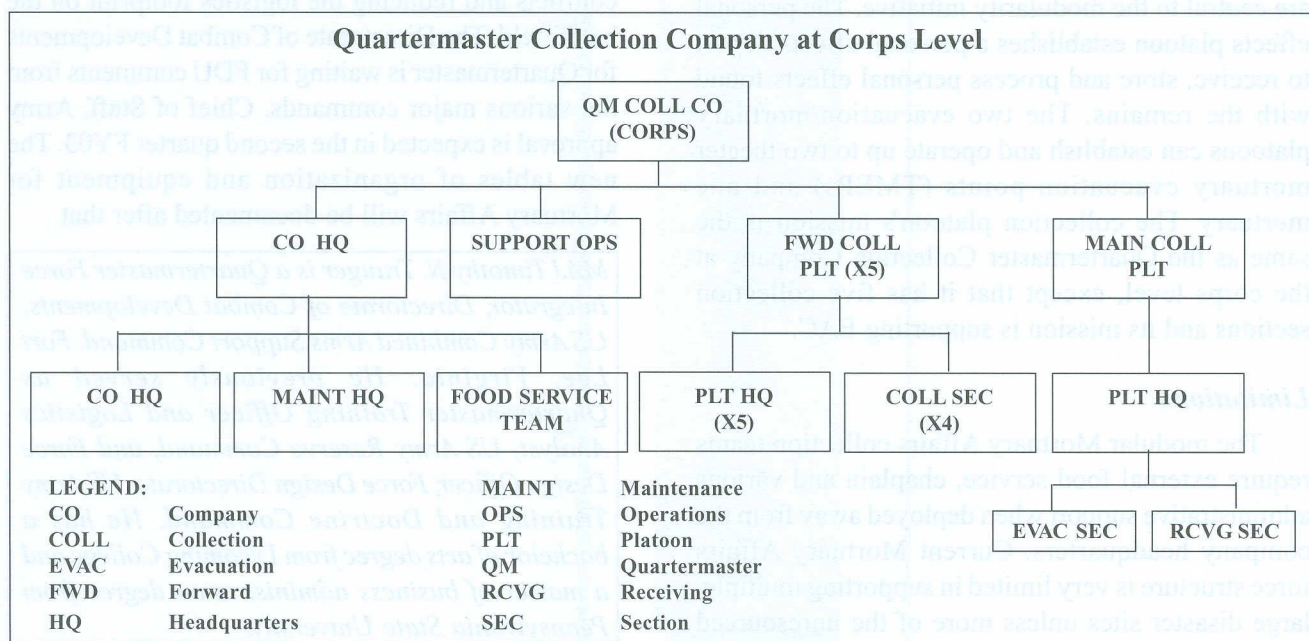
The future Quartermaster Collection Company at the corps level has collection as its primary mission. The future Quartermaster Mortuary Affairs Company at echelons above corps (EAC) has evacuation, temporary interment, and processing of personal effects as primary missions. This company provides collection to EAC by way of one collection platoon. A personal effects platoon operates a

personal effects depot to receive, store and process the personal effects recovered with the remains.

The collection platoons are the crux of the modularity initiative. Modularity, digitization and equipment improvements will increase tailored support and efficiency to both the Quartermaster Collection Company and the Quartermaster Mortuary Affairs Company, while reducing the logistics footprint. The introduction of advanced technology such as MAATS will improve tracking of remains and personal effects, and new decontaminates will improve the decontamination operations. The MIRCS will improve the containment of human remains and the evacuation functions.

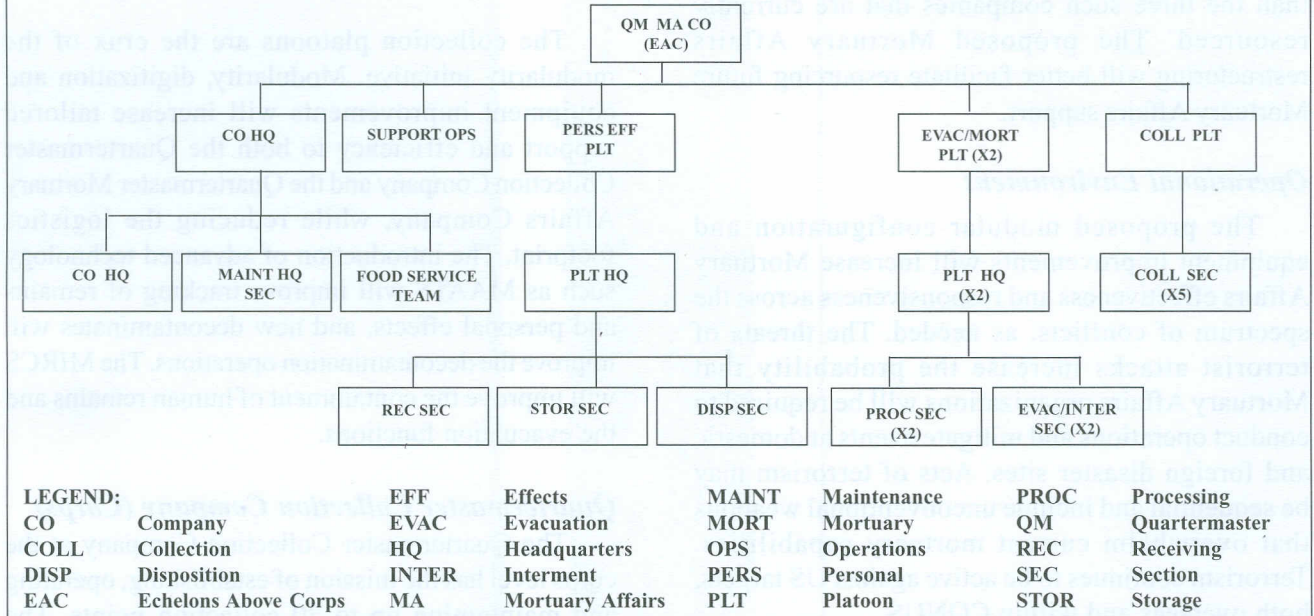
**Quartermaster Collection Company (Corps)**

The Quartermaster Collection Company at the corps level has the mission of establishing, operating and maintaining up to 20 collection points. The company will be trained to process up to 400 remains per day from up to 20 locations. Soldiers will evacuate the remains to the EAC Quartermaster Mortuary Affairs Company or as directed. Also, soldiers will recover, secure, account for and evacuate personal effects with remains. The company will be assigned to a supply and service battalion or a corps support battalion. When deployed, collection platoons may be attached to the supported division, brigade or Armored Cavalry Regiment.





## Quartermaster Mortuary Affairs Company at Echelons Above Corps



### ***Quartermaster Mortuary Affairs Company (Echelons Above Corps)***

The EAC Quartermaster Mortuary Affairs Company establishes and operates temporary interment sites within the theater. This EAC company also establishes, operates and maintains theater evacuation points for movement of deceased US military and certain civilian and allied personnel to military mortuaries in CONUS and outside CONUS. Its personal effects platoon and collection platoon are central to the modularity initiative. The personal effects platoon establishes a personal effects depot to receive, store and process personal effects found with the remains. The two evacuation/mortuary platoons can establish and operate up to two theater mortuary evacuation points (TMEPs) and one mortuary. The collection platoon's mission is the same as the Quartermaster Collection Company at the corps level, except that it has five collection sections and its mission is supporting EAC.

### ***Limitations***

The modular Mortuary Affairs collection teams require external food service, chaplain and various administrative support when deployed away from the company headquarters. Current Mortuary Affairs force structure is very limited in supporting multiple, large disaster sites unless more of the unresourced

Mortuary Affairs force structure is funded to meet the potential of large-scale terrorist threats.

The new, modular redesign for Mortuary Affairs set out to optimize operational support and deployability through increases in flexibility, responsiveness, capability, improved equipment and organizational modularity. The redesign met its goal with planning for the capability of split-based operations, spanning the spectrum of possible conflicts and reducing the logistics footprint on the battlefield. The Directorate of Combat Developments for Quartermaster is waiting for FDU comments from the various major commands. Chief of Staff, Army approval is expected in the second quarter FY03. The new tables of organization and equipment for Mortuary Affairs will be documented after that.

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*(Continued From Inside Front Cover)*

### ***From The Quartermaster General***

or other “less-than-willing” soldiers. This lack of training and dedication manifested in 42 percent of the battlefield dead being buried without proper identification.

To preclude the possibility of becoming one of the “unknowns,” many troops carved their names on wooden identification markers (a precursor to our modern “dog tags”) or wrote on small pieces of paper that they pinned to their uniforms. It was not until 1917 that the War Department directed all combat soldiers to wear the now-familiar identification tags.

There are many accounts of heroic deeds performed by Mortuary Affairs soldiers. One such account occurred during World War II on the beaches of Normandy, where the 607th Graves Registration Company landed with the First Army and spent the next three days and nights gathering bodies from the beaches and from the water – often under direct enemy fire. By the end of D+2, all American dead had been removed, with one platoon of the 607th burying 457 American soldiers.

Over the years, Mortuary Affairs doctrine evolved – mostly due to advances in technology. The use of fingerprinting, medical and dental records, and more recently, DNA testing has improved identification rates to nearly 100 percent!

Today, Mortuary Affairs Specialists are actively involved in supporting the war on terrorism. Within 24 hours of the attack on the Pentagon on September 11, 2001, representatives from the USAQMC&S were on-site assisting with recovery efforts (and subsequently with identification efforts).

The 54th Quartermaster Company (Mortuary Affairs) at Fort Lee sent teams to the Pentagon as well. They would soon be augmented by teams from the 311th and 246th Quartermaster Companies (Mortuary Affairs), US Army Reserve units from Puerto Rico. It is worth mentioning that because the 54th Quartermaster Company is our only active duty Mortuary Affairs company, the 54th also is one of Forces Command’s most frequently deployed units. Teams from this unit routinely support ongoing missions at the Landstuhl mortuary in Germany and

at the Central Identification Laboratory, Hawaii (CILHI), as well as providing support to units training at the National Training Center and the Joint Readiness Training Center in the United States.

To support Army Transformation, the Quartermaster Corps’ combat developers are leveraging technology to develop Mortuary Affairs equipment and systems. Their goal is improving efficiency while reducing the logistics footprint.

One of the exciting new developments is the Mobile Integrated Remains Collection System (MIRCS), a refrigerated container for temporary storage and processing of human remains. This expandable, dual-compartment shelter has a 36-degree holding area with a holding capacity of 16-20 remains and also a climate-controlled work area. MIRCS is mounted on a medium tactical vehicle chassis and is compatible with the Army’s load handling system (LHS) and the palletized load system (PLS). Designed to process remains at a forward collection point, MIRCS reduces the logistics footprint by eliminating the need for a 5-ton tractor and a 30-foot trailer, and thereby reduces strategic lift requirements from two C-17 aircraft to one C-130.

Another Quartermaster initiative, the Mortuary Affairs Automated Tracking System (MAATS), is an endeavor to automate Mortuary Affairs processing methods. Still in the research and development phase, this software is projected to improve processing rates by allowing “hands-free,” voice-activated processing that will virtually eliminate the requirement to record notes by hand. This software is also projected to significantly reduce errors and lost information.

In the near-term, the MAC and the 54<sup>th</sup> Quartermaster Company will be participating in the final phase of a joint decontamination exercise in February 2003. This exercise, Restoration of Operations (RESTOPS), will be conducted with US Air Force medical personnel in South Korea for the purpose of validating procedures to quickly restore operations at a port or airfield after a chemical or biological attack. This exercise will also allow the MAC to test and coordinate joint procedures for decontamination of human remains.

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### **From The Quartermaster General**

Look for the Spring edition of the *Quartermaster Professional Bulletin*, which will focus on the Logistics Training Department.

Supporting Victory!

*Major General Terry E. Juskowiak, the 47th US Army Quartermaster General, has served in many command and staff positions. Among early assignments with the 101st Airborne (Air Assault) and the 25th Infantry Divisions, he served in various positions with the Army Materiel Command. In 1984 he was military assistant, junior aide-de-camp to the Secretary of the Army. Then came assignments in Europe where he served with V Corps Headquarters and the 3d Armor Division. As a member of the division staff of the 82d Airborne Division in October 1989, he participated in Operation Just Cause in Panama. During Operations Desert Shield/Storm, he commanded the 407th Supply and Transport Battalion (Airborne), 82d Airborne. After assignment as a special assistant to the Chief of Staff of the US Army, he became Commander of the 10th Mountain Division Support Command and deployed the brigade to Haiti for Operation Uphold Democracy. He then served as the Assistant Division Commander for Support, 10th Mountain Division (Light Infantry), Fort Drum, New York, which included an eight-month rotation to the Bosnian theater with NATO's Stabilization Force for Operation Joint Endeavor/Guard. He was Director of Logistics (J4), US Atlantic Command, during 1997 and 1998. He assumed command of the 1st Corps Support Command, XVIII Airborne Corps, with service as the Commanding General of CJTF-Kuwait (Forward) during Operation Desert Fox in December 1998. During July 2000-01, he was Deputy Chief of Staff for Logistics at Headquarters, US Army Forces Command, Fort McPherson, Georgia.*

### **CSS Commanders' Conference in April 2003**

Leaders of the combat service support (CSS) community and major commands will discuss Army Transformation and the move toward an Objective Force at a CSS Commanders' Conference 2003, 24-25 Apr 03, in the Greater Richmond Convention Center, Richmond, VA. Hosting the conference will be MG Terry E. Juskowiak, Commanding General, US Army Combined Arms Support Command (CASCOM)/US Army Quartermaster Center and Fort Lee, VA, and Commandant, US Army Quartermaster School at Fort Lee. The conference will be held immediately following the Association of the United States Army's (AUSA's) Logistics Transformation Symposium and Exhibition, scheduled at the same location 22-24 April.

The theme of the CSS Commanders' Conference, which is designed to complement the AUSA symposium, is "Sustaining the Vision: People, Readiness, Transformation." It will reflect critical perspectives and issues of concern in moving toward an Objective Force that is strategically responsive and dominant across the full spectrum of operations. The conference is scheduled to feature exhibits and specialized briefings tailored to the audience on topics such as soldier support and readiness, homeland defense, Army Transformation, power projection, sustainment, and training implications from recent military operations.

The conference is open to all CSS leaders in the Active and Reserve Components, sergeant majors and above, from the battalion level up, representing such organizations as the Army Materiel Command, National Guard Bureau, Corps Support Command, Combined Arms Center Soldier Support Institute, the Army Management Staff College, and the Army staff.

A CASCOM web site at [www.cascom.army.mil/CSS\\_Commanders\\_Conference/index.htm](http://www.cascom.army.mil/CSS_Commanders_Conference/index.htm) offers online registration and details about the conference, including lodging and suggested readings. Also, for more information, telephone LTC Steve Jones or John Shulson, CASCOM Training Directorate, at (804) 765-2092 or E-mail to [csscdrconf@lee.army.mil](mailto:csscdrconf@lee.army.mil).



(Continued From Page 5)

### **Command Sergeant Major Bradley J. Peat**

suggestions, and we have already taken steps to implement recommendations from the 2002 conference. I look forward to next year's conference and once again want to thank everyone for making the conference a success.

### **News from the Regiment**

Look forward to a visit to the following locations in February or March FY03 from the Regimental Command Sergeant Major: Hawaii, Korea, Germany, Alaska, Kuwait and Fort Lewis, WA. The senior enlisted sergeant major in the Enlisted Proponency Office, Office of the Quartermaster General, also will make the visits. The trip itinerary will be posted on the Quartermaster Home Page at [www.quartermaster.army.mil](http://www.quartermaster.army.mil) under Command Group.

*Command Sergeant Major Bradley J. Peat has served in a variety of leadership positions. These include Armorer, 2/75 Ranger Battalion; Property Book Team Noncommissioned Officer in Charge, 8th Infantry Division (Mechanized), Baumholder, Germany; Property Book Team, Headquarters and Headquarters Company, Camp Casey, Korea; First Sergeant, Headquarters and Headquarters Company, National Training Center, Fort Irwin, California; First Sergeant, 247th MEDEVAC, Fort Irwin, California; First Sergeant, Headquarters and Headquarters Company, Division Support Command, Fort Drum, New York; Command Sergeant Major, 548th Corps Support Battalion, Fort Drum, New York; and Command Sergeant Major, 24th Corps Support Group, Fort Stewart, Georgia. His military education includes the Primary Leadership Development Course, Basic Noncommissioned Officer Course, Noncommissioned Officer Course, Battle Staff Course, First Sergeants Course, and the Sergeant's Major Academy, Class 49. He is a member of the Distinguished Order of Saint Martin, and he holds a bachelor's degree in management from Regents College.*

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### **Chief Warrant Officer Five James C. Tolbert**

Each warrant officer must view the ATDLP's recommendations not from our individual "foxholes" or particular specialty, but in its totality. The Warrant Officer Corps cannot stand by while change occurs all around us. We must be part of this transformation process so that warrant officers remain relevant in the Objective Force.

*CW5 James C. Tolbert is currently assigned to the Office of the Quartermaster General, US Army Quartermaster Center and School (USAQMC&S), Fort Lee, Virginia, as the Quartermaster Warrant Officer Proponent. He has served in a variety of assignments worldwide. These include Battalion Supply Technician, 223d Aviation Battalion, Schwaebisch Hall, Germany; Property Book Officer, 26th Signal Battalion, Heilbronn, Germany, where he deployed to Saudi Arabia during Operations Desert Shield/Storm in December 1990. Also, he served as a Property Book Team Chief and later Chief, Asset Visibility Section, Division Materiel Management Center, 4th Infantry Division, Fort Carson, Colorado; Property Book Officer, US Army Central Command, Camp Doha, Kuwait; Instructor/Writer, USAQMC&S, Fort Lee, Virginia; and Personnel Career Management Officer assigned to the US Total Army Personnel Command, Alexandria, Virginia. He has completed every level of the Warrant Officer Education System and holds a master's degree in logistics systems management from Colorado Technical University at Colorado Springs.*





## *Personal Protective Equipment During Search and Recovery Operations*

*CPT Rod W. Secor*

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Any unit in the Army can be called upon to perform search and recovery operations for human remains. The unit may or may not have 92M (Mortuary Affairs Specialists) attached. The unit leader should ask the following questions: *Am I and my unit prepared to perform this task? Have I prepared a risk assessment for the operation, identified the hazards and developed controls for those hazards? Have I trained my personnel on performing the task and avoiding any hazards?*

FM 100-14 (Risk Management) requires developing a risk assessment for all tasks/operations/events the unit must perform. Included in the risk assessment is the requirement to identify hazards, develop controls, implement controls, and prepare personnel to perform the operation. Remember that failing to do any of these things may result in the endangerment of either personnel or equipment and the failure of the operation.

One of the major hazards that personnel must be prepared to face during a search and recovery operation is bloodborne pathogens. Personnel who will be required to handle or come in contact with human remains are therefore at **high risk** for infections. Bloodborne pathogens, infectious aerosols or other potentially infectious materials may transmit many deadly diseases, such as the hepatitis B virus (HBV), hepatitis non-A and non-B viruses, human immunodeficiency virus (HIV) and tuberculosis, to name a few. The general rule (Universal Precaution) is to treat all human blood and certain body fluids as if known as infectious for HBV, HIV and other bloodborne pathogens.

Because a single exposure may cause infection, the best way to reduce the risk is to prevent or minimize the exposure. The only ways to provide protection or minimize the exposures are training all soldiers before the event and using personal protective equipment (PPE) for a search and recovery operation. Remember that PPE will act as a control to reduce the likelihood of exposure by altering the manner in which the operation is performed. PPE cannot completely remove the risk.

Standards have been developed to protect personnel. Adherence to the requirements, training and enforcement is a leader responsibility. The US Army Environmental Hygiene Agency (USAEHA) Technical Guide 195, dated April 1993, has the necessary information for a unit to meet the requirements and responsibilities for the search, recovery, evacuation and identification of deceased personnel.

Leaders are required to oversee personnel for appropriate PPE use. Leaders also must ensure a supply of PPE on hand and train personnel for operations in PPE.

While Mortuary Affairs Specialists are highly trained in PPE and in all areas of search and recovery operations for human remains, almost all other Army personnel are not. The 92M Quartermaster cannot be everywhere in the field. Leaders must train units on the necessary tasks, perform risk assessments and ensure strict adherence to safety standards already in place for their soldiers during Mortuary Affairs operations.

*CPT Rod W. Secor is the Training/Doctrine Officer in Charge at the Mortuary Affairs Center, US Army Quartermaster Center and School, Fort Lee, Virginia.*





# CAREER NEWS

## *Professional Development*

As Army Transformation continues in the 21st Century, we at the Quartermaster Branch, US Total Army Personnel Command (PERSCOM) will update Quartermasters about some changes, developments and trends in the assignment and professional development areas. **For more information about Quartermaster Corps officer and noncommissioned officer (NCO) issues, access the PERSCOM web site at <https://www.perscomonline.army.mil/> and the Office of the Quartermaster General web site at [www.quartermaster.army.mil/oqmg/](http://www.quartermaster.army.mil/oqmg/) (Officer Proponency, Warrant Officer Proponency and Enlisted Proponency). Quartermaster warrant officers can access their PERSCOM Quartermaster Warrant Officer Page at <https://www.perscomonline.army.mil/OPwod/marquez.htm>.** To help enlisted soldiers keep track of PERSCOM's new communication tools, the Enlisted Personnel Management Directorate distributed a wallet-sized information card that lists a soldier's career manager's telephone number, E-mail address, FAX number, and telephone Interactive Voice Response System (IVRS) instructions and telephone number. Enlisted soldiers can get their pocket cards at their personnel servicing battalions. Access [www.us.army.mil](http://www.us.army.mil) to set up a free E-mail account with Army Knowledge Online.

## *Mortuary Affairs Specialist (92M) - Career Management Field 92*

*CPT Jeffrey M. O'Sadnick, Deputy Branch Chief, Enlisted Personnel Management, Quartermaster Assignments Branch, US Total Army Personnel Command (PERSCOM)*

**92M.** The Mortuary Affairs Specialist performs or supervises duties relating to deceased personnel to include recovery, collection, evacuation, and establishment of tentative identification, escort and temporary burial. These Quartermasters also inventory, safeguard and evacuate personal effects or belongings of deceased personnel. The active duty Army authorizes 358 Mortuary Affairs Specialists: 126 are in the ranks of specialist and below and 232 are noncommissioned officers (NCOs). The 92M military occupational specialty (MOS) is in the STAR incentive program for the rank of sergeant (SGT). This means that the MOS is critically short in the grade of E5 and is promoting all fully eligible specialists 60 days after completion of the promotion board. Promotion points for STAR MOSs have been historically low, allowing for accelerated promotion.

The 92M duties for NCOs range from squad leader to sergeant major. There are some staff jobs at the battalion and brigade levels and specialty jobs at both division and corps levels.

## *Career Development*

A successful career as a 92M is defined as a soldier retiring between the 20th and 24th year of service at the rank of sergeant first class (SFC). Soldiers who obtain the rank of SFC or above share some common factors. These soldiers have a history of excelling in leadership positions and seeking tough jobs as platoon sergeants. Excellence in leadership positions is critically important to further demonstrate competence in an MOS. Some career-enhancing jobs such as recruiter, Reserve Officers' Training Corps (ROTC), Active Component/Reserve Component (AC/RC), instructor, and drill sergeant also develop a soldier's overall leadership ability. Excelling in these critical jobs sets soldiers apart from their peers and clearly shows potential for further growth and increased promotion. Taking the initiative to earn college credits and a degree always shows a commitment to self-improvement.



### ***Assignment Locations***

Army requirements keep divisions and airborne units at 100 percent fill. The 92M soldiers are authorized in all divisions, although the majority of personnel in the continental United States (CONUS) are concentrated at Fort Lee, VA. Outside CONUS, 92M Quartermasters are authorized at all major installations. Most are in Europe, Korea and Hawaii.

### ***Retention and Incentives***

The Army's retention rate for MOS 92M is above the Army average, with initial term soldiers at 59 percent, mid-career soldiers at 83 percent, and career soldiers at 68 percent. Currently, the Army offers no Enlistment Bonus (EB), Selected Reenlistment Bonus (SRB) or Army College Fund (ACF) incentives for this MOS.

However, soldiers with the 92M MOS in the Active and Reserve Components have been in the Army's Stop-Loss program since 15 Jan 02. Stop-Loss considers the retention of critical military skills to execute the global war on terrorism, following terrorist attacks within the United States on September 11, 2001.

### ***So You Want To Be a Professor of Military Science?***

*LTC Deirdre P. Dixon*

Probably the most frequent question I am asked by people interested in becoming a Professor of Military Science (yes, the acronym really is PMS) is, "what do you really do?" Believe it or not, I do not sit around the faculty lounge and pontificate with professors! I don't have time, although I do occasionally have some interesting lunch conversations with other professors at the university. This article will give a general overview of how I see my responsibilities, and where you can go to get more information about becoming a PMS.

I PCS'd (moved in a permanent change of station) from Fort Bragg, NC, where I served as a battalion executive officer (BN XO) two years ago. When people ask about my new time requirements, I tell them I work about the same hours as a BN XO. It is just that you can more easily control when some of the long hours occur. My husband, who was told by numerous officers at Fort Bragg that this would be an "easy" assignment, likes to laugh that this is the "hardest" easy job we've ever had. It's a tough job to do correctly. Besides being a teacher and trainer, which goes without saying, my three main areas of focus, as I see it, are being a commander, a recruiter and an ambassador.

There are a myriad of different types of schools available with senior Reserve Officers' Training Corps (ROTC) programs. I am PMS at the University of Tampa in Florida, a small, high-cost, private school, so my experiences may be slightly different than those of other schools. Other types of schools include large and smaller state schools, historically black colleges and universities, military colleges and military junior colleges - just to name a few. I will attempt to keep my comments generalized in order to give the reader the feel for the overall PMS experience, regardless of the school.

Being a commander, as in any job, means that your cadre team at your school knows your strategic vision goals and your plan for the ROTC program and the university. I brief my staff each semester about where we need to go and how to plan for the upcoming semester. Once a year we do an off-site meeting to ensure we are all on the same sheet of music. Each of my staff also briefs me on their areas of responsibility to show that their goals dovetail with mine and that we are truly one team pulling in the same direction. Having a prepared and dedicated staff is crucial to your success because one person cannot make a program. Finding quality people to be on your team takes time and effort but is well worth it.

In small organizations such as ROTC, everyone must know everyone else's job and be able to fill in at a moment's notice. Being military, most of us can fill in on the training side of the house in a pinch - we've been



trained for that our whole careers. Perhaps even more important than training for your cadre, if an interested student comes in to find out about ROTC and your recruiting and operations officer (ROO) is not in, any of the cadre should be able to talk to that individual about the program and be able to answer most questions. This is not a one-man show, each member of the staff is important. With that said, when picking your team, it is very important that you look for dedicated people who are not just seek a job that they can retire from. You also need to get cadre who have the personality to work with young people and can recruit and mentor cadets. Your staff makes the program.

The recruiter role was the one I was least prepared for when coming into the PMS job. Luckily, I was able to learn with on-the-job training. However, MG John T.D. Casey, Commanding General of the US Army Cadet Command at Fort Monroe, VA, has revamped the training program to put recruiting training into the Pre-Command Course for all new PMS and command sergeants major (CSMs). He ensures that the new PMSs, and all the staff for that matter, understand targeted recruiting. When my CSM finished the course, he felt very prepared for the recruiting part. The bottom line is that everyone at each school is a recruiter, and I remind my staff of that on a continuous basis.

Recruiting has gone through a major paradigm shift since I first arrived. Previously, the norm was to set up tables at high school fairs and hope that you would have enough goodies to interest students to stop by your table. Now, focused and targeted recruiting to attract specific individuals (scholar, athlete, leader or “SALs”) is the standard. Schools that take this message to heart have been very successful. Every school at every level should now understand the new guidance, and schools and PMSs that don’t are quickly left behind. Our program has doubled in the past two years mainly because my ROO uses and understands this model. To recruit cadets, your program must detail your plan to find the scholar, athlete, leader (many of whom are probably at your school already) and to sell your leadership training to them. You have to be proactive and find students you think fit the SAL mold and sell them on the ROTC program. Gone are the days where PMSs just push scholarships. Leadership and adventure training are what many students today are seeking to help them prepare for life.

Also, recruiting ROTC cadets is more than just identifying the kind of cadets you are looking for and bringing them into the program. It also entails retaining the cadets. This means knowing and understanding the personal issues of specific cadets that may be at risk for leaving the program. Again, every cadre member is also a recruiter. Biweekly, I have a staff meeting where each military science adviser sits down with the ROO. We discuss each potential problem or possible situation with each cadet. This does take a lot of time, but the investment is worth it. When your retention improves dramatically, it is because you know your cadets and can help them head off any potential problems.

There are also many different ways to get students into a school. The traditional student model used to be a high school student who stayed in your program for four years. Previous ROTC battalions tended to be either progression schools (students are brought in from high school and stay the four years) or lateral entry programs (where students enter in their junior year for the “senior” part of the ROTC program). To be successful in today’s environment, PMSs need to look at incorporating both strategies to have a successful program. Lateral entry cadets can come from many different places. Community colleges, Green to Gold Scholarships (prior service soldiers) and Simultaneous Membership Programs (SMP) (with US Army Reserve and Army National Guard soldiers) are just a few of the places a PMS/ROO can go for lateral entry cadets. An added benefit is that these cadets can help bring some maturity and military experience to help diversify your program.

Again, as mentioned previously, recruiting is no longer simply setting up a booth or rock wall at a college fair and having interested students approach for information. Some strategies we use at the University of Tampa are talking to all the coaches in the athletic department and identifying qualified athletes from them, and then checking this list with the admissions/registrar’s office to find out who the scholars are. Once we really began



our focused recruiting, we brought six cadets from the cross-country team into our ROTC program. With each member of the staff acting as recruiter, there are many opportunities to reach out to the public.

For student leaders, PMSs can look to the college campus environment or high school and find the students who are involved in student government, fraternities, sororities, or other community services such as churches and the Red Cross. Again, it is fairly easy to cross-check these lists if you have a good relationship with the registrar's office. Currently at the University of Tampa, the student president and two other student government leaders are enrolled in ROTC. This helps not only give visibility to our program, but also ensures that our organization is seen in a positive light by the university's administration.

We also actively recruit Green to Gold and SMP soldiers. The ROO regularly goes to bases around our community to pitch Green to Gold. He helps soldiers understand the Green to Gold process and tells them specifically about opportunities of the University of Tampa. The potential SMP soldiers are the same way. Many Reserve Component units do not understand the SMP program, so the ROO goes to the units around Tampa to explain the process. This program can truly be a win-win for both the Army National Guard and US Army Reserve and your university. The SMP also has the benefit of getting into your ROTC program a few soldier/students who then tell others and bring them into the program too.

Being an ambassador is also a very integral part of the job. The PMS is an ambassador on at least three fronts: the school, the community and the cadets.

**The PMS is an ambassador to the school.** You represent the Army and the ROTC program. I am lucky enough to be able to meet with my university president on a formal basis at least twice a year, and many more times than that informally. Dr. Ronald Vaughn, President of University of Tampa, is a big supporter of our program. He comes to all our events and supports us not only with moral support, but also with a budget, which not all ROTC programs at all schools receive. The school also throws in extra incentives for our scholarship cadets. Free "average" room and board, something that the University of Tampa offers its scholarship cadets, is one of the biggest perks that a private school such as ours can offer students as an incentive to come here versus a state-supported school. Whatever type of school, the PMS must develop a good working relationship with the "influencers" of the school. At each school the influencers may hold different jobs, but some of the important people can include the registrar, the vice president of enrollment, the athletic director, and deans of the various colleges.

Being an ambassador to the school also includes becoming an integral part of the school. That means attending and doing things that may not seem to benefit you directly (such as attending faculty meetings), but are important to maintaining good relationships. My cadre attends faculty meetings and get-togethers, and each one serves on a faculty committee. I feel strongly about maintaining this solid relationship with the university. Much of it has to do with presence. We are seen at faculty functions, and the other professors and staff see us as part of the faculty. Some of us have been asked to guest lecture in different classes. My ROO, whose specialty in the Army was as a Middle Eastern Foreign Area Officer, also served on a Middle Eastern panel the school put together after the terrorist attacks of September 11, 2001. Many faculty members at the school may not understand ROTC, or even worse, they have preconceived notions about what it is. Having the ROTC cadre serve on committees and blend in with the faculty help break down stereotypes and tell our leadership training story to the professors and administrators.

**As a community ambassador, there are many ways to be involved.** To me, this is involvement in organizations outside the university to show a presence by the Army and the University of Tampa. For example, I am currently a vice president of the Association of the United States Army (AUSA) and serve on the Chamber of Commerce's military affairs committee and also the board of the West Point Society. Each of these committees



and positions gives my program visibility and often leads to good things for the program. For example, the West Point Society recently established a college ROTC award. Every year we hold a board, and cadets compete in military knowledge for a \$200 savings bond, military books and their name on a plaque presented by the West Point Society here in Tampa. This extra benefit comes from my serving on the board.

Likewise, the Chamber of Commerce's military affairs committee also gives out awards to our ROTC program and includes us in several color guards throughout the year to keep our name in front of the public. For a smaller university (under 4,000 students), this is priceless advertising for our program.

**Of course, the final role of ambassador is what the role of the cadre, and especially the PMS, is to the cadets.** For many, we are the only contact with the Army they will have until they are commissioned. In that regard, the cadre must be able to answer questions both on a formal and informal basis about both the Army profession and lifestyle. We are always available to answer those questions.

Working with other PMSs is also helpful. Everyone has great ideas that may or may not work in your college or university, but I am never shy about asking my fellow PMSs for their advice and opinions. Brigade and region conferences, which each occur at least once a year, are a great way to do this. Summer training, National Advanced Leadership Camp (NALC) and Leader's Training Camp (LTC) are other environments that are conducive to sharing ideas. Even better, with E-mail and telephone connectivity, help and advice are just a click away. Usually I've found that if I have a situation with which I need help or have questions, chances are another PMS may have already dealt with that or something similar.

Overall, it has been a very rewarding job. I personally love teaching and being a mentor to cadets. This is my program, and I'm given the latitude to run it as I see fit. I have a great cadre here, and we all enjoy the University of Tampa. Working together over the past two years, the cadre and I have doubled our enrollment and developed a successful program of which we are all proud to be a part.

To find out more about becoming a PMS and to see which schools have openings, go to the US Army Cadet Command website at <http://www-rotc.monroe.army.mil/> and look under PMS selection board. This will give you information about the upcoming PMS board and the application process. The normal tour for a PMS is three years, but MG John T.D. Casey's policy is that each PMS is on a one-year renewable contract. If your school is doing well and you are making mission, there is even a possibility for you to stay longer than the usual three years. The first thing you need to do, however, if you are really interested in becoming a PMS is to read MG Casey's *The Way Ahead*. This will help you to understand the cadet command's direction and to decide if you want membership on this rewarding and winning team.

*LTC Deirdre P. Dixon is the Professor of Military Science at University of Tampa's Spartan Battalion, Reserve Officers' Training Corps. She has a bachelor of science degree in engineering from the United States Military Academy at West Point, New York, and a master of business administration degree from Duke University's Fuqua School of Business in North Carolina. Her previous job was Battalion Executive Officer, 530<sup>th</sup> Supply and Services Battalion (Airborne), Fort Bragg, North Carolina.*

**Because of the pages dedicated in this special edition to the Mortuary Affairs Mission, please refer to the PERSCOM web site at <https://www.perscomonline.army.mil> for the complete Career News articles for Quartermaster officers and warrant officers. The following are the Quartermaster Branch authors and their current topics:**



### ***New Quartermaster Branch Chief***

*LTC Tracy Cleaver, Chief, Quartermaster Officer Personnel Management*

*Tracy.Cleaver@hoffman.army.mil, DSN 221-5266*

Four times a year, the Quartermaster Branch team writes articles for the *Quartermaster Professional Bulletin*. These articles cover upcoming events, frequently asked questions and general information for your professional development. For more information, please contact my staff or me. I look forward to working with each of you in the future. We are working diligently to meet the needs of the field. I will be the first to say that we will never satisfy everyone's desires, but we will strive to meet the needs of the Army and the soldier.

Cycle validation (validation of assignments and available officers) is almost complete. Assignments for the next summer rotation are being posted. Make sure that you have filled out your online preference statement so we can use it to assist in your assignment process. When you see positions that are posted and filled immediately, it is because there was a "By Name Request" from that receiving command. Usually, it is because of factors such as specific job skills and assignment history. However, we do not and will not hold the "good locations" for any special population of officers.

### ***Former Battalion Commanders***

*MAJ Eugene "Chip" Lilliewood, Major Assignments Officer*

*Eugene.Lilliewood@hoffman.army.mil, DSN 221-5269*

Former battalion commanders are handled quite differently than the rest of the population of lieutenant colonels. They can expect to have assignments out of command such as Joint, Army Staff, G4, nominative, and Black Book, if not selected for Senior Service College. Many jobs that appear after cycle validation require former battalion commanders. The Director of PERSCOM's Officer Personnel Management Division approves all follow-on assignments for former battalion commanders.

### ***Priorities for Quartermaster Majors***

*MAJ Keith Sledd, Major Assignments Officer*

*Joe.Sledd@hoffman.army.mil, DSN 221-5267*

Quartermaster majors should focus on two priorities for success: completing resident or nonresident Command and General Staff College (CGSC) and completing branch qualification. Completing CGSC is integral to achieving branch qualification. These two milestones are critical. Also, both must be completed within the Army's goal of 36 months time on station with 24 months in branch-qualifying assignments. These two milestones prepare Quartermaster majors for selection to lieutenant colonel and battalion command.

**CGSC.** If selected for resident CGSC, plan on attending the next class in Summer 2003. If not selected at the first look for resident CGSC, enroll in the nonresident course immediately. The nonresident course can be completed independently or through a local US Army Reserve program offered at most major installations. This is a good option if time permits. *Completing CGSC is vital to officers being placed on an installation's branch-qualifying Order of Merit List.* This is not always the case, but is usually a primary factor in most locations. Time is critical when achieving this milestone. Ideally, an officer should complete CGSC before arrival or within the first year of arrival at a branch-qualifying location. This allows the officer two years for branch qualification. Taking more time for CGSC completion results in less time for branch qualification.

**Branch Qualification.** Department of the Army Pamphlet 600-3 (DA PAM 600-3) defines branch qualification as completion of a minimum of 12 months with a goal of 24 months in branch-qualifying assignments. Branch-qualifying assignments for Quartermaster majors are listed in DA PAM 600-3, page 160, paragraph (3)(C) *Branch Qualification*. Access this publication online at [http://books.usapa.belvoir.army.mil/cgi-bin/bookmgr/books/p600\\_3/ccontents](http://books.usapa.belvoir.army.mil/cgi-bin/bookmgr/books/p600_3/ccontents). It is my responsibility to get you to a location with branch-qualifying



jobs. It is your responsibility to work yourself into branch-qualifying jobs after you arrive. Currently, Quartermaster majors are averaging 18 months in branch-qualifying assignments. I expect the average number of months to increase for officers in the Operations Career Field with the full implementation of the Army's Officer Personnel Management System III.

**Officer Online Preference System.** Officers can access this site at <https://isdRAD15.hoffman.army.mil/AssignmentPreferenceWEB/> by using their Army Knowledge Online (AKO) login and password. This site shows open assignments for Quartermaster officers based on rank. Tips for using the new Online Preference System can be found on the Quartermaster majors home page at <https://www.perscomonline.army.mil/opqm/Quartermaster%20MAJs%20Assignments%20Officer.htm>.

### ***Mass E-mail to All Quartermaster Captains, Army Recruiting Command Assignments***

*CPT Kevin Gilson, Branch-Qualified Captain Assignments Officer*

*Kevin.Gilson@hoffman.army.mil, DSN 221-5268*

I have sent out a mass E-mail to more than 1,000 officers to briefly cover the promotion board, non-selects, file maintenance and board preparation, assignment process, assignment trends, and the PERSCOM On-Line Assignment Preference Sheet. If you skip through everything else, read the Assignment Process section. For those who should have received this E-mail but did not, please update your point of contact (POC) information at your personnel servicing battalion (PSB). If a trip to the PSB is not practical, Frances Morris can update POC information by calling her at (703) 325-8123 or E-mailing her at [frances.morris@hoffman.army.mil](mailto:frances.morris@hoffman.army.mil). Also, I recommend that all soldiers start using their Army Knowledge Online (AKO) E-mail address. Soldiers keep the same AKO address throughout their careers. Also, AKO E-mail automatically can be forwarded to any other E-mail account.

When I went to send my mass E-mail, I found quite a few E-mail addresses incorrectly put into the Total Officer Personnel Management Information System (TOPMIS). Please check the E-mail address printed on the upper left hand corner of your Officer Record Brief (ORB). It cannot be blank, have a phone number, more than one E-mail address or missing the "@" or "." for me to send you E-mail. I will just delete those incorrect names from my distribution list in the future. If you must include two E-mail addresses, make them look exactly like this: [kevin.gilson@hoffman.army.mil](mailto:kevin.gilson@hoffman.army.mil); [kevin.gilson@us.army.mil](mailto:kevin.gilson@us.army.mil). (Access <https://www.perscomonline.army.mil/opqm/quartermaster%20bq%20cpts%20assignments%20officer.htm> to read the complete text of CPT Gilson's mass E-mail.)

### ***Degree Completion Program***

*CPT Michael B. Siegl, Non-Branch Qualified Captain/Lieutenant Assignments Officer*

*Michael.Siegl@hoffman.army.mil, DSN 221-5281*

It is extremely important that PERSCOM tracks officers who require the Degree Completion Program and ensure they get at least 12 months as platoon leaders before being sent into the program. This will make sure that these officers have their Officer Evaluation Reports in their files before the captains board. It will also give them ample time to complete their degrees before the new 38-month pin-on date. There is no degree waiver for promotion. It is the law that an officer must have a baccalaureate degree before promotion to captain, although not mandatory for selection for promotion to captain.

### ***Army's Warrant Officer Study Sets Bold Initiatives***

The Army Training and Leader Development Panel (ATLDP) recommended 63 initiatives after a warrant officer study, the third part of the largest self-assessment ever done by the Army. The ATLDP-Warrant Officer Study makes recommendations to improve warrant officer training, manning and leader development now and throughout Army Transformation to the Objective Force. In a new section beginning on page 6, CW5 James C. Tolbert discusses what the ATLDP's initiatives mean to Quartermaster Warrant Officers.



# QUARTERMASTER

## UPDATE

### *Pioneer in Petroleum Operations, BG James E. Bickford Dies at Age 65*

A pioneer in petroleum operations before retirement after a 32-year Army career, Brigadier General James E. Bickford died 25 Oct 02 at age 65 after a five-month battle with cancer. He had been keeping regular office hours at the state Capitol in Frankfort as Secretary of the Kentucky Natural Resources and Environment Protection Cabinet until about two weeks before his death.

He was inducted into the Quartermaster Hall of Fame in 1998. He served two combat tours in Vietnam and commanded many petroleum storage and distribution units throughout the world, including the Defense Fuel Supply Center during the Persian Gulf War in the early 1990s.

Bickford was born in Garten, WV, and grew up in Harlan County, KY. He was commissioned second lieutenant in the Infantry after graduation from Eastern Kentucky University in 1959. After the Infantry Officer's Basic Course, he was assigned to Fort Knox, KY, where he served as a platoon leader and company commander. In 1961, he was assigned to the 308th Quartermaster Battalion in Giessen, Germany, where he commanded Company A.

Early in his Quartermaster career, Bickford established his credentials as a first-rate petroleum officer. As a captain in Vietnam, he was the first petroleum officer assigned to the 1st Logistical Command and developed the first overall petroleum support plan for US troops in Southeast Asia. As a major, he played a pivotal role in high-level negotiations concerning US military petroleum interests in France. He later served a second tour in Vietnam as a Military Assistance Command Vietnam (MACV) petroleum staff officer.

He was selected in 1976 to command the Petroleum Distribution Command, Korea (PDSK), which operated and maintained a 300-mile pipeline. From 1984 to 1986 he commanded the 47th Area

Support Group in Burtonwood, England. At Burtonwood his unit's mission was to maintain and be prepared to ship war reserve materials to central Europe in time of war. In 1986 he took command of the 200th Theater Army Materiel Management Center in Zweibrucken, Germany.



**BG James E. Bickford**

In his last assignment before retirement in 1991, he commanded the Defense Fuel Supply Center, which oversaw the acquisition, storage and distribution of all fuel for US forces worldwide-including the immensely successful fuel support provided during *Operation Desert Storm*.

In 1992 he was selected by the US Secretary of Energy as the Director of Emergency Plans and Operations at the Department of Energy. He left the Department of Energy in 1994 and did consulting work for a number of firms before Kentucky's governor selected him in 1995 as the state's natural resources secretary.

His awards and decorations include the Defense Distinguished Service Medal, the Distinguished Service Medal, the Defense Superior Service Medal, the Legion of Merit, the Bronze Star Medal (with Oak Leaf Cluster), the Defense Meritorious Service Medal, the Meritorious Service Medal (with Oak Leaf Cluster) and the Army Commendation Medal (with Oak Leaf Cluster).

### *Quartermaster History Online*

For more information on outstanding Quartermaster individuals and units, go to "Museum" at [www.quartermaster.army.mil](http://www.quartermaster.army.mil) on the Quartermaster Home Page.



### **299th Logistics Task Force, Marines Conduct First Joint Sling Load Training in Kosovo**

Soldiers in the 299th Logistics Task Force (LTF) and Marines in the 263d Helicopter Medium Marine Squadron conducted a joint sling load 28 Sep 02 at Camp Bondsteel for the first time in the history of KFOR Multi-National Brigade (East) in Kosovo. Soldiers sling-loaded a 12,000-pound armored HMMWV (high mobility multipurpose wheeled vehicle) to a Marine CH-53E Sea Stallion, a cargo helicopter capable of transporting 16 tons. Using tape, chains, cords, hooks, common sense and safety, soldiers secured the vehicle for sling load in 15 minutes. Army and Marine inspectors checked and approved the soldiers' work. The soldiers then donned protective gear and took their position on the HMMWV, awaiting the helicopter's arrival.

Within minutes, the CH-53E Sea Stallion approached, causing winds in the vicinity to exceed 130 miles per hour. Nearby vehicles rocked gently with surprised spectators inside. Enduring wind, noise and a 35,000-pound helicopter hovering meters above their heads, two Quartermasters (Petroleum Supply Specialists) and an ammunition specialist, all with the 299th LTF, slingloaded the HMMWV to the helicopter. The three then ran together away from the helipad. The helicopter swept the HMMWV up and flew it over Camp Bondsteel before safely returning it to the helipad. While this sling load was for training purposes only, sling loads are a crucial, practical method of transporting materials, machinery and vehicles to remote places.

As one of the largest and most diverse battalions in Multi-National Brigade (East), the 299th LTF has a hand in nearly every aspect of a soldier's life. The LTF provides support from vehicle maintenance to medical aid – from supply support to mortuary affairs – from material management to excess turn-in. In fact, the LTF is a conglomerate of hundreds of soldiers: mortuary affairs soldiers, the materiel management center, Headquarters and Headquarters Detachment and the 299th Main Support Battalion.

“During our tour in Kosovo, we have provided outstanding material management, direct support maintenance, recovery support throughout, medical support through Camp Monteith Troop Medical Clinic and sling-load support to other services and nations,” said LTC Steven W. Pate, 299th LTF Commander. “We've met the challenges here even



with our intense training schedule. When we return, we will be able to focus on our warfighting skills. I think we will be a lot better off because of the experience of this rotation.” – Information compiled from articles by SPC Jasmine Chopra and SPC Kate McIsaac published in *Guardian East*.

### **Sixth ROWPU Competitions Scheduled for June 2003**

Going into its sixth year, the SGM John C. Marigliano Award of Excellence (formerly called the ROWPU Rodeo) has finalized dates for Phases I and II of competition. The preliminary Phase I will be 8-13 Jun 03 at Fort Story, VA. The Phase II championship will be held 15-20 Jun 03 at a Petroleum and Water Department site at the US Army Quartermaster Center and School, Fort Lee, VA. Commands assess the capability and readiness of their water purification teams during the two-phase competition for all Active and Reserve Components. The proper use of the ROWPU (Reverse Osmosis Water Purification Unit) can provide purified drinking water for thousands in a military theater.



# Directory - Points of Contact

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For editorial review, E-mail articles to [kinesl@lee.army.mil](mailto:kinesl@lee.army.mil). See BULLETIN, Quartermaster Home Page, at [www.quartermaster.army.mil](http://www.quartermaster.army.mil) for more details in two articles titled *How To Research and Write for the Quartermaster Professional Bulletin* and *How To Submit Articles for Publication*. Submit articles in double-spaced drafts consisting of no more than 12 pages in Microsoft Word for Windows.

Articles may also be submitted on 3 1/2-inch disk in most common word processing software (Microsoft Word for Windows preferred). Hard copy must be included. Please tape captions to any photographs or diagrams.

### QUARTERMASTER HOTLINE:

The Quartermaster HOTLINE collects immediate feedback from the field on issues such as doctrine, training, personnel proponency, and Quartermaster equipment development with a 24-hour telephone answering service. The Operations and Training Management Directorate records incoming calls after normal duty hours and responds to the caller the next duty day. DSN: 687-3767, Commercial: (804) 734-3767. Collect calls cannot be accepted.

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Survey of Military Occupational Specialist 31M

The US Army Quartermaster Center and School is interested in constructive input from the field. The training and quality of the military occupational specialists (MOSs) that we produce is critical to mission success. Please take the time to complete the following survey. Your suggestions will be used to assess our Mortuary Affairs training and make improvements.

1. What is your rank?

2. In what level of organization are you assigned?
- Company  Platoon  Squad  Troop  Other

Fold along dotted lines and mail through your unit mailroom.

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*54th and 311th Quartermaster Company soldiers recover remains from the Pentagon, September 2001*



*Illustration and Lineages by Keith Fukumitsu*

*311th Quartermaster Company (Mortuary Affairs)*

*Constituted in July 1923 in the Organized Reserves as the 354th Graves Registration Unit.*

*Organized in March 1926 at Detroit, Michigan.*

*Expanded, reorganized and redesignated 1 July 1936 as the 712th Quartermaster Battalion (less Companies C and D) (369th and 370th Graves Registration Units redesignated as Companies C and D, 712th Quartermaster Battalion, respectively).*

*712th Quartermaster Battalion broken up 1 June 1940 and Company A redesignated as the 601st Quartermaster Company (remainder of battalion – hereafter separate lineages).*

*Ordered into active military service 28 November 1942 and reorganized at Camp Blanding, Florida, as the 601st Quartermaster Graves Registration Company.*

*Inactivated 30 January 1946 at Manila, Philippine Islands.*

*Redesignated 14 January 1947 as the 311th Quartermaster Graves Registration Company and assigned to the Second Army.*

*Activated 24 January 1947 at Petersburg, Virginia, as part of the Organized Reserves.*

*Ordered into active military service 23 January 1951 at Fort Lee, Virginia.*

*Redesignated 22 September 1954 as the 311th Quartermaster Company.*

*Released from active military service 19 March 1955 and reverted to Reserve status.*

*Inactivated 20 July 1955 at Petersburg, Virginia.*

*Assigned 16 December 1979 to the First Army and activated at Adjuntas, Puerto Rico.*

*Relieved 1 October 1983 from assignment to the First Army and assigned to the Second Army.*

*54th Quartermaster Company (Mortuary Affairs)*

*Constituted in July 1923 in the Organized Reserves as the 350th Graves Registration Unit.*

*Redesignated 1 July 1936 as Company A, 711th Quartermaster Battalion.*

*Redesignated 1 January 1938 as Company A, 301st Quartermaster Battalion; concurrently withdrawn from the Organized Reserves and allotted to the Regular Army.*

*Redesignated 1 June 1940 as the 47th Quartermaster Company.*

*Redesignated 21 January 1942 as the 47th Quartermaster Graves Registration Company.*

*Activated 18 April 1942 at Fort George G. Meade, Maryland.*

*Inactivated 31 May 1946 at Camp Lee, Virginia.*

*Redesignated 8 December 1960 as the 54th Quartermaster Company.*

*Activated 12 December 1960 at Fort Lee, Virginia.*

*Inactivated 1 June 1966 at Fort Benning, Georgia.*

*Activated 5 December 1988 at Fort Lee, Virginia.*

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