

## 1. Quartermaster Branch

*a. Purpose.* The Quartermaster Corps executes Supply and Field Service support in order to enable freedom of maneuver and operational reach, and to prolong endurance for the warfighter in support of Large-Scale Combat Operations (LSCO). Serving in virtually every unit and organization in the Active Component, Army National Guard, and U.S. Army Reserve, Quartermasters execute supply operations and functions in order to procure, manage, account, and dispose of supplies and equipment necessary to support Army operations. Quartermasters also: 1) provide petroleum and water distribution, water treatment services, and petroleum Quality Surveillance; 2) execute Parachute rigging and packing operations, parachute maintenance and equipment repair; 3) perform Field Shower and Laundry functions; 4) execute food service operations in garrison and in a field environments; and 5) conduct mortuary affairs operations at echelon, including the search and recovery of remains on the battlefield and in response to mass fatality situations. Quartermaster Soldiers have supported every military operation since 16 June 1775. No other branch of the service can begin to rival the Quartermaster Corps for its diversity of tasks and the many capabilities provided to the warfighter. While the Quartermaster Corps continues to modernize and evolve, the fundamental mission of supporting the warfighter remains constant.

*b. Proponent information.* The Quartermaster Commandant is the branch proponent for the Quartermaster Corps. The Office of the Quartermaster Commandant is responsible for executing Personnel Development actions and the eight Personnel Development Life-Cycle Management functions (Acquisition, Compensation, Deployment, Development, Distribution, Structure, Sustainment, and Transition) for all Active Component, Army National Guard, and US Army Reserve Quartermaster Officers, Warrant Officers, and Enlisted Soldiers. Contact the Office of the Quartermaster Commandant, Personnel Development Officer at the U.S. Army Quartermaster School, Gregg-Adams, VA. 23801, (804) 734-4503. The official website is <http://www.quartermaster.army.mil>.

*c. Functions.* Quartermaster core competences are:

- (1) Supply and Services: Supply and distribution management, supply automation, mortuary affairs, aerial delivery and sling load operations and laundry and shower operations.
- (2) Subsistence: Garrison and Field feeding operations and subsistence supply management.
- (3) Petroleum/Water: Petroleum & water supply operations, petroleum laboratory testing, petroleum storage, water purification and water storage.

*d. History and background.* The Quartermaster Corps traces its origins to 16 June 1775. Two days after Congress authorized the Continental Army, Congress authorized a Quartermaster General in recognition of the need to sustain the new Army. Major General Thomas Mifflin served as the first Quartermaster General. Later, Major General Nathanael Greene, the third Quartermaster General, reorganized the supply system after Valley Forge and established the first depot system to support the Army. From 1818 to 1860, then Quartermaster General Brigadier General Thomas Sidney Jessup, the "Father of the Quartermaster Corps," instituted an improved system of property accountability and experimented with new modes of transportation, including canal boats in the east, camel caravans in the desert southwest and early railroads.

(1) During the Civil War, Quartermasters played an important role in supporting the Union Army. They purchased clothing, equipment, animals and services at an unprecedented pace. In 1862, the Quartermaster Department assumed responsibility for burial of war dead and care of national cemeteries. In 1912 Congress consolidated the former Subsistence, Pay and Quartermaster Departments in order to create the Quartermaster Corps, as we know it today. It became a fully militarized organization with its own units trained to perform a host of supply and service functions on the battlefield. With this consolidation came the missions of subsistence and food service. When the Army began purchasing motorized vehicles, as early as 1903, the Quartermaster Corps assumed the new petroleum supply mission. During World War I, the modern era witnessed the first use of specialized Quartermaster units in France including laundry, bath, salvage depots and port operations. During World War II, the Quartermaster Corps operated on a scale unparalleled in history, supporting

theaters of operation in the Mediterranean, Northern Europe, the Pacific, and even the China-Burma-India Theater. Quartermaster units landed by glider aircraft and amphibiously on the beaches at Normandy during the D-Day Invasions. At the height of the war, Quartermasters were providing over 70,000 different supply items, nearly 24 million meals each day, and recovered and buried nearly a quarter of a million Soldiers in temporary cemeteries around the world.

(2) In 1950, the Quartermaster Corps moved swiftly to support the United States and its United Nation's allies sent to defend South Korea from the Communist North. That same year the Quartermaster Corps assumed a new mission – aerial resupply, which proved crucial to the sustainment of troops on the Korean peninsula. In 1962 with the creation of the Army Materiel Command (AMC), the Quartermaster Corps transferred responsibility for wholesale logistics to AMC. Less than a decade later, the decision to commit combat forces to the Republic of Vietnam during the 1960s led to a massive logistics buildup. Quartermaster personnel were deeply involved in meeting this challenge. Quartermasters were found operating in every area of Vietnam, furnishing vital supplies and services, often under the most adverse and dangerous conditions. After Vietnam, Quartermaster Soldiers upheld the long tradition of service by being among the first deployed in operations Urgent Fury (Grenada) and Just Cause (Panama). The role of Quartermaster logisticians was noteworthy in supporting the rapidly moving strike against Iraqi forces during Operation Desert Storm (1990 – 1991). Quartermasters also supported peacekeeping operations and provided humanitarian relief to victims at home and abroad. In Haiti (Uphold Democracy, 1995) they supported the military operations while simultaneously providing humanitarian assistance.

(3) Following the terrorist attacks of 11 September 2001, the United States entered into combat and counter-insurgency operations in Afghanistan (2001), the Philippines (2002), Iraq (2003) and most recently in Syria (2017). Quartermaster Soldiers supported coalition forces in each of these difficult environments. In Iraq, Quartermaster logisticians were at the forefront of operations during the initial invasion of Operation Iraqi Freedom. Riggers from 173rd Airborne Brigade conducted airborne operations and provided supply, fuel, and water support to 3rd Infantry Division. Quartermaster Soldiers performed their traditional duties, delivering supplies and services to Soldiers throughout the theater, including operation of an Inland Petroleum Distribution System (IPDS). Rugged terrain throughout Afghanistan hindered ground resupply, which caused the warfighter to rely on aerial delivery as the primary means of resupply operations. To meet these requirements, the Quartermaster community developed new low cost, disposable parachutes as a means to reach isolated outposts on a routine basis. During the COVID-19 pandemic, Mortuary Affairs specialists provided capabilities to assist local, state, and national authorities (Defense Support to Civilian Authorities (DSCA)). With the publication of Field Manual 3-0 (*Operations*), and the focus on LSCO against near peer adversaries, Quartermasters are again at the sharp end of developing and modernizing unique sustainment systems and capabilities to support, fight, and win our Nation's wars.

(4) Throughout history, 33 Quartermaster Soldiers received the Medal of Honor—15 during the Civil War, 16 during the Indian Wars, and 2 during World War II. The story of Private George Watson is particularly inspiring. In 1943, the United States Transport Ship, *Dutch Steamer*, of which Watson was onboard, was attacked and hit by enemy bombers in the South Pacific during World War II. After the crew abandoned the ship, Watson remained at sea and ensured those who could not swim, successfully reached a nearby lifeboat. His heroic actions saved numerous comrades, while subsequently costing him his life. Today, the Quartermaster Corps honors the legacies of Quartermasters past and present, and expects that that in the future Quartermaster Soldiers will continue to uphold the regimental motto of "Supporting Victory."

## 2. Quartermaster Officer Characteristics

The Quartermaster Corps values Officers with diverse academic backgrounds from a wide variety of disciplines and majors. Quartermaster Officers, with their developed knowledge, demonstrate the following intelligences: Mathematical, Interpersonal, Linguistic, and Spatial Skillsets. Leading in materiel management, logistics automation, field services, petroleum and water operations, aerial delivery, and mortuary affairs, Quartermaster Officers are managers who develop tasks and work processes for desired outcomes. They must be innovators, able to devise solutions and prioritize responses to complex problems and novel situations. Given their worldwide missions, these officers must be adept at virtual collaboration, work productively, drive engagement, and display presence as a member of a team using management information systems. Perhaps most importantly, Quartermaster Officers must be customer-focused and service-oriented, as sustainment support enables operational reach and freedom of maneuver for the warfighter. Behaviors associated with successful Quartermaster Officers are Adaptable, Alert, Collaborative, Compassionate, Customer-Focused, Dependable, Disciplined, Dynamic, Ethical-Moral, Flexible, Hardworking, Innovative, Precise, Proactive, Problem Solving, Responsible, Responsive, Situationally Aware, and Stress Tolerant. Using identified knowledge, skills, and behaviors effectively, Quartermaster Officers can expect to become proficient in Perceptiveness, Problem Solving, Project Management, Communication, and Multi-Tasking. Quartermaster Corps lieutenants develop functional branch skills for the first 3 to 4 years of their career, developing their knowledge, skills, and behaviors, before attending the Logistics Captains Career Course (LOG-C3). Upon successful completion of LOG-C3, officers are inducted into the Logistics Corps. AOC 90A becomes their primary AOC with a secondary AOC of 92A (90A92). See paragraph 4 for an in-depth explanation of Logistics branch officers. These officers maintain their Quartermaster Regimental Affiliation and may continue to serve in Quartermaster functional assignments throughout their career.

*a. Quartermaster, Supply and Materiel Management (AOC 92A).* Officers command, and direct supply and field services operations into the scheme of maneuver at echelon. They are responsible for integrating supply, aerial delivery, food service, shower and laundry, mortuary affairs, and water purification capabilities into all operations from the strategic support area all the way forward to the close area in a multi-domain extended battlefield. Officers direct and supervise the collection, evacuation, and accountability for all classes of supply classified as salvage, surplus, abandoned or uneconomically repairable. Staff officers, advise commanders on matters regarding quartermaster operations as well as unit readiness.

*b. Petroleum and Water (SI R8).* Quartermaster Officers obtain SI "R8" upon completion of the Petroleum and Water Officer Course and are identified for utilization in petroleum and water skill identifier positions. Officers may command, direct, plan, and/or exercise staff responsibility for units engaged in petroleum and/or water operations. Officers direct the acquisition, storage, inspection, testing, issue, and distribution of petroleum and water products. They typically serve in staff positions requiring petroleum and water expertise and experience.

(1) Officers determine requirements for bulk and packaged petroleum and water products, storage space, distribution systems, and quality surveillance. They recommend location and direct operations and user maintenance for petroleum and water pipelines, hose-line routes, terminals, supply points, and depots. Officers advise commanders on water and bulk petroleum distribution system designs. Officers plan, coordinate, and supervise the loading and discharge of oceangoing tankers and other petroleum vessels. They direct quality surveillance at point of procurement and throughout the petroleum distribution system. They direct the operations of base or mobile laboratories in testing of petroleum products. Officers supervise performance of standard physical and chemical tests, evaluate test results to ensure products meet federal and military quality specifications. They also recommend disposition of off-specification or captured petroleum products.

(2) Officers determine water requirements, establish and direct operation of water purification, storage, distribution, and issue systems in support of field operations. They also develop, direct, and coordinate water conservation programs when appropriate. Quartermaster Officers may develop, direct, or coordinate procedures and programs on safe and environmentally sound handling of petroleum, wastewater, and water treatment chemicals. Officers monitor waste disposal procedures for waste produced by unit petroleum and water operations. They report all unit petroleum, wastewater,

and water treatment chemical spills in accordance with applicable laws, regulations, and policies. Officers monitor unit spill containment and clean-up operations. Skill Identifier positions represent unique branch skills Quartermaster Officers must possess to serve in selected Quartermaster Branch positions.

*c. Aerial Delivery and Materiel (SI R9).* Quartermaster Officers obtain SI “R9” upon completion of the Aerial Delivery and Materiel Officer Course and are identified for utilization in an Aerial Delivery and Materiel Officer position. They command, direct, plan, supervise, and train personnel engaged in the storage, packing, and preparation of materiel for aerial delivery distribution. Officers plan and determine the requirements necessary to employ aerial delivery systems in support of tactical and special operations. They plan and supervise the inspection, repair, testing, packing, rigging, and storage of parachutes, allied assemblies, aerial delivery containers, airdrop kits, and cargo parachutes. They advise and assist in the coordination of transportation requirements to include recovery of airdrop equipment and operational supplies.

*d. Mortuary Affairs (SI 4V).* Quartermaster Officers obtain SI “4V” upon completion of the Mortuary Affairs Officer Course and are identified for utilization in a Mortuary Affairs Officer SI position. Officers attending the Mortuary Affairs Officer Course may direct, plan, and coordinate MA support for military operations and civil mass fatality operations. Officers are involved in recovery, tentative identification, and evacuation of deceased U.S. Military personnel.

### **3. Quartermaster Officer Development**

*a. Officer professional development model.* The officer PDM is focused on the range of experiences and assignments allowing individuals to gain the required knowledge, skills and behaviors required to succeed at the next level. The PDM shows a flexible timeline whereby the officer is developed through PME, functional training, and assignments. In addition, officers are responsible for their self-development, and the mentorship of their subordinates. Officers are encouraged to develop a personal 5-year plan and discuss their goals with a mentor and their assignment officer at HRC. Quartermaster officers develop through different experiences at echelon, becoming proficient in the Quartermaster Corps’ core competencies and gaining a better understanding of sustainment information systems and distribution management in support of Unified Land Operations.

(1) Leader development is a continuous and progressive process, spanning an officer’s entire career, consisting of institutional training, operational assignments and self-development. An Officer’s training begins in the generating force, in schools and training centers where they are introduced to fundamental skills and tasks that will prepare them to integrate and contribute effectively to a unit’s collective capabilities. However, most leader development occurs during operational assignments where the officer gains baseline knowledge of mission capability at the individual, crew, unit, staff and leader level. Operational assignments build on the fundamental skills, knowledge and behaviors developed in institutional training. Officers develop through challenging, unfamiliar experiences that require them to adapt theory to reality. They learn from mistakes, learn to take prudent risks and experiment with non-textbook solutions to problems. Officers return to PME to gain skills, knowledge and techniques required for their next duty assignment at a higher level of responsibility.

(2) Officers learn and fill any gaps in their understanding through self-development. Self-development is just as important as institutional training and experiences gained through assignments. Self-development is a personal responsibility. Officers should seek out opportunities to develop individual strength and address gaps in their skills, knowledge and behaviors. Officers must be completely honest in their self-assessment and take appropriate steps to develop their capabilities which can enhance qualifications for future positions. Lifelong learning, supported by both civilian and military education, provides critical opportunities to develop functional, joint and expeditionary competencies.

(3) Quartermaster Officers are inducted into the Logistics Branch upon graduation from the LOG C3 in the grade of Captain. From Captain through Colonel, Quartermaster affiliated officers are assigned to both multifunctional logistics assignments and Quartermaster functional assignments. In this capacity, Quartermaster officers serve in almost every Army unit or organization all over the world. Officers also serve in joint assignments and participate in Advanced Civilian Schooling and Training with Industry Programs.

b. *Quartermaster Lieutenant development.* Upon graduating from the Logistics Basic Officer Leaders Course (LOG BOLC) Quartermaster Corps lieutenants are designated AOC 92A (Quartermaster, Supply and Materiel Management). Following LOG BOLC Lieutenants may receive additional follow-on training as a mortuary affairs officer (SI 4V), petroleum and water officer, (SI R8) and/or aerial delivery and materiel officer (SI R9), and/or attend the sling load inspector certification course. Lieutenants assigned to a platoon or company that require these specialized skills, should attend the appropriate functional course prior to arrival at first unit of assignment before assuming duties. Reference the Quartermaster Officer Development figure for specialized skill career progression.

(1) Education. To prepare newly commissioned Quartermaster Officers to meet the challenge of their duties, lieutenants begin their formal Initial Military Training (IMT) by attending LOG BOLC conducted at Fort Gregg-Adams, VA. The course develops Quartermaster Lieutenants to serve as multifunctional tactical logisticians. LOG BOLC focuses on the following key competency areas: Profession of Arms (FM 3-0 & 4-0), Command Supply Discipline, Command Maintenance, Deployment and Redeployment, Field Craft, Warrior Tasks and Battle Drills, and Training Management.

(2) Assignments. Upon completion of LOG BOLC, lieutenants are assigned to company-level units in order to gain leadership experience and to enhance technical and tactical competence. Lieutenants expect to serve as a platoon leader, company executive officer, or staff officer at the battalion and brigade level to develop leadership and technical skills.

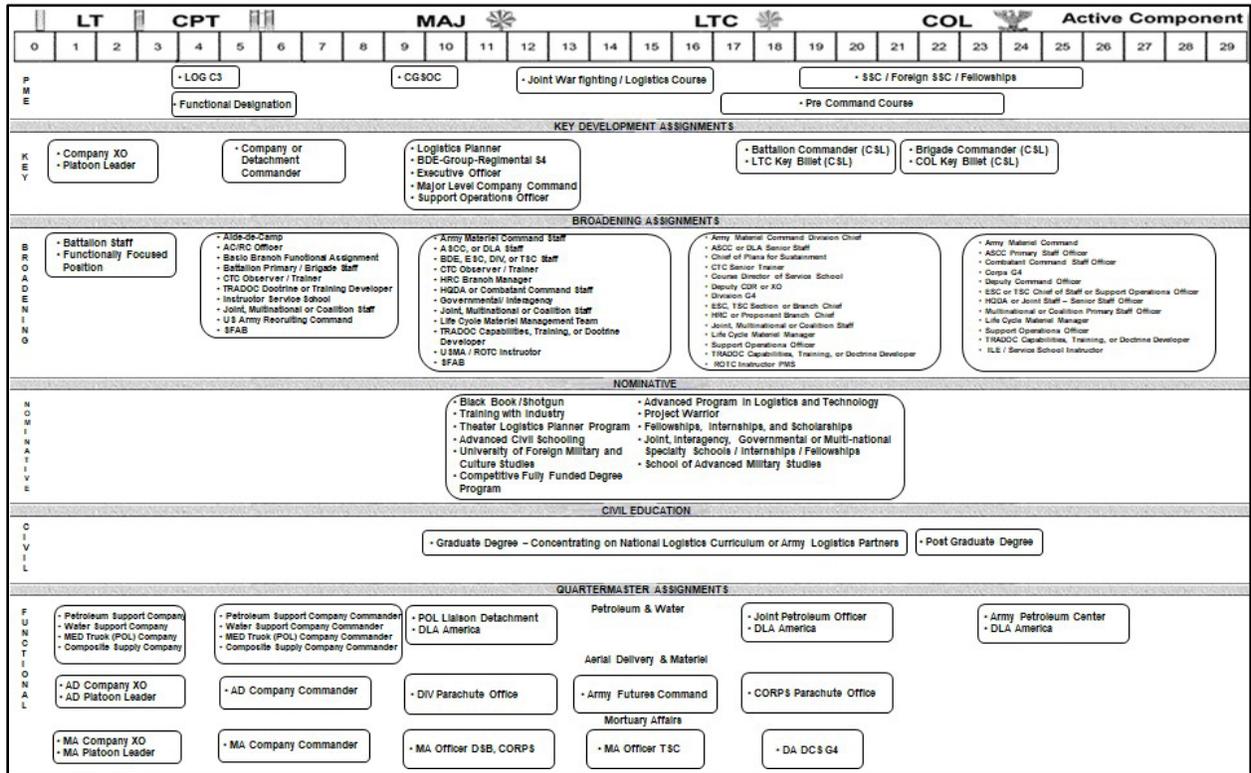
(3) Self-development. Every officer is responsible for his or her professional development. These initiatives focus on maximizing leader strengths, minimizing weaknesses, and achieving individual leader development goals. While attending the LOG BOLC, lieutenants will participate in a series of self-assessments as part of the BOLC Project Athena initiative developed by Combined Arms Command (CAC). These developmental assessments measure five assessments and a peer review focusing on an individual's cognitive, leadership, and personality traits and attributes, and are designed to be used as a self-development tool. These assessments may change from time to time, but the purpose of these assessments is to promote self-development by providing leaders the ability to validate and identify strengths and weaknesses.

a. Self-development actions fall into three categories—immediate, near-term and long-range goals. Immediate goals focus on correcting weaknesses and reinforcing strengths associated with the current assignment. Near-term goals focus on developing those skills, knowledge, and attributes needed for the next operational assignment. Long-term goals focus on preparing for more complex duties beyond the next operational assignment. Take initiative to attend courses that support your developmental needs. Affiliate and participate in professional organizations. Quartermaster Lieutenants have the opportunity to attend career enhancing institutional training such as Airborne (SI 5P), Ranger (SI 5R or 5S), Air Assault (SI 2B), and Pathfinder (SI 5Q). Quartermaster Officers must possess the airborne identifier prior to attending the Aerial Delivery and Materiel Officer Course.

b. Quartermaster Lieutenants use the Army Career Tracker to monitor self-development PDM, to communicate with mentors, and review useful links to career development information. Use this information to direct self-development efforts and rank actions for improving performance and achieving maximum potential.

(4) Desired experience. Lieutenants should strive to become technical and tactical experts by training with Warrant Officers and senior enlisted Soldiers in their units. Lieutenants learn the intricacies of how to best lead and take care of Soldiers, to support their commands and function as Quartermaster Officers from their subordinates, peers, and supervisors. Understanding the management of the distribution process, maintenance, and the use of automated logistics and sustainment systems is a fundamental expectation. Before promotion to captain, lieutenants need to possess an expert knowledge of the purpose, mission, and core competencies of the Quartermaster Corps and have basic knowledge of the other logistics branches competencies achieved through practical experience in multifunctional sustainment operations.

# Quartermaster Figure 11. RA Quartermaster Officer Development



*c. Captain development.*

(1) Education. (See the Logistics Chapter)

(2) Key Developmental assignments. All assignments are developmental. At the Captain level, Quartermaster Officers should seek positions in Quartermaster core competencies, as well as other Logistics positions. Paragraph 4 outlines Developmental assignments; the Quartermaster Professional Development Model (PDM) describes Quartermaster functional assignments. (See the Logistics Chapter)

(3) Broadening assignments. To develop leaders for strategic level positions within the Army and beyond, Quartermaster Officers are encouraged to broaden their experience beyond tactical-level operations. The Army Broadening Opportunity Program provides competitive Officers with the opportunity to gain experiences outside their functional field. See the Logistics Chapter for a description of broadening opportunities. (See the Logistics Chapter)

(4) Self-development. (See the Logistics Chapter)

(5) Desired experience. (See the Logistics Chapter)

*d. Major development.*

(1) Education. (See the Logistics Chapter)

(2) Key Developmental Assignments. At the Major level, most positions are designated multifunctional logistics (90A). However, 90A92 Majors may also serve in functional Quartermaster command and staff positions. The Quartermaster PDM outlines Quartermaster functional assignments.

(3) Broadening assignments. Following KD jobs, Majors should seek positions beyond the tactical domain in order to develop them for strategic level experience within the Army and beyond. The Army Broadening Opportunity Program provides competitive Officers with the opportunity to gain experiences outside their functional fields. See figure 11 for a visual description of broadening opportunities. The HRC web page provides a complete description of the Broadening Opportunity Program; discuss career opportunities with a mentor and HRC Assignment Officer. See the Logistics Chapter for further information. (See the Logistics Chapter)

(4) Self-Development. (See the Logistics Chapter)

(5) Desired Experience. At the field grade level, Majors should actively mentor subordinates and participate in talent management. (See the Logistics Chapter) for a complete description of desired experiences for Logistics Branch Officers.)

*e. Lieutenant Colonel Development.*

(1) Education. (See the Logistics Chapter)

(2) Key Developmental Assignments. Multifunctional and Quartermaster branch CSL Battalion command and Key Billet are the only KD assignments. Quartermaster Lieutenant Colonels should discuss specifics and career opportunities with their mentor and HRC Assignment Officer. (See the Logistics Chapter)

(3) Broadening Assignments. See the Logistics Chapter for a description/list of Broadening assignments. Additionally, the HRC web page provides detailed information on the Broadening Opportunity Program. The Army Broadening Opportunity Program provides competitive Officers with the opportunity to gain experiences outside their functional field. Quartermaster Lieutenant Colonels should discuss career timelines with their mentor and HRC Assignment Officer. (See the Logistics Chapter)

(4) Self-Development. (See the Logistics Chapter)

(5) Desired Experience. In addition to the Logistics Chapter, Quartermaster Lieutenant Colonels should strive to become an expert in all aspects of multifunctional logistics, the execution of Quartermaster competencies, and obtain Joint Officer Qualification. Quartermaster Lieutenant Colonels should actively mentor subordinates and participate in talent management. (See the Logistics Chapter)

*f. Colonel Development.*

(1) Education. (See the Logistics Chapter)

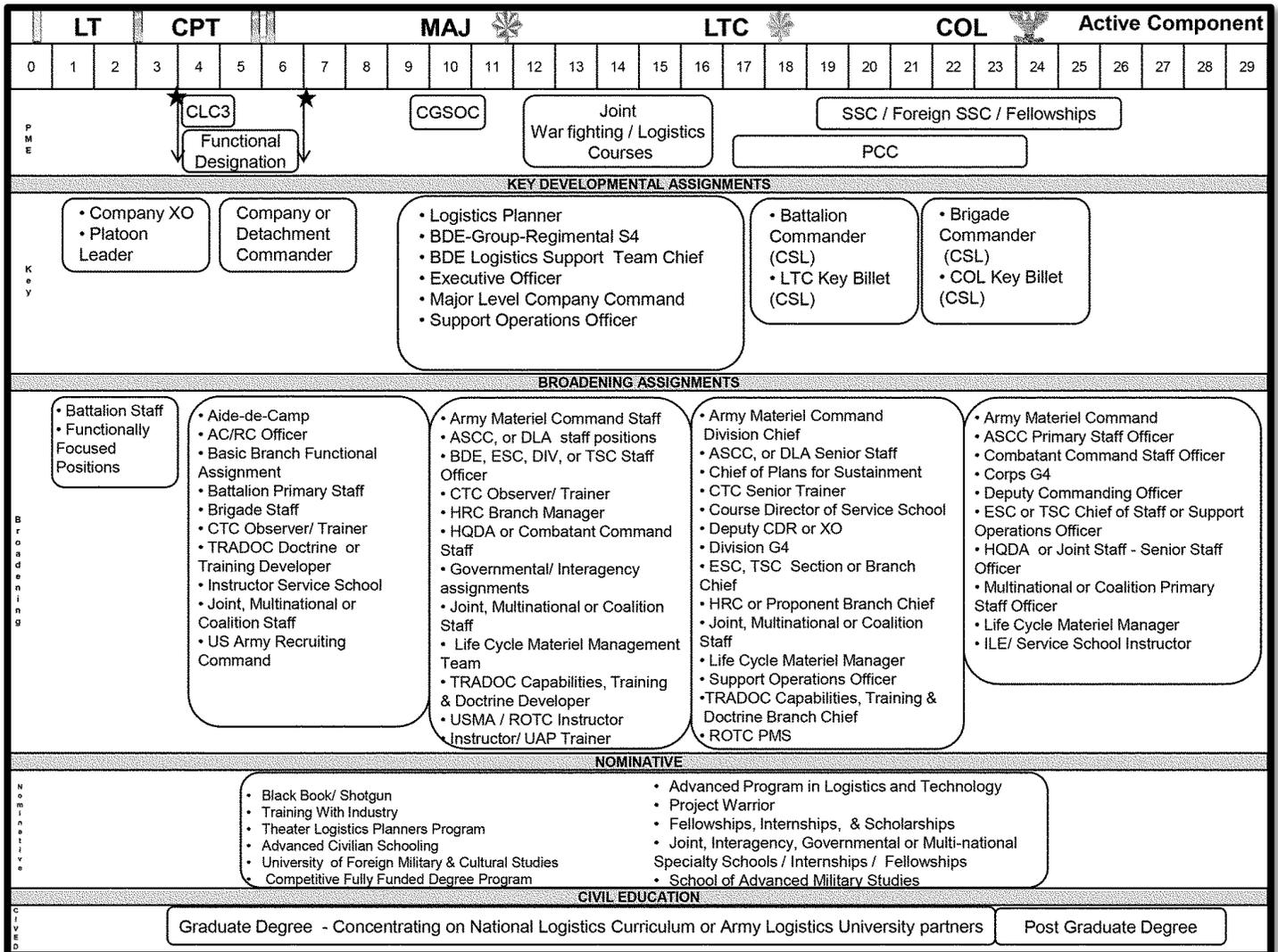
(2) Key Developmental Assignments. Multifunctional and Quartermaster Branch CSL Brigade command and Key Billet are the only KD assignment. The Quartermaster PDM outlines functional assignments for Quartermaster Colonels. Quartermaster Colonels should discuss career opportunities with their mentor and the HRC Colonels Management Office. (See the Logistics Chapter)

(3) Broadening Assignments. Paragraph in the Logistics Chapter outlines a list of Colonel multifunctional logistics broadening assignments where Quartermaster Colonels have the opportunity to serve in key staff positions at Army, Joint, senior-level headquarters, and joint unified organizations. Quartermaster Colonels should discuss opportunities with their mentor and the HRC Colonels Management Office. (See the Logistics Chapter)

(4) Self-Development. (See the Logistics Chapter) for a detailed explanation of Colonel Level desired experiences.)

(5) Desired Experience. (See the Logistics Chapter).

Quartermaster Figure 11. RA Quartermaster Officer Development



#### 4. Warrant Officer Development.

*a. Unique knowledge and skills of a Quartermaster Warrant Officer.* Quartermaster Warrant Officers are expert technicians, systems integrators, and warfighters who are technically proficient. They manage and maintain Army property accounting systems, supply accounting systems, materiel management and distribution systems, aerial delivery support systems, food service programs, and petroleum and water systems. They are self-aware and adaptive Quartermaster technical experts, leaders, trainers, and advisors who must maintain the proper balance between their technical skills and the ability to understand and apply appropriate tactical skills at the right moment. Through progressive levels of expertise in assignments, training, and education, Quartermaster Warrant Officers develop expertise to administer, manage, maintain, operate, and integrate Quartermaster systems and equipment across all levels within the Army. Quartermaster Warrant Officers are innovative technicians capable of integrating advanced technologies. They are dynamic teachers, confident warfighters, and developers of specialized teams.

*b. Specialization.* Quartermaster Warrant Officers serve in one of five Military Occupational Specialties.

(1) Property Accounting Technician (MOS 920A). Significant duties and responsibilities include: 1) serve as the APO in both operational and generating force units; 2) supervise and manage Army organizational property accountability systems; 3) monitor and evaluate subordinate supply operations while performing financial inventory accounting and provide advice to commanders on property accountability and redistribution procedures; 4) ensure property accountability is maintained, all authorized equipment is on hand, on valid requisition, or redistribution directive; 5) locate and acquire standard and nonstandard equipment and supplies through military, Department of Defense, and commercial supply sources to meet unit readiness and operational requirements; 6) oversee and validate the government purchase card program to prevent fraud, waste, and abuse; 7) determine equipment funding requirements and coordinate for funds availability with supported units and resource management activities; 8) develop, execute, monitor, and provide input to the annual supply budget; 9) coordinate acquisition and priority distribution of new equipment fielding with the Force Modernization Activity; 10) redistribute excess equipment throughout the command; 11) process excess equipment for disposal after all redistribution efforts are met; 12) monitor unit supply operations to ensure compliance with policy; 13) maintain fiduciary records for government furnished property provided on government contracts; 14) manage the Command Supply Discipline Program (CSDP); 15) train, develop, and mentor unit personnel on supply policies, processes, and procedures; 16) serve as the primary advisor to the command and supported units on all property accountability and organizational supply matters; manage Financial Liability Investigations of Property Loss (FLIPL) for the command.

(2) Supply Systems Technician (MOS 920B). Significant duties and responsibilities include: 1) manage the requisition, receipt, storage, retrograde, and distribution of supplies and equipment at supply support activities in accordance with established policies and regulations; 2) manage recoverable items; 3) instruct, manage, and supervise personnel within a supply support activity concerning supply systems policy and functional procedures; 4) perform materiel management functions for multiple classes of supply; 5) plan the requirements for stockage levels based on demand analysis; 6) direct support for supply support activity contingency operations, materiel management supply actions, and materiel requirements planning; 7) inspects supported units to ensure supply performance standards are being achieved; 8) provide technical guidance to supported units/activities in order to assist, establish, and maintain adequate stockage levels for mission accomplishment; 9) conduct periodic inventories of excess and authorized stockage lists (ASL), initiates action for disposition of excesses, and make recommendations for changes to the ASL; 10) develop standard operating procedures and performs administrative duties related to the supply support activity.

(3) Airdrop Systems Technician (MOS 921A). Significant duties and responsibilities include: 1) manage and supervising Army airdrop rigging, aerial delivery equipment maintenance activities, airdrop operations, and maintaining autonomous and semi-autonomous aerial delivery equipment; 2) supervise the inspection and packing of parachutes and provide Lifecycle management of Army

common type-classified personnel and cargo systems; 3) provide technical assistance and guidance related to airdrop operations and aerial resupply to commanders and staff ; 4) plan for airdrop and aerial resupply operations; 5) supervise inspection of parachutes and parachute components to detect flaws in materials and workmanship; and 6) supervise packing of parachutes and maintain compliance standards and criteria for life support systems and other delivery equipment.

(4) Food Service Technician (MOS 922A). Significant duties and responsibilities include: 1) manage Army food service programs; 2) advise the commander on all matters relating to nutrition food preparation, service, requisition, receipt, storage, distribution, accountability and sanitation; 3) coordinate and supervise Army food service program for commands, installations, or organizations to include readiness of field feeding platforms; 4) determine technical training requirements, develop and conduct technical training for officer, enlisted, and civilian personnel; 5) develop management plans for food service, integrate field feeding platforms, plan and execute support to field exercises and theater opening/closing in joint and multinational operations; 6) develop, coordinate, and monitor budget requirements for food service equipment and expendable supplies for garrison , field, and combat requirements; 7) plan, train, and implement changes in nutritional awareness programs, modify menu plans , and implementation of low calorie menus; 8) coordinate with the Subsistence Supply Management Office and Class I points to ensure availability of appropriate subsistence for both garrison and field feeding operations; 9) ensure adequate and timely resupply and reconfiguration of non-unitized field rations into nutritionally acceptable menus; 10) evaluate field feeding requirements and develop plans to support field exercises, contingency operations, and combat operations; 11) review and monitor requisitions for food service support operations, and coordinate all planning of food service support for field training; 12) manage the employment of field feeding teams to support feeding in austere environments; 13) develop programs to support readiness and establish r evaluation, recognition, and award programs for garrison and field feeding operations; 14) ensure food service personnel comply with regulatory guidance relative to food preparation, maintenance, accountability, and sanitation; 15) evaluate dining facilities to ensure food service personnel comply with food preparation, service, accountability, and sanitation in accordance with applicable food service regulations. As a Contracting Officer Representative (COR), Food Service Technicians oversee and inspect contracted dining facilities to ensure they are in compliance with statements of work.

(5) Petroleum Systems Technician (MOS 923A). Significant duties and responsibilities include: 1) supervise the acquisition, storage, inspection, testing, issue and distribution of bulk petroleum and water as well as liquid logistics equipment; 2) advise commanders and staff on all petroleum and water operations; 3) determine requirements for bulk fuel and packaged petroleum products requirements, storage space, distribution system, water products; 4) monitor quality surveillance procedures for petroleum or water; 5) Develop, supervise, and coordinate procedures and programs on environmentally sound handling of petroleum products and water chemicals minimizing environmental impact and ensuring regulatory compliance; 6) direct the preparation of accounting reports and maintenance records for petroleum distribution operations; 7) monitor and advise units engaged in the acquisition, storage, inspection, testing, issue, and distribution of petroleum products and/or water support; 8) supervise spill containment and clean-up operations; develop disposal procedures for waste produced by unit petroleum and water operations, petroleum operations and user maintenance of pipelines, hose lines, terminals, dispensing systems, petroleum laboratory testing procedures, loading and discharge of oceangoing tankers and other petroleum vessels, water production, storage and distribution equipment, the operation and maintenance of potable water production, storage and distribution equipment, performance of standard physical and chemical tests; 9) evaluate test results and recommend disposition of off-specification or captured petroleum products; 10) perform and supervise quality surveillance throughout the petroleum distribution system; 11) recommend location of petroleum pipeline routes, terminals, supply points, and depots; 12) advises on bulk petroleum distribution system design; and 13) report petroleum spills per applicable laws, regulations, and policies.

*c. Warrant Officer development model.* The Warrant Officer PDM is focused on the quality and range of experience, as well as specific gates, or assignments, required to achieve the necessary depth of technical expertise. Quartermaster Warrant Officers must meet certain professional developmental standards in education and assignments to become a well-rounded senior Warrant Officer. Ideally, warrant

officer development creates a Quartermaster Warrant Officer who possesses technical expertise in their functional field, and is diverse in experience, exposure, and skills. Quartermaster Warrant Officer development and utilization positions are listed in figures 13-17 for MOSs 920A, 920B, 921A, 922A, and 923A.

(1) WO1. Initial assignment placement for a WO1 is pivotal in the development. The model highlights assignments where a WO1 can develop branch technical and tactical skills, while also developing leadership in entry level assignments.

(2) CW2. Throughout a Warrant Officer's career, the model highlights the need to continue to gain operational assignment experience and focus on further developing technical skills. Warrant Officers should continue their self-development, professional reading and pursuit of individual and professional education goals.

(3) CW3/CW4. At this point in a warrant officer's career, the model highlights the need to gain a broader understanding of their functional area and progress to operating at higher levels within their field and developing strategic leadership capabilities to support senior leadership roles. As CW3/CW4s, nominative assignments may be sought, but warrant officers should maintain technical proficiency, continue their self-development, professional reading and pursuit of the next civilian education goals.

(4) CW5. Capstone achievement for all MOSs. Warrant Officers reaching the pinnacle grade of CW5, should strive to obtain training and assignments for additional skills necessary to become premier technical experts and develop a broader understanding of all Quartermaster core competencies. Training and assignments opportunities are sometimes outside of normal Quartermaster Warrant Officer positions and can be nominative in nature. Lifelong learning, supported by both civilian and military education, provides critical opportunities to develop both joint and expeditionary competencies.

(5) Flexible timelines enable Warrant Officers to serve longer in developmental assignments ensuring Warrant Officers have adequate time to gain skills and experience and support unit readiness and cohesion.

*d. WO1 Development.* Junior Warrant Officers meeting branch specific standards will have acquired the skills, knowledge, and attributes to remain proficient in their specialty and serve at entry levels within the Army. For Warrant Officers to be considered fully trained in the Quartermaster branch, they should be technically and tactically proficient, be physically fit, and be of the highest moral and ethical character.

(1) Education. After completion of WOCS, WO1s must successfully complete the Quartermaster Warrant Officer Basic Course (WOBC). WOBC provides technical training in Quartermaster MOSs 920A, 920B, 921A, 922A, and 923A and reinforces leadership training while further developing technical skills. Upon successful completion of WOBC, the Warrant Officer is considered certified in their MOS and given an initial operational assignment commensurate with their rank. Quartermaster WO1s must continue their professional development to remain competitive for promotion to CW2.

(2) Assignment. WO1s can expect junior level assignments within their specialty, which are typically at the company, battalion, or brigade level based on the MOS specific PDM (Figures 13-17). These assignments give the junior Quartermaster Warrant Officer a solid foundation of experience, depth, and breadth in key systems and processes that ultimately prepares them for assignments at the next higher levels.

(3) Self-development. Self-development should include Distributed Learning (DL) courses, institutional training, on-the-job training, and civilian education. The WO1s should devote time to a professional reading program to broaden both their warfighting perspective and technical comprehension. Civilian education objectives should include working towards obtaining an associate's degree.

(4) Desired experience. WO1s are entry-level Warrant Officers who should possess basic level tactical and technical experience. Increased level of functional expertise will be gained with progressive assignments within their specialty.

*e. CW2 Development.* At this point in a Warrant Officer's career, the CW2 should possess an increased level of MOS-specific technical proficiency and will continue to build upon their technical proficiency.

(1) Education. Quartermaster CW2s must continue their professional development and remain

competitive for promotion to CW3. Upon promotion to CW2 and reaching 24 months' time in grade, the Warrant Officer will be eligible to attend the resident Quartermaster WOAC. Completion of WOAC is recommended prior to consideration for promotion to CW3 but should be completed no later than 1 year after promotion to CW3 for active duty.

(2) Developmental assignments. CW2s can generally expect assignments at the company, battalion, or brigade level based on the MOS specific PDM (Figures 13-17). These assignments allow the Warrant Officer to continue to build technical experience, knowledge depth, and systems expertise that prepare them for assignments at the next higher grade. CW2s can serve in broadening positions, but these opportunities should not hinder development of technical expertise.

(3) Self-development. CW2s should continue to build upon and refine their MOS technical skills, communication skills, and critical thinking. Self-development opportunities include completing logistics-related courses, functional courses, or professional industry certifications. CW2s should devote time to a professional reading program to broaden their warfighting perspective and technical comprehension. Civilian education objectives should include work towards obtaining a baccalaureate degree in a logistics-related discipline. CW2s are encouraged to pursue a baccalaureate degree and other civilian education goals.

(4) Desired experience and skills. CW2s are expected to begin mastering the basics of their functional MOS. Increased functional expertise will be gained with progressive assignments within their specialty. CW2s should be effective communicators, team oriented, detail focused, disciplined, proactive, innovative, critical thinkers, adaptive, and responsive.

*f. CW3 Development.* The CW3 has developed an advanced level of technical and tactical proficiency to prepare them to serve as managers and integrators within their specialty. CW3s must continue their technical developmental while seeking to expand upon their knowledge of multi-domain operations.

(1) Education. Quartermaster CW3s must continue their professional development and education to remain competitive for promotion to CW4. Upon promotion to CW3, the Warrant Officer will be eligible to attend the WOILE and Quartermaster WOILE Follow-on course. The WOILE is an MOS-immaterial course conducted by the WOCC. The Quartermaster WOILE Follow-on course at the Technical Logistics College, Fort Gregg-Adams, Virginia is designed to provide technical training at the tactical and operational level. Completion of the WOILE and QM WOILE Follow-On are professional development requirements recommended to be completed prior to consideration for promotion to CW4 but should be completed no later than 1 year after promotion to CW4 for active duty.

(2) Developmental and broadening assignments. CW3s should pursue assignments at the brigade, or higher level based on the MOS specific PDM (Figures 13-17). Developmental assignments should build upon previous technical experience gained to prepare them for the next level. Broadening opportunities, such as Instructor, TAC Officer, Capabilities Developer, Training Developer, Observer, Controller/Trainer and Warrant Officer Recruiter, can be sought out to provide the Warrant Officer with a variety of experiences to further develop them as a senior Warrant Officer.

(3) Self-development. CW3s should continue to maintain their MOS specific technical skills and seek opportunities to further develop leadership and management skills required of a senior Warrant Officer. Self-development opportunities include completing logistics-related courses and pursuing professional certifications. CW3s should devote time to a professional reading program to broaden both their warfighting perspective and technical comprehension. Civilian education objectives should include working towards completing a baccalaureate degree or higher-level education in a logistics-related discipline. CW3s can apply to compete for fellowships, strategic broadening seminars, and the Training with Industry program.

(4) Desired experience and skills. CW3s should possess an advanced level of technical and tactical expertise needed to perform as a senior Warrant Officer. CW3s should provide leader development, mentorship, advice, and counsel to NCOs, Warrant Officers, and Officers. CW3s should be knowledgeable and capable of providing advice and counsel to commanders and staff on technical and Warrant Officer related issues. CW3s must possess the abilities to plan, forecast and integrate systems at various levels across the Army.

*g. CW4 Development.* At this point, Warrant Officers are senior advisors, technical and tactical experts that should exude character, competence, and commitment while thriving in complex and dynamic environments. CW4s are influential communicators and adaptive leaders, trainers, and advisors who

operate in specialized roles across Army and Joint operations.

(1) Education. Quartermaster CW4s must continue their professional development and remain competitive for promotion to CW5. Upon promotion to CW4, the Warrant Officer is eligible to attend the WOSSE and Quartermaster WOSSE Follow-on course. The WOSSE is an MOS-immaterial course conducted by the WOCC. The Quartermaster WOSSE Follow-on course at the Technical Logistics College, Fort Gregg-Adams, Virginia is designed to provide technical training at the operational and strategic level. Completion of the WOSSE and QM WOSSE Follow-on courses are professional development requirements recommended to be completed prior to consideration for promotion to CW4 but should be completed no later than 1 year after promotion to CW5 for active duty.

(2) Developmental and broadening assignments. The CW4s will serve as the senior Quartermaster technical expert at the division or higher level based on the MOS specific PDM (Figures 13-17). Developmental assignments should build upon previous technical experience gained to prepare them for operational and strategic assignments. CW4s are eligible for a greater number of broadening assignments and seminars, such as Instructor, Senior TAC, Capabilities Developer, Training Developer, and Observer, Controller/Trainer. CW4s are also eligible for nominative opportunities, such as HRC Assignment Officer, HHC WOC CDR, 1st WOC CDR, and Warrant Officer Recruiting Company CDR.

(3) Self-development. Self-development opportunities include completing leadership development courses and industry certifications. The CW4s should continue to remain current in systems and regulations within their technical specialty, while also devoting time to professional reading aimed at deepening both their warfighting perspective and technical comprehension. Civilian education objectives should include working towards completing an advanced degree in a related field of study. Quartermaster CW4s have the opportunity to compete for fellowships, strategic broadening seminars, and the Training with Industry (TWI) Programs.

(4) Desired experience and skills. CW4s should provide leader development, mentorship, advice, and counsel to NCOs, Warrant Officer, and Officers. CW4s serve as senior technical and tactical experts who are expected to perform their primary technical and MOS-immaterial duties at various levels within the Army. CW4s should possess planning, forecasting, budgeting, and project management skills necessary to support large-scale combat and joint systems integration.

*h. CW5 Development.* At the CW5 level, Warrant Officers are master-level technical and tactical experts who perform primary duties of technical leader, manager, integrator, and advisor

(1) Education. After completion of all required Warrant Officer technical and MOS-immaterial training, there are no additional military educational requirements for Quartermaster CW5s. However, CW5s are encouraged to continue with self-development by pursuing civilian education objectives and working towards completing an advanced degree and other higher-level education goals.

(2) Developmental, broadening, and nominative assignments. CW5s serve at the highest-level positions within their technical specialty based on the MOS specific PDM (Figures 13-17). CW5s will also begin to serve in a wider variety of broadening assignments in the Quartermaster School, Army Sustainment University, Combined Arms Center, and Warrant Officer Career College. Nominative assignments, such as Quartermaster Proponent Officer, Quartermaster Corps Chief Warrant Officer, Dean, Technical Logistics College, CASCOM Command Chief Warrant Officer, Deputy Commandant of Warrant Officer Career College, exist for highly qualified CW5s.

(3) CW5 assignments will be tiered in scope and responsibility to maximize opportunities to develop strategic skills in successive order culminating at the highest levels of the Army (See Figure 12). In addition to tiered developmental assignment, CW5s should seek training and assignments that are nominative to further develop their strategic perspective.

(4) Self-development. CW5s will serve as the senior Quartermaster technical advisors and accordingly, the officer must be able to communicate effectively on each of the five Quartermaster Warrant Officer occupational specialties. CW5s must devote time to developing a broader understanding of all aspects of Army sustainment and sustainment structure. CW5s should sharpen their knowledge of force management and talent development, as pertains to Quartermaster structure and functions. In addition, CW5s should become familiar with the constitutional, statutory, and regulatory guidelines for the deployment and projection of Army capabilities.

(5) Desired experience and skills. CW5s should expect to serve at Corps or higher-level positions. CW5s provide leader development, mentorship, advice, and counsel to NCOs, Warrant Officers, and

Officers. CW5s have special mentorship responsibilities for Warrant Officers at all levels and specialties. CW5s provide essential advice to commanders and staff on Quartermaster and Warrant Officer issues. CW5s must be familiar with Army organizational roles, functions, missions, and with the force management processes. CW5s should possess an advanced level analytical skills and abilities to advise at the highest levels.

**Quartermaster Figure 12. CW5 Position Management by Tier**

CW5 Position Management by Tier								
920A – Property Accounting Technician			920B – Supply Systems Technician			Positions Tiers		
<b>TIER</b>	<b>ORGANIZATION</b>	<b>POSITION</b>	<b>TIER</b>	<b>ORGANIZATION</b>	<b>POSITION</b>	<p style="text-align: center;"><b>Tier 1</b></p> <ul style="list-style-type: none"> <li>- Most critical position</li> <li>- Requires CW5 developmental assignment prior to tour – Talent Driven</li> </ul> <p style="text-align: center;"><b>Tier 2</b></p> <ul style="list-style-type: none"> <li>- Key positions across the force</li> <li>- Requires some level of previous development assignment</li> </ul> <p style="text-align: center;"><b>Tier 3</b></p> <ul style="list-style-type: none"> <li>- Positions identified for newly promoted CW5s</li> </ul>		
1	** QMS SCHOOL - RCWO	RCWO	1	HQ, US ARMY MATERI	SUPPLY TECHNICIAN			
1	** QMS SCHOOL - QM PROPONENT	WO PERS Proponent	1	HQ, US ARMY FORCES CMD (FORSCOM)	CMD SUP SYS TECH			
2	HHBN, US ARMY PACIFIC	CMD PROP ACCT ADVISOR	2	US ARMY SUSTAINMENT CMD	CMD MAT MGMT ADV			
2	US ARMY SUSTAINMENT CMD	CMD PROP ACCT ADVISOR	2	ARMY SUSTAINMENT CMD	SR LOG SYS TECH			
2	QMC SCHOOL - SEA	SEA	2	TECH LOG COLLEGE	CH INSTR (QM WO TNG)			
2	TECH LOG COLLEGE	INSTR (FOSS-C8/C9)	2	USA SPECIAL OPERAT	SUPPLY SYSTEMS TECH			
3	HEADQUARTERS AND H - I Corps	CMD PROP ACCT ADVISOR	3	HQ AND STB, 1ST SU	CMD SUP SYS TECH			
3	HEADQUARTERS AND H - III Corps	CMD PROP ACCT ADVISOR	3	HQ AND STB, 21ST S	CMD SUP SYS TECH			
3	V CORPS FOWARD CC	CMD PROP ACCT ADVISOR	3	HHC AND STB, 8TH S	CMD SUP SYS TECH			
3	HHBN, XVIII AIRBOR	CMD PROP ACCT ADVISOR						
3	US ARMY SPECIAL OPS CMD	SR SUPPLY TECH						
3	USA SPECIAL OPERATIONS DET	PROP ACCTG TECH						
921A – Airdrop Systems Technician			922A – Food Service Technician			923A – Petroleum Systems Technician		
<b>TIER</b>	<b>ORGANIZATION</b>	<b>POSITION</b>	<b>TIER</b>	<b>ORGANIZATION</b>	<b>POSITION</b>	<b>TIER</b>	<b>ORGANIZATION</b>	<b>POSITION</b>
1	** QMS AD FS MA TNG DEPT	CH INSTR (AD TECH)	1	** QMS JOINT CULINARY CENTER	ARMY FOOD ADVISOR	1	ARMY SUSTAINMENT CMD (APC)	SR PETROLEUM ADVISOR
2	USA SPECIAL OPERATION CMD	MASTER AIR DROP SY TEC	2	US ARMY SUSTAINMENT CMD	CMD FOOD ADVISOR	1	** QMS PETRO & WATER	SR PETRO SYS ADVISOR
3	204TH QM Det	MASTER AIRDROP SYS TEC	3	US ARMY CENTRAL MA	CMD FOOD ADVISOR	2	HHBN, UNITED STATE EUROPE	SR PETRO SYS ADVISOR
			3	HHBN, UNITED STATES - EUROPE	CMD FOOD ADVISOR	3	HHBN, US ARMY PACIFIC	SR PETRO SYS ADVISOR
			3	HHBN, US ARMY PACIFIC	CMD FOOD ADVISOR			
<p><b>LEGEND:</b> ** Nominative Assignments</p>								

Quartermaster Figure 13. 920A - Property Accounting Technician Development

Professional Development Model 920A - Property Accounting Technician																					
WO1			CW2			CW3			CW4			CW5									
0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21-30
PME WOBC			WOAC			WOILE/QM WOILE FOLLOW-ON						WOSSC/QM WOSSC FOLLOW-ON									
<b>DEVELOPMENTAL ASSIGNMENTS</b>																					
<u>BN Property Book Officer</u> CHEM BN INF BN EN BN EOD BN OD BN QM BN SIG BN MP BN MI BN TRANS BN CSSB			<u>BDE Property Book Officer</u> CHEM BDE FA BDE IBCT EN BDE MED BDE CAB EOD GRP TRANS BDE SIG BDE MP BDE MI BDE EXP MI BDE SUST BDE			<u>Property Book Officer</u> ABCT SFAB SBCT CJTF-Bravo 11 <sup>th</sup> ACR Space BDE ADA BDE HHBn, Corps HHBn, ASCC ASG-Kuwait			<u>CLVII Prop Manager</u> ESC TSC  <u>Sr Prop Acct Advisor</u> 20 <sup>th</sup> CBRN CMD CIMT Cadet CMD NETCOM Armor School EN School CM School INSCOM			<u>Asset Visibility Manager</u> Division AAMDC 1 <sup>st</sup> Army 8 <sup>th</sup> Army  <u>Sr Prop Acct Advisor</u> SFAC 7 <sup>th</sup> Signal CMD 650 <sup>th</sup> MI GRP CASCOM ASG-Qatar CAC Columbia TAFT ASCC HQ 405 <sup>th</sup> AFSB WHCA			<u>Cmd Prop Acct Advisor</u> Corps USASOC  <u>Cmd Prop Acct Advisor</u> Army Sustainment Cmd USARPAC						
<u>BN Property Book Officer</u> Ranger BN 160 <sup>th</sup> SOAR BN CA BN SF BN			<u>Property Book Officer</u> HHBn, 8 <sup>th</sup> Army ESC TSC HHBn, DIV USAREC			<u>GRP/RGT PBO</u> SF GRP Ranger RGT USASWC			<u>Property Book Officer</u> 1 <sup>st</sup> SF CMD USASOC TSOC			<u>Sr Prop Acct Tech</u> NATO 160 <sup>th</sup> SOAR USASOC TSOC 1 <sup>st</sup> SF CMD SOCOM									
<b>MOS BROADENING ASSIGNMENTS</b>																					
<u>Property Administrator</u> Contracting Spt BDE			<u>WOBC Instructor</u> ASU			<u>Sr Prop Acct Tech</u> Army Sust Cmd (ASC) NATO Futures CMD			<u>WOAC Instructor</u> ASU			<u>Assignment Officer</u> HRC			<u>Chief, SEA Team</u> Quartermaster School			<u>QM Corps CWO</u> Quartermaster School			
<u>BDE PBO/ OC/T</u> 1 <sup>st</sup> Army			<u>BOLC/ CCC Instructor</u> ASU FA School			Centers of Excellence (Fires, Maneuver, Sust, Mission Spt)			<u>SEA Evaluator</u> QM School			<u>Detailed IG</u> HQDA IG			<u>QM WO Proponent</u> Quartermaster School						
<u>Property Book Officer</u> 706 <sup>th</sup> MI GRP									<u>Training Developer</u> CASCOM			<u>Training Evaluator</u> CAC, Log Exer & Sim Cntr			<u>QM Follow-On Course Manager</u> ASU						
<u>S4 Officer</u> FA BN (Fires CoE)									<u>Capabilities Developer</u> CASCOM Futures Command												
<b>OTHER BROADENING ASSIGNMENTS</b>																					
<u>WO Career College</u> TAC Officer			<u>USAREC</u> WO Recruiter			<u>WO Career College</u> CDR, 1 <sup>st</sup> WOC CDR, HHC WOC			<u>Combined Arms Center</u> Instructor			<u>WO Career College</u> Logistics/S4 Academics Branch Training Dept Lead Deputy Cndt									
<u>WO Career College</u> Instructor TAC Officer						Instructor <u>TRADOC</u> Detailed IG			<u>USAREC</u> CDR, WO Recruiting Co			<u>Army Sust. University</u> Dean, Tech Log College			<u>CASCOM</u> CCWO						
<b>ADDITIONAL MILITARY TRAINING / EDUCATION</b>																					
Air Assault Airborne			Operational Contract Support Support Operations Course Joint Logistics Course GCSS-Army Middle Managers Crs			Capabilities Development Force Management Theater Sust Planners Course															
<b>CIVILIAN EDUCATION (recommendations)</b>																					
Associates Degree			Professional Certifications			Baccalaureate Degree			Master's Degree												

Quartermaster Figure 14. 920B - Supply Systems Technician Development

Professional Development Model																							
920B - Supply Systems Technician																							
WO1			CW2			CW3			CW4			CW5											
0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21-30		
PME WOBC			WOAC			WOILE/QM WOILE FOLLOW-ON						WOSSC/QM WOSSC FOLLOW-ON											
<b>DEVELOPMENTAL ASSIGNMENTS</b>																							
<u>SSA Accountable Officer</u> BSB, IBCT ASB, CAB ADA BN QM CO (CSC)			<u>Materiel Manager</u> Exp Sust Cmd (ESC) Army Sust Cmd (ASC)			<u>Materiel Manager</u> Sustainment Bde ASG-Kuwait/Qatar			<u>Materiel Manager</u> Army Sust Cmd (ASC) Army Fld Sys Bn (AFSBn) Theater Sust Cmd (TSC)			<u>Chief, Supply Section</u> Exp Sust Cmd (ESC) <u>Log Sys Adv</u> AFSB			<u>Log Info Mgmt Off</u> HQDA G46 <u>Chief, Mat Mgmt Br</u> ARSOAC 1 <sup>st</sup> SF CMD			<u>Chief, Gen Sup Office</u> Theater Sust Cmd (TSC) <u>CMD Materiel Mgmt Advisor</u> Army Sust Cmd (ASC) <u>Chief, Syst Mgmt Div</u> USASOC <u>Sr Log Systems Advisor</u> ASC, Stockage Determination Branch LDAC, Production Support Center <u>Command Logistics Advisor</u> FORSCOM AMC					
<u>SSA Accountable Officer</u> BSB, SBCT BSB, ABCT			<u>Supply/Trans Officer</u> Sec Asst Off, Jordan			<u>Sr Supply Sys Advisor</u> PM SANG TAFT Team SATMO SFAB TACOM USSOCOM			<u>SPO Gen Sup Tm Tech</u> 916 <sup>th</sup> SB (NTC)			<u>Chief SSA Branch</u> ARSOSSA											
<u>Accountable Officer</u> NTC Support Squadron AV Co, TF Sinai			<u>Sr Supply Syst Tech</u> Ranger Regiment 160 <sup>th</sup> SOAR SF GRP			<u>Sr Supply Syst Tech</u> USARPAC ARCENT			<u>Sr Supply Syst Tech</u> USAREUR USARAF			<u>Sr Supply Analyst</u> Army Sust Cmd (Stockage Determination Branch) LDAC (Production Support Center)											
<b>MOS BROADENING ASSIGNMENTS</b>																							
<u>WOBC Instructor</u> ASU			<u>SEA Evaluator</u> QM School			<u>ARMS Insp Tm</u> FORSCOM			<u>WOAC Instructor</u> ASU			<u>Detailed IG</u> FORSCOM			<u>QM Training Director</u> ASU								
<u>Observer/Cntrl/Trainer</u> JRTC, NTC, 1 <sup>st</sup> Army BSB			<u>Readiness Officer</u> DLA-AV HQ DLA			<u>Capabilities Developer</u> CASCOM / AFC			<u>Instructor / SSGI</u> CAC WOCC														
			<u>Chief, SMD</u> White House Comm Agency (WHCA)			<u>Training Developer</u> CASCOM			<u>Sr Sup Syst Trng</u> OPM-SANG														
<b>OTHER BROADENING ASSIGNMENTS</b>																							
<u>WO Career College</u> TAC Officer			<u>USAREC</u> WO Recruiter			<u>WO Career College</u> CDR, 1 <sup>st</sup> WOC CDR, HHC WOC			<u>USAREC</u> CDR, WO Recruiting Co			<u>WO Career College</u> Logistics/S4 Academics Branch Training Dept Lead Deputy Cndt <u>Army Sust University</u> <u>CASCOM</u> Dean, Tech Log College CCWO											
<u>WO Career College</u> Instructor TAC Officer						<u>TRADOC</u> Detailed IG			<u>Combined Arms Center</u> Instructor			<u>Assignment Officer</u> HRC											
<b>ADDITIONAL MILITARY TRAINING / EDUCATION</b>																							
Air Assault Airborne Sustainment Automation Spt Mgmt Office (SASMO) Crs			Operational Contract Support Support Operations Course Joint Logistics Course GCSS-Army Middle Managers Crs Training With Industry			Capabilities Development Force Management Theater Sust Planners Course																	
<b>CIVILIAN EDUCATION (recommendations)</b>																							
Associates Degree						Baccalaureate Degree						Master's Degree											
Professional Certifications																							

Quartermaster Figure 15. 921A - Airdrop Systems Technician Development

Professional Development Model																							
921A - Airdrop Systems Technician																							
WO1			CW2			CW3			CW4			CW5											
0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21-30		
PME WOBC			WOAC			WOILE/QM WOILE FOLLOW-ON						WOSSC/QM WOSSC FOLLOW-ON											
<b>DEVELOPMENTAL ASSIGNMENTS</b>																							
<u>QM CO (T)</u> Aerial Delivery Office Personnel Pack Tech Rigging/Cargo Pack Tech			<u>QM CO (Cargo)</u> Aerial Delivery Equip Tech Cargo Pack Pit Tech			<u>QM CO (Div)</u> Aerial Delivery Office			<u>Exp Sust Cmd (ESC)</u> SPO Aerial Delivery Advisor			<u>Theater Sust Cmd (TSC)</u> SPO Aerial Delivery Advisor			<u>204<sup>th</sup> QM Det (Corps Parachute Office)</u> Corps Airdrop Advisor								
<u>QM CO (Div)</u> Personnel Pack Pit Tech			<u>JRTC</u> Airdrop Branch Tech			<u>Sustainment Bde</u> SPO Aerial Delivery Tech			<u>8<sup>th</sup> Army</u> Sr Aerial Delivery Advisor			<u>QM Det (BDE PO)</u> Brigade Airdrop Advisor			<u>US Army Special Ops Cmd</u> Senior Airdrop Advisor								
<u>Ranger Training BN</u> Airdrop Operations Tech Pack Section Tech Storage/Issue Section Tech			<u>160<sup>th</sup> SOAR</u> Airdrop Sys Tech			<u>SF Group</u> ABN SPT Pit Tech			<u>Ranger Regiment</u> Airdrop Sys Tech			<u>USSOCOM</u> Cmd Airdrop Advisor			<u>QM Det (DIV PO)</u> Div Airdrop Advisor			<u>USARPAC HQs</u> Senior Airdrop Advisor					
<u>Ranger BN</u> Airdrop Sys Tech			<u>SWC MFF Det</u> Airdrop Sys Tech			<u>Special Warfare Cntr</u> Sr Airdrop Sys Tech			<u>USASOC HQ</u> Sr Airdrop Sys Advisor			<u>Quartermaster School</u> Senior Airdrop Advisor											
<b>MOS BROADENING ASSIGNMENTS</b>																							
<u>Quartermaster School</u> Instructor			<u>Army Sust University</u> WOBC Instructor			<u>WOAC Instructor</u>			<u>Quartermaster School</u> Sr Airdrop Sys Tech			<u>DEVCOM-SC, Natick</u> Sr Airdrop Sys Tech											
<u>Operational Test Command</u> <u>Yuma Proving Grounds</u> <u>TACOM, Natick</u> Sr Aerial Delivery Advisor			<u>Army Futures Command</u> Capabilities Developer			<u>ASC-Japan</u> Sr Aerial Delivery Advisor																	
<b>OTHER BROADENING ASSIGNMENTS</b>																							
<u>WO Career College</u> TAC Officer			<u>WO Career College</u> Instructor			<u>USAREC</u> WO Recruiter			<u>WO Career College</u> CDR, 1 <sup>st</sup> WOC CDR, HHC WOC Instructor			<u>Combined Arms Center</u> Instructor			<u>WO Career College</u> Logistics/S4 Training Dept Lead								
									<u>USAREC</u> CDR, WO Recruiting Co			<u>Army Sust University</u> Dean, Tech Log College			<u>CASCOM</u> Academics Branch Deputy Cmdt CCWO								
<b>ADDITIONAL MILITARY TRAINING / EDUCATION</b>																							
Military Free Fall Pathfinder			Operational Contract Support Joint Logistics Course Support Operations Course			Capabilities Development Force Management Theater Sust Planners Course			Training With Industry														
<b>CIVILIAN EDUCATION (recommendations)</b>																							
Associates Degree						Baccalaureate Degree						Master's Degree											
Professional Certifications																							

Quartermaster Figure 16. 922A - Food Service Technician Development

Professional Development Model		922A - Food Service Technician																									
WO1		CW2				CW3				CW4				CW5													
0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21-30						
PME WOBC		WOAC				WOILE/QM WOILE FOLLOW-ON				WOSSC/QM WOSSC FOLLOW-ON																	
<b>DEVELOPMENTAL ASSIGNMENTS</b>																											
<u>Food Service Advisor</u> IBCT ABCT SBCT		<u>Food Service Advisor</u> CAB MP BDE Sig BDE Sust BDE				<u>Food Service Advisor</u> ADA BDE Fires BDE Chem BDE ESC G4				<u>EN BDE</u> EMIB Trans BDE TSC G4				<u>SR Food Service Advisor</u> Division G4 <u>SPO FF/CL I Manager</u> Sustainment Brigade Exp Sust Cmd (ESC)				<u>Sr Food Service Advisor</u> 1st Army Corps USASOC <u>SPO FF/CL I Manager</u> Theater Sust Cmd (TSC)				<u>Command Food Advisor</u> ARCENT USARPAC USAREUR					
		<u>Field Feeding OPS Tech</u> Field Feeding Company				<u>SR Food Advisor</u> USAG Kwajalein				<u>SR Food Advisor</u> AFSB				<u>Sr Food Service Advisor</u> 8th Army USARAF ARSouth				<u>Army Food Advisor</u> Army Sust Cmd (ASC)									
		<u>SR Food Advisor</u> TF Sinai				<u>Food Svc Mgmt Off</u> 1st SF CMD												<u>Army Food Advisor</u> Quartermaster School									
<b>MOS BROADENING ASSIGNMENTS</b>																											
		<u>WOBC Instructor</u> Army Sust University				<u>Instructor (LDR Dev)</u> WOCC				<u>WOAC Instructor</u> Army Sust University				<u>Chief, FMAT</u> Quartermaster School													
						<u>Military Food Advisor</u> DLA - Trip Spt				<u>Training Developer</u> CASCOM				<u>Instructor</u> QMS (Joint Culinary TRNG DIV)													
						<u>Capabilities Developer</u> CASCOM								<u>Instructor</u> QMS (Culinary TRNG DIV)													
<b>OTHER BROADENING ASSIGNMENTS</b>																											
		<u>WO Career College</u> TAC Officer				<u>USAREC</u> WO Recruiter				<u>WO Career College</u> CDR, 1st WOC CDR, HHC WOC Instructor				<u>USAREC</u> CDR, WO Recruiting Co				<u>WO Career College</u> Logistics/S4 Academics Branch Training Dept Lead Deputy Cmnt									
		<u>WO Career College</u> Instructor TAC Officer								<u>TRADOC</u> Detailed IG				<u>Combined Arms Center</u> Instructor				<u>Assignment Officer</u> HRC									
																		<u>Army Sust University</u> Dean, Tech Log College									
																		<u>CASCOM</u> CCWO									
<b>ADDITIONAL MILITARY TRAINING / EDUCATION</b>																											
Air Assault Airborne		Operational Contract Support				Joint Logistics Course				Support Operations Course				Capabilities Development				Force Management				Theater Sust Planners Course					
																						Training With Industry					
<b>CIVILIAN EDUCATION (recommendations)</b>																											
		Associates Degree				Professional Certifications				Baccalaureate Degree				Master's Degree													

Quartermaster Figure 17. 923A - Petroleum and Water Systems Technician Development

Professional Development Model																						
923A - Petroleum and Water Systems Technician																						
WO1			CW2				CW3				CW4				CW5							
0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21-30	
PMEWOBC			WOAC				WOILE/QM WOILE FOLLOW-ON				WOSSC/QM WOSSC FOLLOW-ON											
<b>DEVELOPMENTAL ASSIGNMENTS</b>																						
<b>QM CO (CSC)</b> Petroleum Platoon Technician Water Purification Platoon Technician			<b>QM BN</b> Petroleum Sys Tech <b>Div Sust Spt BN</b> Petroleum Sys Tech				<b>QM BN</b> Chief, Petro Lab Branch <b>Petro Liaison Team</b> Petro Systems Tech				<b>Corps</b> Sr Petro Sys Advisor <b>8<sup>th</sup> Army</b> Sr Petro Sys Advisor				<b>Sr Petro Advisor</b> USARPAC USAREUR  <b>Army Petro Cntr (APC)</b> Sr Petroleum Advisor							
<b>QM CO (PSC)</b> Petroleum Platoon Technician Pipeline Platoon Technician			<b>Exp Sust Cmd (ESC)</b> CL III(B) and Water Manager <b>Sustainment Brigade</b> Chief, Fuel & Water Section				<b>Exp Sust Cmd (ESC)</b> Chief, Fuel & Water Section				<b>Theater Sust Cmd (TSC)</b> Sr Petro Systems Tech <b>Theater Petro Cntr (TPC)</b> Sr Petro Sys Advisor				<b>Quartermaster School</b> Senior Petro Advisor							
<b>Base Petroleum Lab</b> Petroleum Systems Technician			<b>Exp Trans BDE</b> Petro Operations Planner				<b>ASCC HQs</b> Petro Operations Tech															
<b>MOS BROADENING ASSIGNMENTS</b>																						
			<b>Army Sust University</b> WOBC Instructor WOAC Instructor				<b>CASCOM</b> Training Developer															
			<b>DLA-E Bahrain</b> Petro Operations Tech				<b>CASCOM</b> Force Developer				<b>Army Futures Command</b> Capabilities Developer											
<b>OTHER BROADENING ASSIGNMENTS</b>																						
			<b>WO Career College</b> TAC Officer				<b>WO Career College</b> Instructor TAC Officer				<b>USAREC</b> WO Recruiter				<b>WO Career College</b> CDR, 1 <sup>st</sup> WOC CDR, HHC WOC Instructor				<b>Combined Arms Center</b> Instructor			
											<b>USAREC</b> CDR, WO Recruiting Co				<b>WO Career College</b> Logistics/S4 Academics Branch Training Dept Lead Deputy Cndt <b>Army Sust University</b> Dean, Tech Log College				<b>CASCOM</b> CCWO			
<b>ADDITIONAL MILITARY TRAINING / EDUCATION</b>																						
<b>Air Assault Airborne</b>			Operational Contract Support Joint Logistics Course Support Operations Course Theater Sust Planners Course				Capabilities Development Force Management Training With Industry															
<b>CIVILIAN EDUCATION (recommendations)</b>																						
			Associates Degree				Professional Certifications				Baccalaureate Degree				Master's Degree							

## 5. Reserve Component Officers

### a. General.

(1) RC Quartermaster officer qualifications and development closely parallel those of their RA counterparts. Life-cycle development and utilization also parallel the RA. The increase of RC mobilization and deployments requires the RC officer to train at the appropriate level. This is necessary in order to acquire those skills required for commanding, training, and managing RC organizations for peacetime operation as well as mobilization. RC officers must realize that a large portion of their education and training is accomplished on their own time in accordance with their units' duty assignments. A variety of correspondence courses are available as well as a full range of PME courses that they may attend as a resident student. Junior officers must develop a strong foundation of tactical and technical expertise through assignments in the Quartermaster branch before induction into the Logistics branch at the rank of captain.

(2) The RC Quartermaster officers serve the same role and mission as their RA counterparts. The unique nature of their role as a "citizen Soldier" poses a challenge to their professional development. However, RC officers' professional development and qualifications parallel those of their RA counterparts as closely as possible, except as noted below. The two primary exceptions are RC officers typically spend more time in developmental positions and have more time to complete mandatory educational requirements. Refer to paragraphs below for detailed description of RC officers' career management and development.

### b. Active Guard Reserve.

(1) In accordance with 10 USC 101(16), the term "Active Guard and Reserve" is a member of a RC who is on active duty pursuant to 10 USC 12310, or 32 USC sections 502(f) and 709(a). AGR Quartermaster officers serve in full-time, RA positions in worldwide locations. They provide day-to-day operational support needed to ensure RC units are ready to mobilize when needed. AGR officers perform administrative and training duties in direct support of the ARNG, USAR, and RA. The primary objective of the AGR officer is to support readiness through administration, operations, maintenance enable and provide the Reserve Components a greater level of readiness, agility, and responsiveness within their full-time support structure. To meet this mission, they must not only become expert in logistics, but also become experts in the administration and management of RC organizations. To meet both requirements, AGR officers should seek a balanced amount of time at tactical, operational, and strategic levels within the operational and generating forces. RC force structure and missions limit the number of traditional KD positions available for Logistics AGR officers; therefore, to compensate for the lack of KD positions,

AGR officers should seek to develop management and leadership skills through branch immaterial and broadening assignments. Although AGR officers are encouraged to seek command whenever possible, most officers will never command above company level. RC lieutenant colonels and colonels should compete for battalion and brigade command when a command board is held. To develop leadership experience, AGR officers should seek KD positions when available and other senior staff positions of large TPUs or mobilization day (M-Day) organizations (example: sustainment brigades, ESCs, RSGs, RSCs, SSCs, or divisions).

(2) The career path for AGR officers is to seek a balance of generating and operating force assignments that prepare them to be competent and strategic leaders at the senior ranks. AGR officers should not serve in more than one consecutive assignment in a generating force organization before being assigned back to the operational force. The needs of the RC and force structure may hinder the objective to achieve a balance between operational and generating force assignments. Homesteading (over 4 years) in the same command or region is highly discouraged.

(3) Professional development considerations. The officer PDM is the foundation for developmental assignments, but AGR officers in many cases will not have the opportunity to follow the officer PDM.

*c. Logistics branch qualification and development.* RC officers are inducted or appointed into the Logistics branch upon completion of the Reserve Component Captains Career Course (RC CCC) or LOG-C3. Officers hold 90A as their primary AOC and a secondary AOC of 92A. This applies to the following officers: AGR, TPU, M-Day, IMA, and IRR. There are no lieutenants (nor non-CCC graduate positions) in the Logistics branch. Even though RC officer development is challenged by

geographical considerations and time constraints, each officer should strive for Logistics branch developmental assignments and educational opportunities that yield the same opportunities as their AC counterparts.

*d. RC Officers PME.* RC Officers must meet certain standards in terms of PME and operational assignments to be proficient in the Logistics branch at each grade, but due to geographical, time available, and civilian employment constraints, officers may find it challenging. Nevertheless, RC officers are expected to complete PME and advanced schooling requirements IAW Army Regulation 600-8-29 (Officer Promotions). They need to aggressively seek operating and generating force assignments to remain proficient as a Logistics officer.

*e. Lieutenant development.*

(1) Education. The initial development of Quartermaster Officers include establishment of basic leadership skills in the areas of communication, management, technical and tactical knowledge and troop-leading experience. Officers must complete LOG BOLC within 2 years of initial appointment or completion of college if commissioned early.

(2) Assignments. Typical assignment positions may include, but are not limited to, platoon leader, supply and service officer or company executive officer. The professional development objective for this phase is platoon leader assignment. If there is a limited leadership opportunity available within the Quartermaster competencies in an officer's initial assignment, the officer should strive to seek to increase logistics knowledge within the Transportation or Ordnance competencies and pursue a Quartermaster-related position when available as a follow-on assignment. Lieutenants should strive to become technical and tactical experts by training with Warrant Officers and senior enlisted Soldiers in their units. Within two years of consideration for promotion to captain, RC officers should begin the RC Captains Career Course and continue to hone troop-leading procedures. Because all initial assignments are important, an officer should be primarily concerned with manner of performance, development of professional attributes, enthusiasm for the job and demonstration of potential. Before promotion to captain, officers should possess an excellent knowledge of Quartermaster competencies and have basic knowledge of other logistics competencies.

(3) National Guard. Due to the Title 32 requirements to be federally recognized in a branch, the National Guard may consider all captain 90A-coded positions as branch qualified upon completion of LOG-C3 or RC CCC. This also allows lieutenants to promote to captain at the appropriate time and not be hindered by the extended time for completion of RC CCC.

*f. Branch transfer.* Officers who wish to branch transfer at the rank of captain through major must transfer into the Logistics branch. Officers who wish to hold a Quartermaster AOC within the Logistics Branch must take the Sustainment Leaders Assessment, and or complete Support Operations Course, both are available online on the Army Distributed Learning Web site.

*g. Reserve Component Warrant Officer education.* Military education requirements for RC Quartermaster Warrant Officers are shown in figures 13-17, and coincide with the RA.

(1) ARNG Warrant Officers complete the WOAC prior to promotion to CW3. Army Reserve Warrant Officers not listed on the active-duty promotion list must complete the WOAC prior to selection to CW3.

(2) ARNG Warrant Officers must complete WOILE and WOILE follow-on prior to promotion to CW4. Army Reserve Warrant Officers must complete WOILE follow-on prior to selection to CW4.

(3) ARNG Warrant Officers must complete WOSSE and WOSSE follow-on prior to promotion to CW5. Army Reserve warrant officers must complete WOSSE follow-on prior to promotion to CW5.

*h. Reserve Component Warrant Officer development.* The RC Warrant Officer development objectives and qualifications are similar to those planned for their RA counterparts. Junior Warrant Officers must develop a strong foundation through assignment in their branch. Even though geographical considerations limit some RC Warrant Officers, all should strive for Quartermaster assignments that yield the same developmental opportunities as their RA counterparts. Professional development models are shown at figures 13-17.