

返國報告(出國類別：軍售班受訓)

彈藥高級班(後勤軍官正規班)
(Logistics Captain Career Course-LOGC3)

服務機關：國防部軍備局生產製造中心第二〇五廠

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派赴國家：美國

出國時間：106 年 9 月 29 日 至 107 年 4 月 1 日

報告日期：107 年 4 月 15 日

摘要

本次受訓係奉國防部 106 年 8 月 23 日國人管理字 1060013524 號令，核定赴美軍後勤學校(Army Logistics University, ALU) 彈藥高級班(Combined Logistics Captains Career Course, CLC3)進修，進修期程自 106 年 10 月 2 日至 107 年 3 月 29 日止，共計 25 周 6 日。

此班隊即為美軍後勤正規班，全程課程可概分為國際學生預備周及後勤軍官正規班課程 2 階段。課程主要以了解各部隊結構並著重學習後勤支援補給為主。

本期班隊班號 18-001(即為西元 2018 年第一期班隊)，全期學員共計 142 員，含國際學生 7 員（沙烏地阿拉伯 3 員、科威特、立陶宛、利比里亞及中華民國各 1 員），餘 135 員為美軍中尉（O-2）及上尉（O-3）軍官，官科涵蓋兵工、運輸、經理等後勤職務；年齡分佈 25~45 歲，服役時間 3 至 16 年。

職於參加受訓期間完成課程各項作業及達成各科考試合格標準，於 107 年 3 月 29 日結訓典禮獲頒結業證書，次日(30 日)啟程返國並於 4 月 1 日抵達台灣，次日(2 日)返廠報到。

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壹、目的

「後勤」係戰爭獲勝的重要基礎，而後勤支援系統是否完善則關係著戰爭的發展與成敗，換句話說，打勝仗須具備完善的後勤系統，若無完整的後勤系統，將永遠與「獲勝」二字無緣。因此，如何建立完整的後勤概念，了解後勤的重要性，避免作戰部隊因武器、糧食、車輛、維修零件等缺乏而身陷「彈盡糧絕」的處境將十分重要。職目前所屬單位為後勤生產單位，勢必須了解後勤的重要性，本次彈藥高級班(後勤軍官正規班)課程即以培養未來後勤部隊連長或高司單位後勤參謀為目的，加強後勤基礎及領導概念，盼此次訓練，能學得美軍後勤相關實務經驗，以提供我國後勤支援參考與運用。

貳、過程

一、航班行程

(一) 去程：106 年 9 月 29 日 1920 時由桃園國際機場(TPE)出發，搭乘長榮航空(EVA)於 1620 時抵達洛杉磯國際機場(LAX)，同日 2359 時轉美國聯合航空於次日(30 日)0559 抵達芝加哥奧海爾國際機場(ORD)，0655 時轉美國聯合航空於 1000 時抵達里士滿國際機場(RIC)。

(二) 回程：107 年 3 月 30 日 1730 時由里士滿國際機場出發，搭乘達美航空(DELTA)1845 時抵達紐約甘迺迪機場(JFK)，次日(31 日)0125 時轉長榮航空於 4 月 1 日 0515 時抵達桃園國際機場。

二、學校概況與環境

美軍後勤學校(Army Logistics University, ALU)為美軍併編後勤管理學院(Army Logistics Management College, ALMC)、後勤管理圖書館、後勤發展中心及後勤技術中心等單位，包含 2 棟上課教室及 1 座體育訓練場，於 2009 年 3 月成立。校區位於維吉尼亞州李堡(Fort Lee)內，李堡主要為美軍經理(Quartermaster)指揮中心，內設有經理指揮部、經理營級(4 個)與連級(18 個)單位、1 個憲兵連、1 個海軍陸戰隊營、後勤學校、後勤傘兵學校、2 個運輸連、2 座警察局、宿舍區、旅館、超市等單位。

三、地理位置

李堡(Fort Lee)位於美國東岸，鄰近維吉尼亞州首府里奇蒙(Richmond)，車程約 25 分鐘，距離美國首府華盛頓特區車程約 2 小時，距離賓夕凡尼亞費城車程約 4.5 小時，美國空軍大型軍事基地尚(Shaw AFB)車程約 5 小時。

四、校方招待與安排

美軍學校單位設有國際軍事學生辦公室(International Military Student Office, IMSO)負責國際學生各種事務，其業務包含協助國際學生辦理相關行政業務(如申辦美軍身分證、開立美國銀行帳戶)、與駐外領事館或美國政府聯繫、接送機往返路程、住宿安排及各項日常生活協助指導(如腳踏車使用歸還、診所就醫、商場採買)等。

國際軍事學生辦公室(IMSO)至少每月舉辦校外參觀走訪一次，例如歷史古蹟、博物

館及政府機構等，參訪時間依假日長短調整，長至三天兩夜，使國際學生們深入了解美國歷史、文化及風俗民情等，除此之外，每逢大型節慶(如萬聖節、聖派翠克節)亦會於李氏俱樂部(Lee Club)舉辦聚會，各國際學生均可邀請其輔導員(sponsor)同歡，促使國際學生間感情聯繫。

五、課程內容

課程全程概分為國際學生預備周及後勤軍官正規班課程，後勤正規班課程又區分為共同核心課程(2 個月)及後勤課程(4 個月)兩階段，受訓期程共計 25 周 6 日 (181 天)，依時間先後分段說明如后：

(一) 國際學生預備周(International Officer Logistics Preparatory Course)：106 年 10 月 2 日至 13 日為國際學生預備周，此階段課程係針對各國國際學生特別安排，課程內容除美國憲法與政府組織、國防部組織架構、陸軍司令部組織架構及陸軍軍階與官科之外，亦包含基礎後勤與部隊相關課程，如作戰任務指揮、作戰環境、後勤組織、聯合後勤環境及國際後勤等，主要使國際學生能初步了解美國政府及美軍架構並建立美國後勤支援概念，俾利銜接正式後勤課程。

(二) 後勤軍官正規班課程(Logistics Captain Career Course)係針對連級軍官提供進階專業後勤課程，著重於培養參謀軍官計劃能力，學習戰術及作戰層級上多方位後勤作戰支援，以發展未來擔任連部指揮職應具備之能力。課程依內容區分為共同核心課程及後勤階段課程兩階段：

1. 共同核心課程(Common Core)：106 年 10 月 16 日至 12 月 8 日止(共 2 個月)為共同核心課程，本階段課程著重於發展連級軍官基礎能力，熟悉美軍組織架構並加強領導觀念，使受訓學員全盤瞭解整體後勤運作並具備指揮領導能力，課程內容臚列如后：

(1) 主要課程：教材活潑多元並與部隊實況結合，上課多以小組共同討論、1 員綜合整理報告方式進行。

A. 批判及獨創性思維(Critical and Creative Thinking)教官以 1 段短片及 2 則條件推論問題作為引導，教導學生以批判思維面對問題，對事情隨時

保持“那是什麼”及“為什麼”，鼓勵發展創新思維模式，並結合指揮藝術及部隊領導，最終以部隊情境問題讓學生運用當日課程思考遇此狀況應如何處置較為妥當。

- B. 領導與溝通(簡報)(Leader Communication-Briefing)
- C. 建立影響力 (Establish and Exert Influence)
- D. 領導與溝通(寫作)(Leader Communication -Writing)
- E. 陸軍領導發展原則(Army Leader Development Doctrine)
- F. 審視陸軍專業的基本概念(Examine Key Concepts of the Army Profession)
- G. 組織內的領導變革(Lead Change in Organizations)
- H. 對中階的適應力(Resilience for Mid-Grade)
- I. 軍隊與媒體(Engage the Media)
- J. 指揮官課程(Commander' s Programs)
- K. 跨文化限制(Across Cultures Block)
- L. 檢視陸軍道德標準(Examine the Army Ethic)
- M. 跨文化(Across Cultures)
- N. 文化考量與協商(Cultural Considerations of Negotiation)
- O. 聯合作戰(Joint Operations)
- P. 準則基礎(Doctrinal Foundations)
- Q. 防禦作戰(Defensive Operations)
- R. 戰術後勤(Tactical Logistics)
- S. 穩固作戰(Stability Operations)
- T. 任務指揮作戰功能(Mission Command Warfighting Function)
- U. 任務指揮參謀任務(Mission Command Staff Tasks)
- V. 陸軍特種作戰部隊(Army Special Operations Forces (ARSOF))

(2)共同核心課程除加強基礎觀念外，亦教導寫作及報告技巧，項目計有個人晨間簡報、個人寫作報告、小組簡報、個人期中報告及期中考(筆試)等 5 大項：

A. 個人晨間簡報：每日上課前 30 分鐘，由 1 位學生上台進行簡報，每人可依個人喜好挑選主題，惟須控制於 10 至 15 分鐘內，簡報完畢由全班進行講評，再由教官做總結，藉由全班回饋機制可使學生針對自己不足之處進行調整及修正，亦可增加學生上台簡報機會，培養自然穩重之台風。

B. 個人寫作報告

(A) 訊息型文章(Information Paper) 其目的為培養學生判斷及摘要文章重點之能力。每位學生由寫作教官提供的 3 篇文章中擇一閱讀，於閱讀後將文章摘重點撰寫，保持其原意及其陳述之事實，惟須以自己的話語陳述，內容須包含題目(Subject)、目的(Purpose)及事實(Facts)，篇幅至多 2 頁(詳附件 1)。

(B) 辯論型論文(Argument Essay)其目的為教導學生如何撰寫辯論型文章及組織文章架構。每位學生由寫作教官提供的 3 篇文章中擇一閱讀，於閱讀後決定支持或反對文中論述並以該標題為題目發展個人論點，須閱讀相關書籍及文獻並引言以加強個人論點，內容須包含前言、個人論點至少三個、支持論點的實例與引言、結語，篇幅 2 至 4 頁(詳附件 2)。

(C) 指揮信念(Command Philosophy)係連長對其部隊的領導及管理理念，此項練習可使學生提前思考未來擔任連長時的領導模式(詳附件 3)。

C. 小組簡報

(A) 文化簡報(Culture Brief)使學生未來佈署於各戰區時能全方面分析作戰區域，納入影響作戰因素。全班分為 4 組，每組 4-5 個人，各組分別以阿美尼亞、阿塞拜疆、喬治亞及土耳其四個國家為模擬作戰區，以多層面分析戰場，內容須包含該國政治、軍隊、經濟、社會、資訊、設施、物理環境及重要歷史事件等，報告時間控制於 30 分鐘以內。

(B) 聯合單位簡報(Joint Roles Brief) 為使學生了解美軍各軍事單位運作模式，以利戰時聯合作戰。全班分為 6 組，每組 3-4 個人，各組分別以美國空軍、美國太空作戰、美國海軍陸戰隊、海軍及海岸防衛隊、美國特種作戰部隊、跨國作戰及國土安全總部為主題，內容須包含下轄單位、功能、能力及限制等，報告時間控制於 30 分鐘以內。

D. 個人期中報告

(A) 任務指揮論文(Mission Command Paper)使學生從歷史事件中學習指揮官領導作風。學生從歷史戰爭及其對應指揮官的清單中擇一項撰寫，經大量閱讀相關書籍並全般了解該戰爭後，結合美軍準則六大領導原則中其中 4 項(1. 透過共同信任凝聚團隊 2. 傳達清晰的指揮官意圖 3. 堅持遵循原則的初衷 4. 接受可控風險 5. 恪遵任務命令 6. 建立共同理解)，分析該指揮官如何運用並舉實例加強論述，須至少引用 2 則文獻及 2 本書，篇幅 6 至 8 頁(詳附件 4)。

(B) 任務指揮分析簡報(Mission Command Analysis Brief)將上述論文改為簡報方式與教官進行一對一報告，時間須控制於 15-18 分鐘之內。內容須包含戰爭所在地、背景、發生原因、指揮官歷史事蹟、指揮官遵循的 4 項領導原則及其實證、指揮官對戰爭的影響、戰爭最終成敗及此戰爭對未來的影響(詳附件 5)。

E. 期中考(筆試)

題目共計 7 小題及 2 大題，皆為開放式情境問題，回答時切中要點即可，無制式解答，考試前教官提供考試範圍使學生能提前準備，考試期間不得使用網路，惟可開啟事先儲存於桌面或列印下的準則文件。

2. 後勤階段課程(Logistics Phase)：106 年 12 月 9 日至 107 年 3 月 23 日止(約 4 個月)為後勤階段，著重於擴展後勤軍官對於後勤三個層級(作戰、戰術、戰略)的理解並發展完整後勤作戰支援概念，每位學生須學習戰術及作戰層級上多方位的後勤支援(運輸、經理及兵工)並根據所提供的後勤命令及相關附件規劃出完善的後勤支援計畫，課程內容概分如后：

(1)主課程(後勤六大類)

A. 保修概論 (Sustainment Overview)

(A) 保修術語與原則(Sustainment Terms and Principles):初步介紹保修組織單位及準則中的保修八大執行原則。

(B) 保修單位及其能力(Sustainment Units and Capabilities):介紹保修單位組織結構、簡圖符號及單位象徵、功能及任務。

B. 運輸概論 (Transportation)

(A) 策略層面運輸單位及能力(Strategic Transportation Units and Capabilities):介紹各運輸單位重要功能、防禦運輸系統、重要運輸單位全球分布及聯合任務部隊(含海港及機場)。

(B) 貨物計算(Calculating Cargo):介紹各貨櫃規格、總類、內容量、存放棧板數及限重，認識運輸車輛種類及限重等。

C. 經理概論 (Quartermasters)

(A) 一般補給作戰(General Supply Operations):介紹補給分類(第一類：糧秣給養、第二類：編裝或配賦表上次要裝備、第三類：燃料及石油產品、第四類：建築材料、第五類：彈藥、第六類：個人用品、第七類：編裝或配賦表內主要裝備、第八類：醫療用品、第九類：修護零附件、第十類：其他方面軍品)、補給三層級(作戰、戰術、戰略)及其組織與責任等。

(B) 淋浴、衣物清洗及縫補(Shower, Laundry, and Clothing Repair-SLCR):介紹經理單位及組織結構，認識淋浴及衣物清洗作業所需設備及供水

效能、衣物縫補機具設備等。

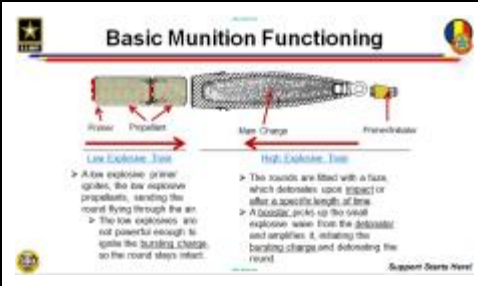
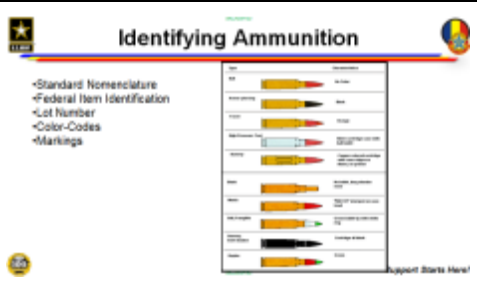
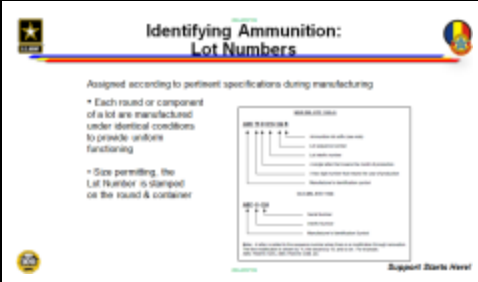

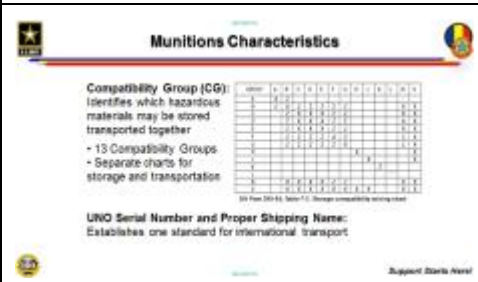
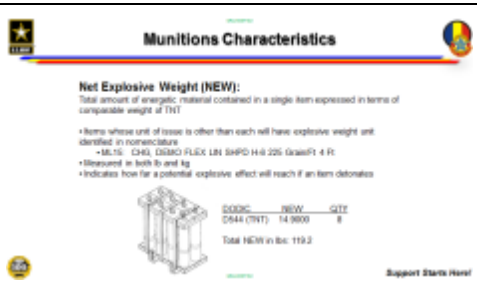
D. 維修概論 (Maintenance)

(A) 維修術語與原則(Maintenance Terms and Principles):介紹美軍維修標準、重要維修準則術語與原則、兩大維修種類及戰場損害評估與維修等。


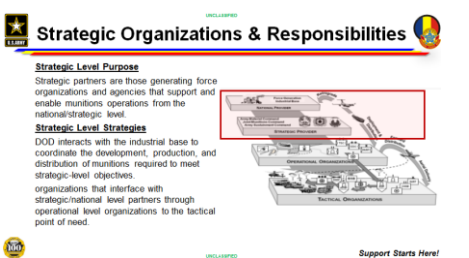
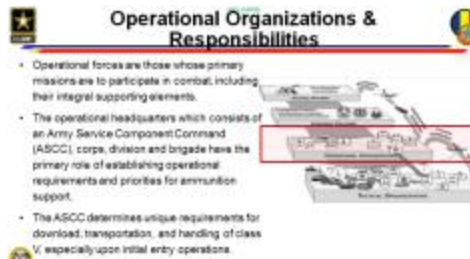




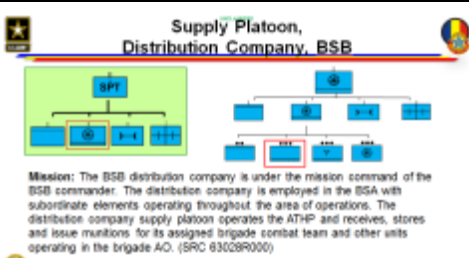
(B) 維修管理員(Maintenance Managers):介紹美軍戰場支援旅、美軍保修任務及角色及旅後勤支援小組等。

E. 彈藥概論 (Ammunition)

(A) 常規彈藥總覽(Conventional Ammunition Overview): 介紹軍火基礎功能、如何辨識彈藥編號及美軍彈藥標準命名法等。

 <p>Basic Munition Functioning</p> <p>Low Explosives: Initiator High Explosives: Detonator</p> <p>Support Starts Here!</p>	 <p>Identifying Ammunition</p> <p>Standard Nomenclature Federal Item Identification Lot Number Color-Codes Markings</p> <p>Support Starts Here!</p>
a. 彈藥作用原理	b. 子彈種類
 <p>Identifying Ammunition: Lot Numbers</p> <p>Assigned according to pertinent specifications during manufacturing</p> <p>Support Starts Here!</p>	 <p>Munitions Characteristics</p> <p>Hazard Class: Hazard Class Division (HC/DIV):</p> <p>Support Starts Here!</p>
c. 美軍彈藥批號編撰	d. 彈藥危害分類
 <p>Munitions Characteristics</p> <p>Compatibility Group (CG):</p> <p>UNO Serial Number and Proper Shipping Name:</p> <p>Support Starts Here!</p>	 <p>Munitions Characteristics</p> <p>Net Explosive Weight (NEW):</p> <p>Support Starts Here!</p>
e. 彈藥特性及其相容表	f. 爆炸物淨重及數量查詢

(B)彈藥支援系統(Ammunition Support Systems):介紹軍火支援系統三層級(作戰、戰術、戰略)及其組織及責任，分別敘述各支援單位組織架構及責任區分，由陸軍野戰支援旅、戰鬥支援營、綜合供應連、支援排至支援小組，加強整體後勤支援概念。

 <p>Munitions Support System</p> <p>The munitions complex consists of the national providers, strategic providers, and operational and tactical organizations that both manage and utilize munitions.</p> <p>Munitions Supply Mission: To provide the concept and quality of class V to the force during the principles of sustainment. The ammunition sustainment architecture demands integrated roles and responsibility at the strategic, operational, and tactical levels of war.</p> <p>The munitions complex consists of the national providers, strategic providers, and operational and tactical organizations that both manage and utilize munitions.</p> <p>Support Starts Here!</p>	 <p>Strategic Organizations & Responsibilities</p> <p>Strategic Level Purpose Strategic partners are those generating force organizations and agencies that support and enable munitions operations from the national/strategic level.</p> <p>Strategic Level Strategies DOD interacts with the industrial base to coordinate the development, production, and distribution of munitions required to meet strategic-level objectives.</p> <p>organizations that interface with strategic/national level partners through operational level organizations to the tactical point of need.</p> <p>Support Starts Here!</p>
a. 軍火支援系統三層級	b. 三層級-戰略
 <p>Operational Organizations & Responsibilities</p> <ul style="list-style-type: none"> Operational forces are those whose primary missions are to participate in combat, including their integral supporting elements. The operational headquarters which consists of an Army Service Component Command (ASOC), corps, division and brigade have the primary role of establishing operational requirements and priorities for ammunition support. The ASOC determines unique requirements for download, transportation, and handling of class V, especially upon initial entry operations. <p>Support Starts Here!</p>	 <p>Tactical Level Structure</p> <p>Tactical Level Purpose Sustains the tactical commander's ability to light, right ammo, right place, right time - Unit Stocks</p> <p>Mobile and responsive capabilities are essential for tactical level munitions logistics.</p> <p>Tactical Level Strategies and Logistics Provide configured Class V support forward to the force as economically and responsively as possible. After modular companies and platoons to provide efficient support for tactical commander's ability - 100% mobile but 99% 100% sustainable</p> <p>Support Starts Here!</p>
c. 三層級-作戰	d. 三層級-戰術
 <p>Army Field Support Brigade</p> <p>The ASOC is responsible for assisting the TSC with munitions APS receipt, download, and onward movement.</p> <ul style="list-style-type: none"> Provides on-site management for Army Headquarters, Stocks (APG), in stock locations. Responsible for transferring accountability to include: <ul style="list-style-type: none"> Conducting a pre-inventory of APS Delivering back to stock to the receiving and going to a unit property book Ensuring distribution orders meet 100% accuracy Unit sets are normally transferred from a national provider to an ammunition supply point using DMSI nomenclature. <p>Support Starts Here!</p>	 <p>Sustainment Brigade Combat Sustainment Support Battalion</p> <p>Combat Sustainment Support Battalion (CSSB)</p> <ul style="list-style-type: none"> Provides distribution and supplies to units operating in their area of operation (AO) Distribution link from theater base and PODs to supported unit Organized to support theater opening, theater distribution, and sustainment Ammo elements perform receipt, storage, issue, and reconfiguration <p>Support Starts Here!</p>
e. 陸軍野戰支援旅	f. 戰鬥支援營(CSSB)
 <p>Composite Supply Company with ATHP</p> <p>Composite Supply Company (CSC) (MOS: 40448000) Mission: Provide general supply, petroleum, and water support to the Division and supported units.</p> <p>Capabilities: - Mission command, enterprise administration, Chemical, Biological, Radiological and Nuclear (CBRN) defense support for the unit. - Planning and coordination for DSA, Sustainment, and POC, supply operations, water purification and supply, and administration.</p> <p>AMMUNITION Transfer (MOS: 40448000) (MOS: 00020000) Mission: Provides, stores, issues, accepts, and performs field level munitions sustainment support.</p> <p>Capabilities: - Can receive and issue approximately 60 MT of Class V daily - Can store 14 tons of ammunition - Can surge and/or up to 1.8 MT/hrs depending on delivery and distribution to subordinate units - Provides Air-to-Air (ATA) and Air-to-Ground (ATG) support - Receives and processes unit requests to the Ammunition Supply Point (ASP)</p> <p>Support Starts Here!</p>	 <p>Supply Platoon, Distribution Company, BSB</p> <p>Mission: The BSB distribution company is under the mission command of the BSB commander. The distribution company is employed in the BSA with subordinate elements operating throughout the area of operations. The distribution company supply platoon operates the ATHP and receives, stores and issue munitions for its assigned brigade combat team and other units operating in the brigade AO. (SRC 03028000)</p> <p>Support Starts Here!</p>
g. 綜合供應連(CSC)	h. 旅支援營(BSB) - 運輸連

(C) 軍火分配及儲存(Munitions Distribution and Storage):介紹美軍軍火基本配賦種類及配賦數量、各式補給方式、美國火藥資訊查詢系統及三層級各彈藥供應站等。

 <p>Distribution of Ammunition Loads</p> <ul style="list-style-type: none"> There are 6 ammunition loads that you as a logistician will plan for: 1. Basic Load 2. Combat Load 3. Sustainment Load 4. Operational Load 5. Combat Configured Load 6. Mission Configured Load <p>Support Starts Here!</p>	 <p>Routine Munitions Resupply</p> <ul style="list-style-type: none"> Ammunition containers are shipped only to the Theater ASP At the Theater ASP, containers are unpacked and configured into ammunition loads to be sent to forward ASPs and ATHPs Throughput may be utilized to place munitions as close to unit as possible <p>General considerations for munitions resupply operations</p> <ul style="list-style-type: none"> Vehicles may weigh out before they cube out Must consider compatibility of ammunition on vehicles and storage Resupply routes should minimize exposure to congested areas <p>Support Starts Here!</p>
a. 美軍軍火基本配賦種類	b. 各式補給方式
 <p>Strategic Storage</p> <p>Ammunition Plants</p> <ul style="list-style-type: none"> Produces conventional and non-conventional munitions Conducts maintenance, renovations, and demilitarization <p>Ammunition Depots</p> <ul style="list-style-type: none"> Conducts all ammunition activities; primarily focused on maintenance and bulk storage operations <p>Ammunition Arsenal</p> <ul style="list-style-type: none"> Capable of conducting all ammunition activities; primarily focused on innovation, research, development <p>Support Starts Here!</p>	 <p>Ammunition Support Activities</p> <p>Ammunition Support Activities (ASA) are locations that are designated to receive, store, maintain, and provide munitions support to Army forces.</p> <p>There are two types of ASAs:</p> <ul style="list-style-type: none"> Ammunition Supply Point (ASP) Ammunition Transfer Holding Area (ATHP) <p>Support Starts Here!</p>
c. 彈藥儲存庫及生產工廠	d. 三層級各彈藥供應站

(D) 儲存、安全及保護(Storage ,Safety, and Protection):介紹彈藥儲存庫種類、辨識彈藥存放地與各類建築間安全量距、計算安全量距、儲存與運輸彈藥種類相容表等。

 <p>Ammunition Storage Structures</p> <p>Earth Covered Magazines (ECM)</p> <ul style="list-style-type: none"> Maximum of 550,000 lbs NEW storage capacity Designed to mitigate the effects of a HICIV 1.1 detonation This group includes reinforced concrete-over-arch, stability (good, steel semi-circular arch-type, hollow, and sub-surface-type magazines Earth-covered magazines are preferred for the storage of all AS requiring special protection for safety and/or security 1.1 HICIV munitions are only authorized ECM storage <p>Support Starts Here!</p>	 <p>Ammunition Storage Structures</p> <p>Standard Above Ground Magazine (AGM)</p> <ul style="list-style-type: none"> Designed to store fired rounds or separate loading projectiles Should be restricted to storing M1, 1.2, 1.3, and 1.4 materials (excluding rockets and rocket motors) The storage capacity of the magazines is not stated in definite figures because the number of items that can be stored is regulated by the explosive QD levels <p>Support Starts Here!</p>
a. 半地下化洞庫(ECM)	b. 平面庫(AGM)
 <p>Quantity Distance</p> <p>Quantity Distance (QD): Distance between the Potential Explosion Site (PES) and the Exposed Site (ES)</p> <p>Purpose of QD</p> <ul style="list-style-type: none"> Protection of people and property Reduction of explosive hazards or explosive chain reactions Reduction of loss of military assets <p>Primary Hazards Neutralized by QD</p> <ul style="list-style-type: none"> Steel Overpressure (Shock Wave); most catastrophic hazard Blast Fragmentation <ul style="list-style-type: none"> Primary: formed from explosive's shattering container Secondary: formed from structural debris Fire and excessive heat from fire <p>PES → QD → ES</p> <p>Support Starts Here!</p>	 <p>Quantity Distance</p> <p>Types of QD</p> <ul style="list-style-type: none"> Distance to various inhabited areas determines NEW requirements <ul style="list-style-type: none"> Inhabited Building Distance (IBD) Public Traffic Route Distance (PTRD) Intra-line Distance (IL); barricaded / un-barricaded (ILB/ILU) Inter-magazine Distance (IM) <p>Support Starts Here!</p>
c. 安全量距意義	d. 量距地點分類

<p>Quantity Distance</p> <p>Inhabited Building Distance (IBD)</p> <ul style="list-style-type: none"> Provides the greatest protect for personnel and property Distance between non-ammunition operations inhabited buildings and explosive storage locations <ul style="list-style-type: none"> Occupied in whole or part by humans (house or apartment) Buildings used for assembly (school, church, business, airport) Not related to ammunition operations (external military buildings) High traffic densities on highways / railways / ship docks (I-95, Amtrak, Ports) <p>$IBD = 40 \cdot W^{1/3}$ $W = \text{Net Explosive Weight}$</p>  <p>Support Starts Here!</p>	<p>Quantity Distance</p> <p>Public Traffic Route Distance (PTRD)</p> <ul style="list-style-type: none"> Provides protection for motor vehicles and railcars Distance between public traffic routes and explosive storage locations <ul style="list-style-type: none"> Low / medium traffic densities on public streets, roads, highways Passenger railroad, airport runway, or navigable streams Except, rail stations, airport terminals, ticket counters or markets (IBD) Calculated as 50% of IBD, or $24 \cdot W^{1/3}$  <p>Support Starts Here!</p>
e. 住宅區 (IBD)	f. 大眾運輸道路 (PTRD)
<p>Quantity Distance</p> <p>Intra-line Distance (IL)</p> <ul style="list-style-type: none"> Expect severe injuries or death to occupants of the exposed site Distance between ammunition operations buildings and explosive storage locations <ul style="list-style-type: none"> Includes both barricaded, IL(B), and un-barricaded, IL(U) facilities IL(B) Barricaded/break rooms or operating buildings, service magazines, holding area for trucks or railcars with loaded explosives <ul style="list-style-type: none"> Calculated as 20% of IBD, or $9 \cdot W^{1/3}$ IL(U) Un-barricaded offices, surveillance buildings, container operations <ul style="list-style-type: none"> Calculated as 50% of IBD, or $18 \cdot W^{1/3}$  <p>Support Starts Here!</p>	<p>Quantity Distance</p> <p>Inter-magazine Distance (IMD)</p> <ul style="list-style-type: none"> Personnel will be killed by direct action of blast Distance between ammunition storage locations <ul style="list-style-type: none"> Earth Covered Magazines (ECM) Above Ground Magazines (AGM), both barricaded and un-barricaded Storage Pads Mobile storage areas: Field Storage Units (FSU) IMD is influenced by the construction features of the magazine, types and quantities of ammunition and explosives they contain, and the ES. (Ref. Table 8-11 and 8-12 in DA PAM 385-64 for distance requirements)  <p>Support Starts Here!</p>
g. 區域內人員作業區 (IL)	h. 區域內庫房 (IMD)

(E) 軍火作戰規劃(Planning for Munitions Operations):介紹彈藥支援三層級概念、存放彈藥應考量因素、彈藥消耗量預估、需求補給預估及補給程序等。

<p>Munitions Operations Overview</p> <p>The span of general munitions operations encompasses requirements forecasting at the national industrial base to ammunition expenditure awareness of the Soldier</p>  <p>Support Starts Here!</p>	<p>Munitions Operations Overview: Class V Supply</p> <ul style="list-style-type: none"> The munitions supply mission is to provide the correct type and quantity of class V's to the force as expeditiously as possible along the minimum necessary handling and reconfiguration required The central model of munitions supply operations is comprised of four essential actors: <ul style="list-style-type: none"> Forecasting: Provides necessary basic ammunition consumption rates for tactical operations Requisition: The formal ordering of munitions which follows a munitions forecast Methodological process requiring both operational and logistics personnel actions as process merges Distribution: Includes receipt, preparation/reconfiguration/packing, transporting, initial issue and resupply/turning operations and the management of those operations Retrospect: Unexpended and expended munitions materials whether serviceable or unserviceable, requires disposition throughout the entirety of an operation <p>Support Starts Here!</p>
a. 彈藥支援三層級概念	b. 彈藥補給
<p>Munitions Planning Methodology: Planning Considerations</p> <ul style="list-style-type: none"> Munitions planning follows a basic guideline: <ul style="list-style-type: none"> Determine the munitions requirements Determine the munitions distribution capabilities Allocate any shortfall Throughout munitions operations and planning there are several key components to consider: <ul style="list-style-type: none"> Overall Mission Requirements Current Tactical Situation Operational Variables Capacity of Ammunition Units Capacity of Distribution Network  <p>Support Starts Here!</p>	<p>Munitions Operations Overview: Munitions in Unified Land Operations</p> <ul style="list-style-type: none"> Munitions are one of the Army's most complex and sensitive contributions to victory <ul style="list-style-type: none"> Criticality of need Unlimited supply (specialized design and purpose, quantity and locations of pre-positioned stocks, and automation controls) Harassment of munitions in handling Requirement for regulations security in distribution Retrospect Munitions operations necessitate interoperable forecasting, allocation and distribution between operational and sustainment powers throughout the strategic, operational and tactical levels Munitions operations realize offensive, defensive, stability and achieve support of our national goals to be accomplished by providing the appropriate mix of munitions for lethal and non-lethal missions  <p>Support Starts Here!</p>
c. 存放彈藥應考量因素	d. 軍火聯合作戰

(C)運輸規劃：綜合整理上述各類所需補給品，配合戰鬥部隊行動時間，
規劃車隊總數及其出發、抵達時間及地點。

B. 綜合同步矩陣表(Synchronization Matrix):將各戰鬥部隊及戰鬥支援
部隊作戰行動時間與後勤部隊單位運輸補給規劃綜合整理於 Excel 表格
中，最終由指揮官(教官)下達最終作戰決心。

參、心得

- 一、國際學生預備周：教官教學的模式較為活潑，上課前一小時以近期發生的國際新聞作為討論議題，並詢問各國國際學生針對該議題各國是否有相同情況發生或是否有其他想法，鼓勵學生於課堂中發言，每日均提出與課程內容相關的題目讓學生於課後查詢，並於隔日進行口頭報告及討論。不僅使職能了解國際時事、傾聽各國學生看法，亦能從中了解各國學生於課題中所著重的重點，學習從不同角度看事件，培養自我找尋答案並於吸收後綜整表達之能力，建立完整的獨立思考模式。
- 二、共同核心課程：此階段多為較簡易的基礎課程，每日上課至多 4 小時，課間著重於分組討論，教官將全班分成 4 組，分別討論不同議題，各組須於共同討論後將討論結果列至白板上，再推派一名組員進行報告，除使職能藉由分組討論學習分工合作、分享交流及傾聽之外，報告者亦能練習綜整並習慣於眾人前報告。除此之外，教官亦藉由課程相關的歷史紀錄片進行教學，學生於觀看影片後進行分組討論及報告，過程中除使職能將所學與實事結合思考，判斷該事件的成敗及分析其原因，亦能從歷史中學習避免重蹈覆轍。
- 三、後勤階段課程：此階段的課程著重於學習六大後勤類包含美軍組織架構、後勤所使用的專有名詞、MTOE 的組成、現今的後勤戰場，溝通技巧，評估報告系統、小組討論，介紹軍用準則、標誌及圖示，支援所用分類及測試程序，亦結合實地走訪現場講解加深印象，提升學習成效。
- 四、本次課程內容多元並非侷限於後勤課程，藉由眾多共同核心課程可培養學生領導、綜觀思考及道德標準等能力，為培養學員間團隊合作默契，除期中及期末報告外安排多次小組報告，又因課程緊密連貫，各項報告須於短時間(2 至 3 日)內完成，藉由每次分組報告培養學員台風、穩重性、清晰度與順暢性，除此之外，課後作業的文章撰寫能訓練學員於大量閱讀後摘要重點並綜合整理以清晰的思路呈現於文章，完成此後勤軍官正規班實能全面提升後勤軍官各項能力，培養具領導力、判斷力及清晰思維的領導軍官，返國後得運用於規劃生產排程、整合管制作業、領導單位人員及有效運用生產作業人員，以強化生產效能及效率。

肆、建議事項

- 一、受訓期間所有課程相關指導書及準則均登載於民網上，任何人皆可閱覽，無須特殊權限即能直接查詢及獲得，建議我國亦能將非機敏資訊電子化，建立相關資料庫，易於查詢。
- 二、受訓期間接觸許多美軍對招募軍(兵)限制較寬，從各項能力觀察，發現生理限制與其各項能力並無直接相關，為提升本國軍士官兵的品質，建議我國放寬身高限制，實能提升招募獲取各項能力佳者的數量，並改善本國招募現況。
- 三、受訓期間除學習美軍後勤課程及其文化之外，亦從其他國際學生中獲得資訊，由於後勤軍官正規班每 2 個月開 1 次新班隊，因此能與前後幾期班隊接觸，經交流後獲知從下一期起，考試模式由筆試改為線上測驗，簡報題目亦從中東國家改為亞洲國家。除此之外，國際學生辦公室(IMS0)每期均安排華盛頓特區參訪，由於本此參訪與課程未配合允當，使本期學生將錯過該階段的重要課程，然而其高層負責軍官則決定改變既有教學模式，嘗試新方法，將本期所有國際學生及其輔導員(Sponsor)合併為一班，結果出乎意料得好，由此可見，美軍改變及進步的實例，並未因既有的模式而受限，建議我國能嘗試依現況做適度的改變，跳出既有框架。
- 四、本廠為國軍各項 40 公厘以下武器、彈藥、發射藥、火炸藥、單兵戰鬥個裝及各式經理裝備唯一生產工廠，戮力於滿足三軍建軍備戰及各項作戰任務所需，本次受訓課程能藉由了解美軍現行後勤管理方式及籌補流程，知悉國外各項武器系統生產後物流方向，從生產、儲存、分配運送至戰場使用者，受訓成果可有效結合本廠生產任務特性，考量各國作戰任務需求，並同時培養具備領導力、判斷力及清晰思維之領導軍官，將對本廠有所助益，建議本國多派學員參加此類訓練。
- 五、本次「彈藥高級班」受訓課程內容及英文名稱實為「後勤軍官正規班」(Captain Career Course)，為避免完成此受訓後仍須報考本國後勤正規班，導致學經歷重複甚至影響晉升時程，建議將「彈藥高級班」名稱參照軍備局令頒「國軍軍售訓練班次學資比照表」修訂為「聯合後勤軍官高級班」，以符實需。

伍、附件及附圖

圖 1-國際學生預備周-成績單

圖 2-國際學生預備周-完訓證書

圖 3-彈藥高級班(後勤軍官正規班)-成績單

圖 4-彈藥高級班(後勤軍官正規班)-畢業證書

圖 5-ITO 旅行命令

圖 6-美國軍人身分證

圖 7-國際學生預備周完訓證書

圖 8-期中簡報

圖 9-南北戰爭兵工廠實習

圖 10-桌上型兵棋推演

圖 11-地上型兵棋推演

圖 12-共同核心課程-全班合影

圖 13-IMSO 舉辦萬聖節活動

圖 14-與輔導員(Sponsor)合影

圖 15-畢業典禮

圖 16-畢業與後勤階段教官合影

圖 17-阿靈頓國家公墓獻花儀式

圖 18-IMSO 舉辦萬聖節活動

圖 19-IMSO 聖派翠克活動

圖 20-IMSO 校外參訪-餐敘間合影

圖 21-IMSO 校外參訪-餐敘後合影

附件一-訊息型文章(Information Paper)

附件二-辯論型論文(Argument Paper)

附件三-指揮信念(Command Philosophy)

附件四-任務指揮論文(Mission Command Paper)

附件五-任務指揮分析簡報(Mission Command Analysis Brief)

附件六-個人作戰支援概念(Individual Concept of Support)

附件七-建議事項處理表

SERVICE SCHOOL ACADEMIC EVALUATION REPORT				DATE (YYYYMMDD)	
For use of this form, see AR 623-3; the proponent agency is DCS, G-1.				20171207	
1. LAST NAME - FIRST NAME - MIDDLE INITIAL CHENG, YA-LIN		2. SSN	3. RANK 1LT	4. BRANCH LG	5. SPECIALTY/MOSC 90A
6. COURSE TITLE Logistics Captains Career Course 18-001		7. NAME OF SCHOOL Army Logistics University			8. COMPONENT RA
9. THIS IS A REFERRED REPORT. DO YOU WISH TO MAKE COMMENTS? <input type="checkbox"/> Referred <input type="checkbox"/> Yes, comments are attached <input type="checkbox"/> No		10. DURATION OF COURSE (YYYYMMDD) From: 20171016 Thru: 20180329			
11. PERFORMANCE SUMMARY *a. <input type="checkbox"/> EXCEEDED COURSE STANDARDS (Limited to 20% of class enrollment) b. <input type="checkbox"/> ACHIEVED COURSE STANDARDS *c. <input type="checkbox"/> MARGINALLY ACHIEVED COURSE STANDARDS *d. <input type="checkbox"/> FAILED TO ACHIEVE COURSE STANDARDS *Rating must be supported by comments in ITEM 14		12. DEMONSTRATED ABILITIES a. WRITTEN COMMUNICATION <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR b. ORAL COMMUNICATION <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR c. LEADERSHIP SKILLS <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR d. CONTRIBUTION TO GROUP WORK <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR e. EVALUATION OF STUDENT'S RESEARCH ABILITY <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR (SUPERIOR/UNSAT rating must be supported by comments in ITEM 14)			
13. HAS THE STUDENT DEMONSTRATED THE ACADEMIC POTENTIAL FOR SELECTION TO HIGHER LEVEL SCHOOLING/TRAINING? <input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> N/A (A "NO" response must be supported by comments in ITEM 14)					
14. COMMENTS (This item is intended to obtain a word picture of each student that will accurately and completely portray academic performance, intellectual qualities, and communication skills and abilities. The narrative should also discuss broader aspects of the student's potential, leadership capabilities, moral and overall professional qualities. In particular, comments should be made if the student failed to respond to recommendations for improving academic or personal affairs.) The Logistics Captains Career Course (LOG-C3) provides advanced level training in company leadership, operational planning functions, branch specific skills, and multi-functional logistics skills. Successful completion of LOG-C3 prepares officers to assume the duties of company commander and multi-functional logistics battalion or brigade level staff officers. 1LT Cheng is a superb officer, with a GPA of 93.3%. As an allied student, 1LT Cheng performed admirably at everything that she did. She was a great team member who never backed down from a challenge. She occasionally participated in class discussions; this is an area that she can improve upon as her points of view and experience will add value to her team. 1LT Cheng integrated herself within the group early and was a well respected member of the team. 1LT Cheng supports a healthy climate of dignity and respect free of SA/SH by actively participating in SHARP education and discussions. Exam 91% Final Grade 93% Ldr CGW Res OC WC 79.3% 95.5% 95.4% 93.0% 93.9% APFT: PASS 20171019 HT/WT: N/A					
15. AUTHENTICATION					
a. TYPED NAME, GRADE, BRANCH, AND TITLE OF RATER BONIN, JAMES M. CPT, LG, Small Group Leader		DATE (YYYYMMDD)		SIGNATURE	
b. TYPED NAME, GRADE, BRANCH, AND TITLE OF REVIEWING OFFICER SANCHEZ, DAVID A. MAJ, LG, Course Director		DATE (YYYYMMDD)		SIGNATURE	
c. DATE (YYYYMMDD)		SIGNATURE OF RATED SOLDIER			

DA FORM 1059, MAR 2014

PREVIOUS EDITIONS ARE OBSOLETE.

APD LG v1.01ES

圖 1-國際學生預備周-成績單

United States Army Logistics University

Let it be known that

1LT Ya-Lin Cheng

is a graduate of the


International Officer Logistics Preparatory Course

In testimony whereof, and by the authority vested in us, we do confer this

Certificate

Given at the US Army Logistics University
Fort Lee, Virginia

This 13th day of October 2017


Dean
College of Professional and
Continuing Education




President
Army Logistics University

FT LEE FORM 1120 Rev. July 09

圖 2-國際學生預備周-完訓證書

INTERNATIONAL STUDENT ACADEMIC REPORT <small>(For International Military Students attending CONUS schools)</small> <small>(See AR 12-15, AFJI 16-105, and SECNAVINST 4950.4 for forms completion instructions)</small>																											
1. FORWARDING ADDRESS <small>(Subsequent training, if applicable, or country SAO)</small> DEPARTMENT OF STATE 4170 AIT TAIPEI PLACE SECURITY COOPERATION OFFICE TRAINING BRANCH WASHINGTON DC 20521-4170		2. FROM <small>(Training installation preparing form)</small> COMMANDANT USALUATSP AEP1 2401 QUARTERS ROAD FORT LEE VA 23804-1705																									
3. STUDENT NAME <small>(Last, First, Middle Initial)</small> CHENG, YA-LIN	4. GRADE/RANK 1LT	5. COUNTRY TAIWAN	6. FMS CASE OR IMET FY AND WCN TW-B-OEQ001/7047																								
7. COURSE TITLE LOGISTICS CAPTAINS CAREER COURSE		8. COURSE ID NO. 8-10-C22 (LOG-	9. COURSE MASL B171500	10. DURATION OF COURSE <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">a. FROM (YYMMDD)</td> <td style="padding: 2px;">b. TO (YYMMDD)</td> </tr> <tr> <td style="padding: 2px;">20171016</td> <td style="padding: 2px;">20170329</td> </tr> </table>		a. FROM (YYMMDD)	b. TO (YYMMDD)	20171016	20170329																		
a. FROM (YYMMDD)	b. TO (YYMMDD)																										
20171016	20170329																										
11. DID STUDENT COMPLETE COURSE? <small>(X one)</small> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <small>(Explain in Item 15)</small>		12. STUDENT WAS AWARDED: <small>(X one)</small> <input checked="" type="checkbox"/> a. DIPLOMA/CERTIFICATE OF COMPLETION <input type="checkbox"/> b. CERTIFICATE OF ATTENDANCE <input type="checkbox"/> c. OTHER <small>(Explain in Item 15)</small>		13. ENGLISH COMPREHENSION LEVEL <small>(Enter test score)</small> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">a. IN-COUNTRY TEST</td> <td style="padding: 2px;">b. CONUS TEST</td> </tr> <tr> <td style="padding: 2px;">80</td> <td style="padding: 2px;">83</td> </tr> </table>		a. IN-COUNTRY TEST	b. CONUS TEST	80	83																		
a. IN-COUNTRY TEST	b. CONUS TEST																										
80	83																										
14. STUDENT'S ACADEMIC EVALUATION																											
a. RATINGS SCALE <small>(Enter in Items 14 b. and 14 c.)</small> 1 EXCEPTIONAL 2 EXCELLENT 3 VERY SATISFACTORY 4 SATISFACTORY 5 UNSATISFACTORY <small>(Explain in Item 15)</small> 6 NOT OBSERVED <small>(Explain in Item 15)</small>		b. LANGUAGE PROFICIENCY <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="padding: 2px;">(1) COMPREHENSION</th> <th style="padding: 2px;">(2) SPEAKING</th> <th style="padding: 2px;">(3) READING</th> <th style="padding: 2px;">(4) WRITING</th> </tr> <tr> <td style="padding: 2px; text-align: center;">3</td> <td style="padding: 2px; text-align: center;">3</td> <td style="padding: 2px; text-align: center;">1</td> <td style="padding: 2px; text-align: center;">1</td> </tr> </table>		(1) COMPREHENSION	(2) SPEAKING	(3) READING	(4) WRITING	3	3	1	1	c. PERFORMANCE IN CLASS <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="padding: 2px;">ITEM</th> <th style="padding: 2px;">RATING</th> </tr> <tr> <td style="padding: 2px;">(1) ATTITUDE AND MOTIVATION</td> <td style="padding: 2px; text-align: center;">2</td> </tr> <tr> <td style="padding: 2px;">(2) ATTENDANCE AND PUNCTUALITY</td> <td style="padding: 2px; text-align: center;">1</td> </tr> <tr> <td style="padding: 2px;">(3) ABILITY TO GRASP INSTRUCTION</td> <td style="padding: 2px; text-align: center;">2</td> </tr> <tr> <td style="padding: 2px;">(4) PERFORMANCE IN PRACTICAL EXERCISES</td> <td style="padding: 2px; text-align: center;">3</td> </tr> <tr> <td style="padding: 2px;">(5) PARTICIPATION IN CLASS ACTIVITIES</td> <td style="padding: 2px; text-align: center;">3</td> </tr> <tr> <td style="padding: 2px;">(6) POTENTIAL AS INSTRUCTOR <small>(If applicable)</small></td> <td style="padding: 2px;"></td> </tr> </table>		ITEM	RATING	(1) ATTITUDE AND MOTIVATION	2	(2) ATTENDANCE AND PUNCTUALITY	1	(3) ABILITY TO GRASP INSTRUCTION	2	(4) PERFORMANCE IN PRACTICAL EXERCISES	3	(5) PARTICIPATION IN CLASS ACTIVITIES	3	(6) POTENTIAL AS INSTRUCTOR <small>(If applicable)</small>	
(1) COMPREHENSION	(2) SPEAKING	(3) READING	(4) WRITING																								
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(5) PARTICIPATION IN CLASS ACTIVITIES	3																										
(6) POTENTIAL AS INSTRUCTOR <small>(If applicable)</small>																											
15. REMARKS ON ACADEMIC PERFORMANCE, AWARDS, AND OTHER INFORMATION <small>(Use back if more space is required)</small> The Logistics Captains Career Course (LOG-C3) provides advanced level training in company leadership, operational planning functions, branch specific skills, and multifunctional logistics skills. Successful completion of LOG-C3 prepares officers to assume the duties of company commander and multifunctional logistics battalion or brigade level staff officers. 1LT Cheng's overall GPA for the course was 89%. 1LT Cheng ranks #3 of all international students for this class. She is a great officer with excellent potential. Although 1LT Cheng was quiet during the blocks of instruction, she performed exceptionally well during practical exercises and on assessments. As an allied officer from Taiwan, 1LT Cheng has an excellent grasp of written English, and a very satisfactory grasp of spoken English. She shared insights and information about her country and her perspective through a myriad of discussions in our class which added to the overall learning experience for her team.																											
16. REMARKS ON STUDENT'S PARTICIPATION IN EXTRACURRICULAR AND COMMUNITY AFFAIRS <small>(On and off training installation)</small> <small>(Use back if more space is required)</small> 1LT Cheng participated in the DoD Field Studies Program and extracurricular activities off post. She participated in the Washington, D.C. Schools Tour sponsored by the Department of the Army which included visits to historical sites and museums. In the state of Virginia, she participated in tours to Richmond and Colonial Williamsburg. Outside of Virginia, she participated in overnight tours to Washington, D.C.; Outer Banks, North Carolina; and Baltimore, Maryland. She also attended the International Military Student Office Halloween reception, Christmas tree lighting, St. Patrick's Day reception, and Know Your World reception.																											
17. EVALUATOR																											
a. NAME <small>(Last, First, Middle Initial)</small> FOWLER, CHRISTOPHER P.		b. GRADE O-3	c. SIGNATURE 																								
18. INTERNATIONAL MILITARY STUDENT OFFICER																											
a. NAME <small>(Last, First, Middle Initial)</small> WELLS, DONNA M.		b. GRADE GS-13	c. SIGNATURE 																								

DD FORM 2496, FEB 96

PREVIOUS EDITION IS OBSOLETE.

Adobe Professional 7.0

圖 3-彈藥高級班(後勤軍官正規班)-成績單



圖 4-彈藥高級班(後勤軍官正規班)-畢業證書

涉及個資不予刊登

圖 5- ITO 旅行命令-1

涉及個資不予刊登

圖 5- ITO 旅行命令-2

涉及個資不予刊登

圖 5- ITO 旅行命令-3

涉及個資不予刊登

圖 5- ITO 旅行命令-4

涉及個資不予刊登

圖 5- ITO 旅行命令-5



圖 6-美國軍人身分證



圖 7-國際學生預備周結業證書



圖 8-期中簡報



圖 10-南北戰爭兵工廠實習



圖 11-桌上型兵棋推演



圖 12-地上型兵棋推演



圖 13-共同核心課程-全班合影

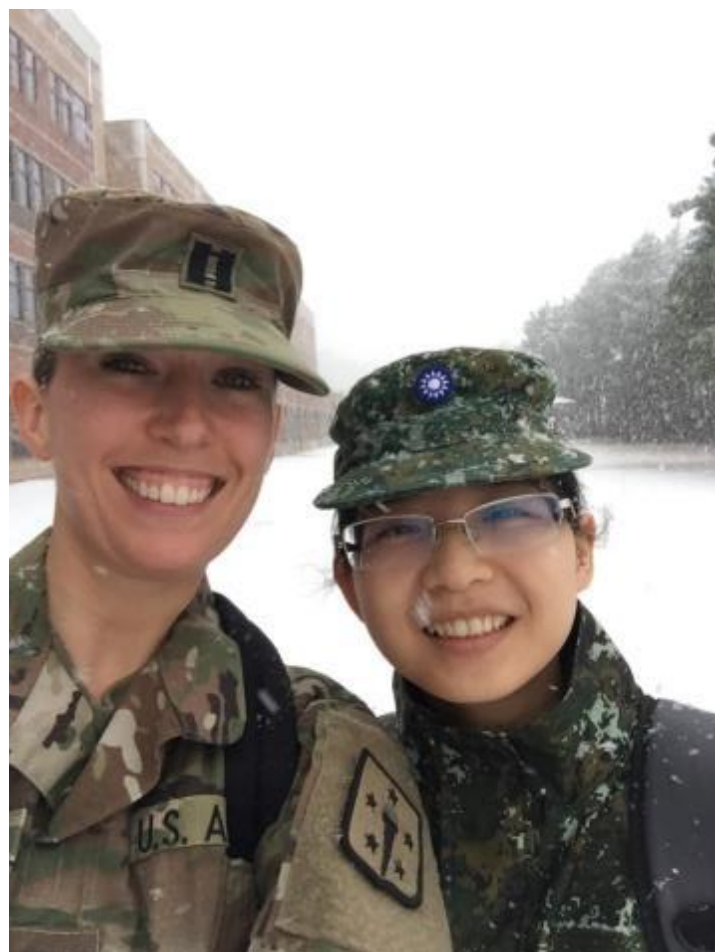


圖 14-與輔導員(Sponsor)合影



圖 15-畢業典禮



圖 16-畢業與後勤階段教官合影



圖 17-阿靈頓國家公墓獻花儀式



圖 18-IMSO 舉辦萬聖節活動



圖 19-IMSO 聖派翠克活動



圖 20-IMSO 校外參訪-餐敘間合影



圖 21-IMSO 校外參訪-餐敘後合影

26 OCT 17

INFORMATION PAPER

SUBJECT: Chris Peterson and the US Army's Global Assessment Tool

1. Purpose. To summarize information about Global Assessment Tool.

2. Facts.

a. Chris Peterson is the lead developer of the Global Assessment Tool (GAT) ,which is known as the Comprehensive Soldier and Family Fitness (CSF2) program, taken by all members of the US Army.

b. In 2009, Chris Peterson was asked to develop a psychometric instrument to measure psychosocial fitness and health. During developing, he was facing a lot of problems such as development and launch of the CSF2 program in a short time.

c. There are four versions of GAT for US Army, including soldiers which fresh to basic training, units which take part in the CSF2 program evaluation, adult family members and the Army civilian workforce and consists of many scales relative to four dimensions of emotional, social, spiritual, and family fitness.

d. According to soldier's former scores on the GAT, they found that these statistics are related to some important outcomes. Therefore, they did two analyses to prove the validity of the GAT dimensions.

e. They analyzed whether individuals successfully finished Ranger training and whether soldiers received a reprimand for poor performance. Rangers and soldiers who did not receive reprimands are expected to get high scores on the GAT.

f. The result corresponded to the expectation and indicated that emotional and social aspects of wellbeing like family optimism and organizational trust affect performance the most. Besides, certain demographic factors may also impact the results.

g. Beyond the military context, people get high scores on psychosocial fitness are prone to have a remarkable performance and has strong influence on organization of over one million people and other high-stress organizational contexts.

h. GAT continues to update. In future version, it will provide soldiers assessment personally and offers feedback correspond to soldiers' individual needs.

i. Data source references Psychosocial Resilience: "A Force of Change: Chris Peterson and the U.S. Army's Global Assessment Tool," by Paul Lester, Peter Harms, Mitchel Herian, and Walter Sowden, in *The Journal of Positive Psychology*, dtd. 20 May 2014.

1LT CHENG /ATSZ-BN-A /8788

Approved by _____

Argumentative Essay

Gender Integration in the Military

1LT Cheng
Team 3
LOG-C3 Class 18-001
2 Nov 2017

Throughout the history of the United States, American women have partaken in war in various roles. During World War I, the Navy and Marine Corps recruited women to serve as uniformed clerks, radio operators, translators, and other jobs with a military emphasis. Across the world, female Soldiers in Israel, Germany and New Zealand took on combat roles as well. It cannot be denied that women have been slowly integrated into the armed services. However, women were excluded from combat because of status stereotypes in society, such as less education and lower physical ability in the past few decades. Over time, women's status has improved; women have become well educated and have the talent of leadership. Allowing females in the military will multiply forces and improve relationships within the community and troops. Next, through correct and strict training, females can improve and achieve the same military standards as males. All in all, gender integration enhances the military making it more complete and stronger.

With education, women have greater capabilities dealing with political negotiations and are better suited to leadership than men. In the 1960s, most women were uneducated in the U.S. The cultural standards were to marry early, to start a family quickly, and to devote one's life to homemaking. "A Combat Exclusion Policy was issued in 1977 preventing women from serving in Infantry, Armor, Cannon Field Artillery, Combat Engineer, or Low Altitude Air Defense Artillery units of a Battalion/Squadron or smaller size."¹ It is understandable that they excluded females to engage in direct combat on the ground because they were still underachieved in the late 1980's. Over time, the status of women was promoted. There has been a switch in gender success through education. Nowadays, women can improve their capability,

through education. They can do better than men in some areas such as delicate and sensitive jobs that require interpersonal skills not every Soldier has. A study done at the BI Norwegian Business School assessed the personality and characteristics of nearly 3,000 managers. It indicated that “women outperformed men in initiative and clear communication; openness and ability to innovate; sociability and supportiveness; and methodical management and goal-setting.”² It must be pointed out that women were better leaders with these characteristics. It is easy to see that the blanket restriction for women will limit the ability of commanders to pick the most capable person for the job.

Females multiply combat forces and bring better intelligence to an operation. Due to serious shortages of personnel in many non-combat jobs, Congress created the Women's Army Corps (WAC), whose members held military status during World War II. Nowadays, falling retention and recruitment rates severely decrease all volunteer forces, allowing a mixed gender force that makes the military strong and increases personnel. Females clearly have the potential to increase the information gathering and analysis capability of units. Women work well as intelligence officers, cultural analysts, or interpreters, and perform much better than men. “The UN rightly emphasizes that female Soldiers and gender perspectives are absolutely essential for certain tasks in peace operations where military and civilian aims and tasks overlap.”³ An example is Female Engagement Teams (FET) operating simultaneously with combat roles. They are integrated into the Army's Infantry and Special Forces units. They work with the local female population when men are not able to talk to females due to cultural differences. The advantages

to this are intelligence gathering. Females in certain cultures are ignored and go unnoticed but see and hear everything. FET teams are able to feed off this and gain better intelligence.

In addition, women develop a better understanding of local conditions and culture and improve the unit's relationship with the community and force protection of troops in the area of operations. "Female liaison officers could potentially build bridges between the two sets of organizations and develop a better understanding of local conditions and culture."⁴ Therefore, women provide specific competencies and perspectives that improve the conduct of operations. They have a wider personnel base that allows militaries to have the best and most diplomatic Soldiers.

Women are quick learners and can reach higher standards through training. Popular opinion is that women are not fit for war because of lower physical abilities. However, both psychological and physical capabilities can be measured and changed by re-conditioning and training. A Chinese military strategist, Sun Tzu, wrote in 500 B.C. that "even the palace courtesans could be turned into effective warriors if the right training were used."⁵ Besides, it's scientifically proven that women are more mentally tough than men, hence are better able to deal with stress and tolerate pain. "A movie, GI Jane, deals with the idea of female integration into the Navy SEALs. The actress is given the opportunity to enter SEAL training as a test case. If she is able to successfully complete this rigorous program, then other women would be given the chance of full integration within the military. Finally, she completed the grueling SEAL program on the same basis as the men, gained the trust of the men under her and took control in each of the circumstances faced."⁶ A recommended

method to minimize the stereotype that women are not as physically fit as men is to standardize PT tests across combat arms. Fitness standards for females and males in combat roles should be one standard. To summarize, physical fitness would not be a problem for women joining combat arms roles in war if physical and mental standards were equalized across the military.

In conclusion, women have been slowly integrated into the military degree by degree. With the development of female status and being educated, women become more skillful, which we cannot ignore. In spite of the fact that we will not always fight with swords and guns nowadays, their performance in physical fitness is comparable to men with proper training and is underestimated. The ability to connect and build relationships with the community and troops has become more important. Above all, erasing inconsistent stereotype roles with gender, female leaders will behave extremely competently and result in building stronger and balanced forces.

Endnotes

1. Thomas H. Cecil, Women in Combat Pros and Cons (Maxwell, Air Command and Staff College, June 09, 1980), 14
2. Rachel Hosie, They are decidedly more suited to management positions than their male counterparts (30 March 2017)
<http://www.independent.co.uk/life-style/women-better-leaders-men-study-a7658781.html>
3. Robert Egnell, "Gender Perspectives and Military Effectiveness: Implementing UNSCR 1325 and the National Action Plan on Women, Peace, and Security," PRISM Vol. 6, No. 1 (2016): 7
http://cco.ndu.edu/Portals/96/Documents/prism/prism_6-1/Gender%20Perspectives%20and%20Military%20Effectiveness.pdf
4. Egnell, 7
5. Cecil, 14
6. Daniel Nordass, RIDLEY SCOTT'S GI JANE: AN ARGUMENT FOR WOMEN IN COMBAT (Spring 2001) 5
<http://www.csus.edu/indiv/t/tanakar/eng20/gi.htm>

Bibliography

Cecil, Thomas. Women in Combat Pros and Cons. Maxwell: Air Command and Staff College, June 09, 1980

Hosie, Rachel. They are decidedly more suited to management positions than their male counterparts, 30 March 2017.
<http://www.independent.co.uk/life-style/women-better-leaders-men-study-a7658781.html>

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Nordass, Daniel. RIDLEY SCOTT'S GI JANE: AN ARGUMENT FOR WOMEN IN COMBAT, Spring 2001.
<http://www.csus.edu/indiv/t/tanakar/eng20/gi.htm>



DEPARTMENT OF THE ARMY
ECHO COMPANY, 71ST TRANSPORTATION BATTALION
UNITED STATES ARMY LOGISTICS UNIVERSITY (ALU)
2401 QUARTERS ROAD
FORT LEE, VIRGINIA 23801-1705

ATSZ-ECO

4 Dec 2017

MEMORANDUM FOR ECHO COMPANY SOLDIERS

SUBJECT: Command Philosophy

1. Welcome to this big family. I am glad to be your commander. In the future, we will finish uncountable missions as a powerful and cohesive team. Here are 6 principles to build a successful team to accomplish missions. (1) Self-discipline (2) Do your duty (3) Reward and punishment (4) Training (5) Concern Soldiers and communication

2. Self-discipline: self-discipline is very important in a group, especially in the military. A team is comprised with every member. The personal behavior of every Soldier represents the entire team. Everyone has to think whether the consequences affect the entire team before doing anything. Do right things and do things right. Otherwise, it will influence the morale of team.

3. Do your duty: everyone in a team must be aware of their role within the team. Each role has its own position and meaning. Soldiers must obey the orders. Non-commissioned officers must lead and train Soldiers, at the same time, act as a bridge between officers and Soldiers, support and assist officers in carrying out actions. If Soldiers fail to obey orders and non-compliance of non-commissioned officers, it may affect the operation of the entire team and may even affect the leadership of commanders. As a commander should always pay attention to their behavior to set an example so that subordinates will convince and obey without complaint.

4. Reward and punishment: a standard of reward and punishment must be established. If someone does things wrong and won't be punished, Soldiers would be confused. Errors will be happened again and again. On the other hand, if someone does things right and be rewarded. Soldiers would be incentive to do things right.

5. Training: in order to be able to complete tasks, everyone must be ready for the missions at any time. Therefore, basic physical training and tasks drill everyday are necessary. Basic physical training will strengthen Soldier's body. Training should be adjusted according to their ability. Intense physical activities train them to overcome their limit, become stronger and reinforce their mental condition. Soldiers will be familiar to their jobs and reduce mistake after doing tasks drill again and again before the formal action.

6. Concern Soldiers and communication: through concerning Soldiers, we can build mutual trust each other. Soldiers will be willing to tell and conduct tasks. With communication, it is easy to gain some information or know some big troubles or something might have a big influence Soldiers won't tell. Problems are always easier to be solved when it is found earlier.

YA-LIN CHENG
1LT, 205th Arsenal
Commanding

Mission Command Paper

Mission Command Analysis of Colonel Lewis Puller in the Battle of Peleliu

1LT Ya-Lin Cheng
Team3
LOG-C3 Class 18-001
27 November, 2017

The battle on Peleliu is one of the bloodiest battles in Marine Corps history. The 1st Marines Regiment under Colonel Puller's command lost 1,749 out of approximately 3,000 men, the most casualties within 1st Marines Division. Peleliu, a small island 430 miles east to Philippines, has been occupied by the Japanese since 1914. The U.S Navy was threatened by Japanese airpower, located on the southern flatlands. To eliminate the risk and occupy the area, the Joint Chiefs of Staff directed Nimitz, commander-in-chief of Pacific Fleet, to seize Peleliu beginning on September 15, 1944. The 1st Marines Division was called to land on the west coast of Peleliu. In the meantime, COL Lewis B. Puller, the commander of 1st Marines regiment, had "the most difficult" assignment.

The poor conditions that COL Puller faced were a shortage of ammunition, using unfamiliar equipment, and temperatures in excess of 100 degrees without adequate water. There were underground tunnels and stronger fortifications under the thick jungle couldn't be seen from aerial photos. Therefore, the terrain and geography were disadvantage to the Americans but provided the Japanese good positions to hide and send deadly direct fire. However, under these poor conditions the marines remained resilient. "The men of the 1st Marine had been staggered by an unexpected blow, but they had reservoirs of moral power more than equal to that of the enemy."¹ This was a result of the outstanding leadership of COL Puller. He utilized the four principles of leadership: build cohesive teams through mutual trust, create shared understanding, use mission orders, and provide a clear commander's intent.

First off, COL Puller built cohesive teams through mutual trust. According to ADRP 6-0, "Trust comes from successful shared experiences and training." COL Puller understood this leadership principle better than most. As a commander, he refused to separate himself from his Marines. He wanted to fight beside his men and

not just watch from the sidelines. COL Puller maintained personal presence which was the key to his successful command:

"I've always believed no officer's life, regardless of rank, is of such great value to his country that he should seek safety in the rear...Officers should be forward with their men at the point of impact."²

Soldiers should feel that they are part of a team instead of fighting alone without their leader present on the battlefield. In this way, COL Puller built mutual trust and strengthened their will to fight together. He created mutual trust by leading from the front. When commanders lead front there is more direction and it sets as an example for Soldiers to follow. During a practice landing, Smith, the ADC of 1st Marines Division, looked for COL Puller:

"Starting from the beach, I found the command posts of the two assault battalions, but found no trace of Colonel Puller I asked one of the battalion commanders where I could locate the regimental commander. The battalion commander replied: "Oh, he's up ahead." After a search, sure enough Lewie's command post was located in advance of his battalion commanders."³

COL Puller's presence on the battlefield encouraged his Soldiers to go ahead bravely and confidently instead of chickening out. This also allowed COL Puller to win mutual trust and build a cohesive team to keep fighting. Soldiers must see leadership in action before they can build mutual trust. They expect to see their chain of command accomplishing the mission while taking care of their welfare and sharing hardships and danger. COL Puller argued with officers for his Soldiers when the incoming supply was in bad condition.

"The first water had come ashore in oil drums, and was foul. Puller shouted his rage to officers on the ships, bellowing for a new supply. [He] went down the beach with a runner to talk with Colonel Harris and other officers." Finally, "[he] got turkeys and steaks for his men."⁴

Subordinates are more willing to exercise initiative when they believe their commander is keeping them in mind.

“Hank Adams came by Puller's command post and found him half clad in filthy, sweat-soaked trousers, with heavy bread on his face: “I’m coming back this afternoon, Colonel. Don’t you want me to bring you a fresh uniform?” He answered that “Hank, I’ve got no time for that. Every man in the outfit will get clean before I do.”⁵

COL Puller always put his Soldiers before himself and made them his priority.

Effective commanders must build cohesive teams and create an environment of mutual trust. COL Puller was able to do this through his command presence, leading from the front and putting his Soldiers first.

Secondly, COL Puller created shared understanding. In the battlefield, communication is very important. Leaders must be able to transmit thoughts, orders or information through good communication and connect with their subordinates. “The tractors carrying the regimental command echelon took several hits; many of the communicators became casualties and much of their equipment was lost.”⁶ Facing the loss of communicators and equipment, COL Puller maintained a good connection with his units which allowed for positive communication. He knew that he cannot lead without this communication and he understood the importance of shared understanding.

In addition, commanders must be able to connect with their Soldiers. They use conversation to build trust to better understand each other. In the battle of Peleliu, COL Puller was always trying to understand how his battalion was doing.

“Love Company was soon caught in the same web of fire as Item and the 2d Platoon of King. ...Puller reported to division that King Company was "broken through by enemy. ...Chesty promptly ordered a company of 1/1 to fill the breach. ...Following the failure of Able Company's attack, Sabol again sought Puller's help. [He] dispatched Baker Company.”⁷

By keeping this close contact with his subordinates, COL Puller realized when they needed support. This connection allowed his subordinates to understand any

changes in orders and the overall command guidance. Through keeping in touch, COL Puller effectively used shared understanding with his subordinates.

Furthermore, commanders and staffs can actively build and maintain shared understanding within the force by holding meetings throughout the operations process. "Puller gathered his regiment together at the outdoor movie theater and gave a short, rousing speech to steel them for the coming operation."⁸ He also held occasional evening sessions with his senior officers in his darkened tent during the battle. Through these interactions, leaders and subordinates gained insight into the commander's leadership style and the issues and concerns of the commander.

All in all, creating shared understanding of the operational environment and the operation's purpose and problems can be a critical challenge for commanders. However, COL Puller successfully developed shared understanding with keeping communication, establishing connection and holding regular meetings.

Thirdly, COL Puller was able to use and give clear mission orders. Mission orders are directives that tell subordinates the results to be attained. Commanders use mission orders to assign tasks, allocate resources, and issue broad guidance. In the battle of Peleliu, after COL Puller received the mission order, "he assigned King Company the mission of seizing the Point on the left flank as soon as Captain Hunt and his men landed."⁹ COL Puller not only assigned tasks to his subordinates according to the mission order but he also provided his subordinates the maximum freedom of action.

At the end of the day, 2/7 had gained about two hundred yards on the left and assisted 2/1 in taking Hill 210. Coupled with the partial withdrawal of Honsowetz's outfit, the line was now straight. On the left, 3/1 had again met little opposition, but Puller limited Sabol's advance to avoid opening a gap at the juncture with 2/7.¹⁰

In this case, his subordinates conducted their assignments to advance and gain

terrain superiority under the mission order. However, the mission orders technique does not mean commanders do not supervise subordinates in execution.

Commanders provide direction and guidance required to focus the activities on the achievement of the main objective, set priorities, allocate resources or influence the situation. They intervene during execution only to direct changes as necessary to the concept of operations. COL Puller intervened to his subordinates' action even though his subordinates followed their plan to move ahead. He ordered them to stay at a better position to avoid opening a gap at the juncture. As a thoughtful leader, COL Puller considered the concept and strategy of operations under mission order and guided his subordinate a better way to accomplish mission.

Lastly, COL Puller provided a clear commander's intent. The commander's intent is a clear and concise expression of the purpose of the operation or the desired mission end state. It supports mission command and helps subordinate act to achieve the commander's desired results without further orders. In the battle of Peleliu, from beginning to end, COL Puller provided a clear intent that is no matter what encounter, keep fighting.

Honsowetz got on the phone to regiment to emphasize his need for more troops to continue the attack. Chesty had little to offer except determination: "Well, you're there, ain't you, Honsowetz? You get all those [remaining] men together and take that hill."¹¹

Although an unforeseen threat arose, COL Puller never changed his mind and kept fighting. "A mortar round landed nearby, causing everyone to hit the deck, except Chesty. ...A reporter overheard Puller's response to a battalion commander's query whether he attack should continue: "Yes. Go ahead and smash them."¹² In the meanwhile, the commander's intent defines the limits within which subordinates may exercise initiative and gives subordinates the confidence to apply their judgment in

ambiguous situations.

Able company soon reported: "We cannot move out. There is heavy machine-gun fire raking the entire ridge." Honsowetz was unrelenting: "It is necessary that you move out at all costs. I am giving you a direct order. You will move out at once. If you move in small rushes your casualties will not be great."¹³

Under mission command, subordinates are required to make decisions that promote their higher commander's intent. After asking for guidance again and again, COL Puller's subordinates realized his intent and developed plans and orders that transform thought into action. All in all, COL Puller provided a clear intent for his subordinates to follow and built an aggressive and powerful team.

On September 23, 1944, "the 321st Infantry moved up and relieved the 1st Marines Regiment in position at 1500."¹⁴ "The 1st Marines Regiment landed 3,251 men. Of those, 311 were killed and 1,438 wounded."¹⁵ The victory of Peleliu came after 73 days on 27 November 1944 after General Rupertus had gone on record with his prediction that Peleliu would be a rough but short two days, three at the most. In the eyes of some, Peleliu became a black mark against COL Puller, an indication of his lack of fitness to command at that level. However, statistics alone can't show everything when it comes to leadership. The commander and ADC of 1st Marines Division said that:

"I can depend upon him to push the attack. The division operations officer thought the colonel was perfect for the job because he was a fearless fighter, was tenacious and stubborn, would never admit defeat, and above all hated the Japanese."¹⁴

"It seemed impossible that men could have moved forward against the intricate and mutually supporting defenses the Japanese had set up. It can only be explained as a reflection of the determination and aggressive leadership of Colonel Puller"¹⁵

At the end of the day, COL Puller used and combined the four principles of leadership. He built cohesive teams through mutual trust, created shared understanding, used mission orders, and provided a clear commander's intent. He empowered his Soldiers

with trust and used his authority to allow his subordinates to develop the situation, adapt, and act decisively. COL Puller led his subordinates successfully against the well-entrenched enemy frontally, and overcame steep terrain allowing him to ultimately gain honor and respect.

Endnotes

1. Jon Hoffman, *Chesty: The Story of Lieutenant General Lewis B. Puller, USMC* (New York: Random House, 2001), 276.
2. Hoffman, 285.
3. Ibid., 267.
4. Burke Davis, *Marine! The Life of Chesty Puller* (Canada: Little, Brown and Company, 1962), 219.
5. Davis, 222.
6. Hoffman, 274.
7. Ibid., 274.
8. Ibid., 270.
9. Ibid., 270.
10. Ibid., 282.
11. Ibid., 281.
12. Ibid., 285.
13. Ibid., 283.
14. Thomas Helling, *Desperate Surgery in the Pacific War: Doctors and Damage Control for American Wounded, 1941–1945* (North Carolina: McFarland & Company, 2017), 239.
15. James Hallas, *The Devil's Anvil: The Assault on Peleliu* (United States of America: Greenwood Publishing Group, 1994), 176.
16. Hoffman, 268.
17. Davis, 226.

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Hoffman, Jon. *Chesty: The Story of Lieutenant General Lewis B. Puller, USMC*. New York: Random House, 2001.

Davis, Burke. *Marine! The Life of Chesty Puller*. Canada: Little, Brown and Company, 1962.

Helling, Thomas. *Desperate Surgery in the Pacific War: Doctors and Damage Control for American Wounded, 1941–1945*. North Carolina: McFarland & Company, 2017.

Hallas, James. *The Devil's Anvil: The Assault on Peleliu*. United States of America: Greenwood Publishing Group, 1994.



The Battle of Peleliu

Commander : Colonel Lewis B. "Chesty" Puller

1LT Cheng
Team 3



Battle of Peleliu



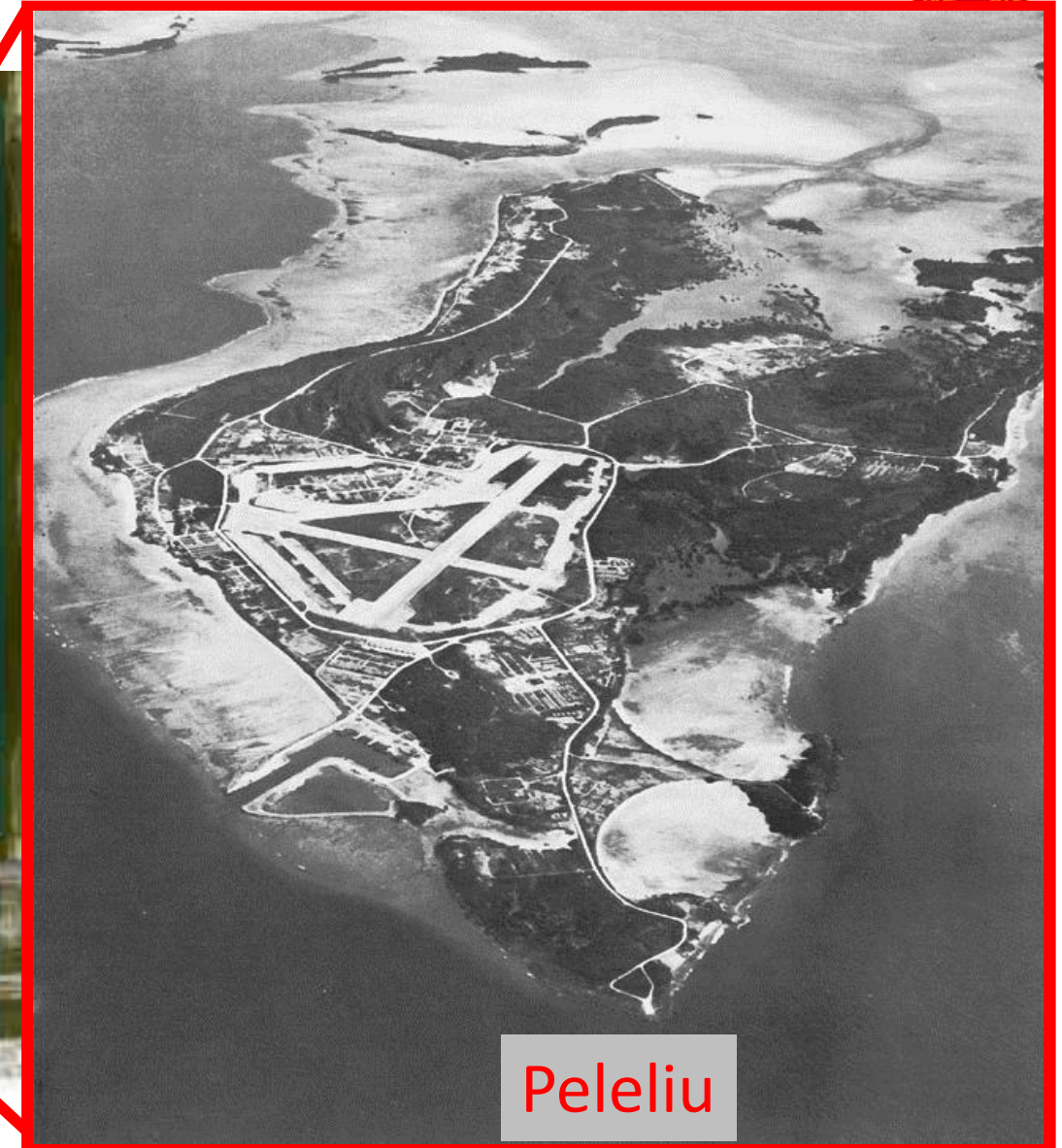
One of the Bloodiest Battles in Marine Corps History



The 1st Marines Regiment **under Colonel Puller's command** lost 1,749 out of approximately 3,000 men, the most casualties within 1st Marines Division.



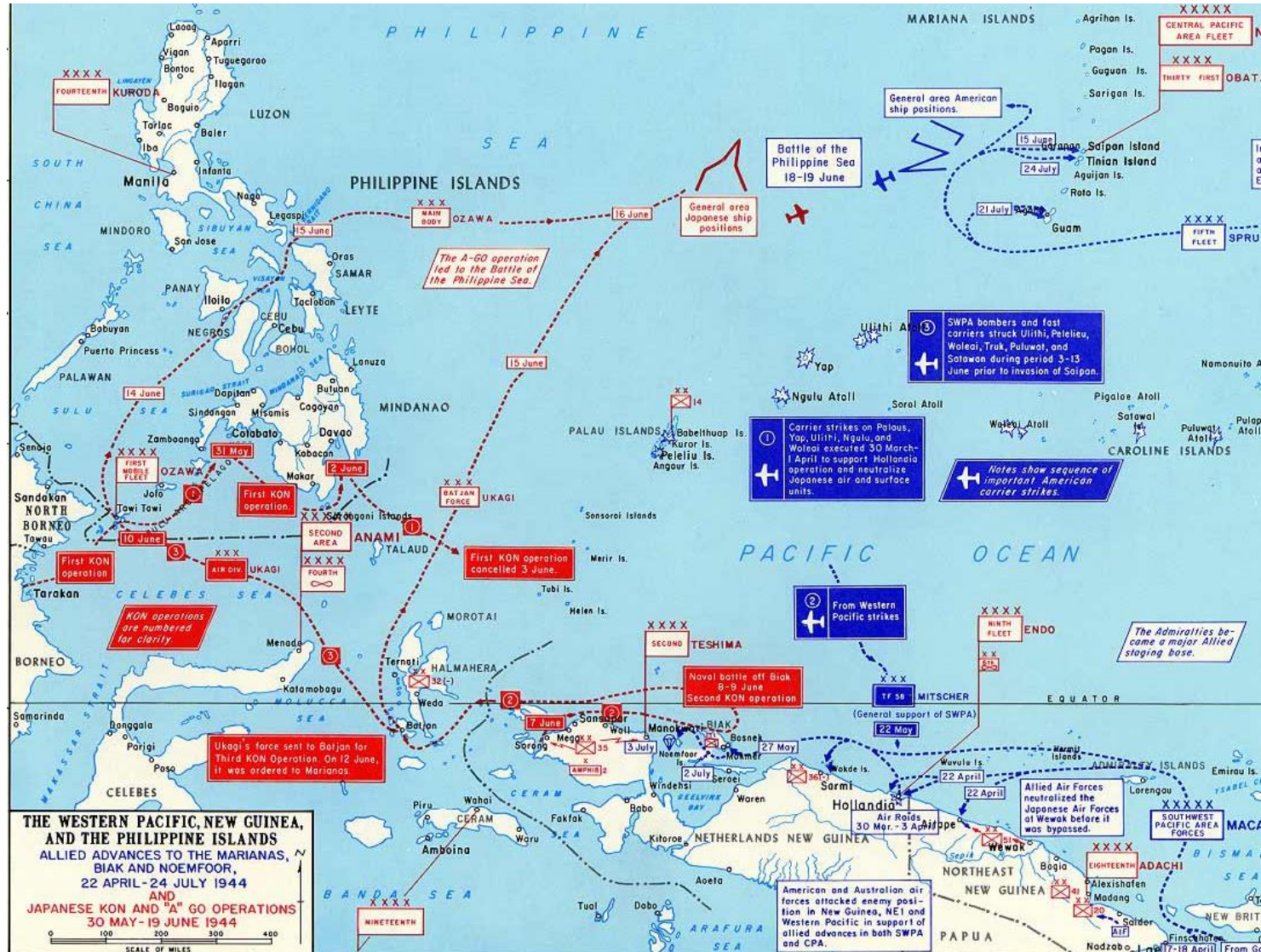
The Location of Peleliu



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Background of the Battle



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- During the **World War II**, General **MacArthur**, the Supreme Commander of Allied Forces in the Southwest Pacific Area, was approaching the end of his campaign in **New Guinea** and looking toward his imminent return to the **Philippines** which is occupied by Japanese.
- **Japanese** has occupied Peleliu since 1914 and had an **airfield** located in the southern of Peleliu.

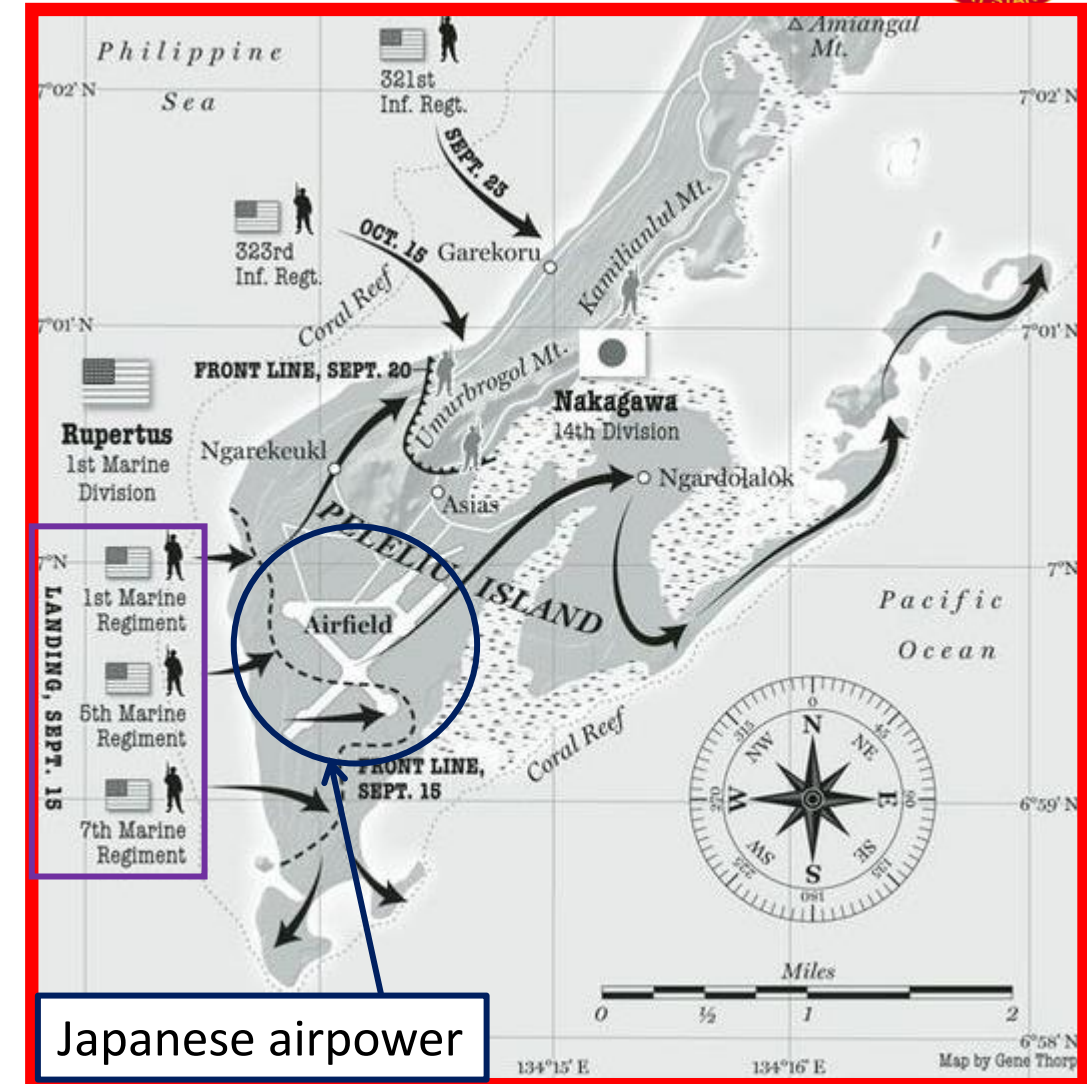


Cause of the Battle



- **The cause of the battle:**
 - The Japanese airpower posed a big threat to U.S. to reconquer Philippines from the Japanese.
- The U.S. decided to seize the Palau Island beginning on **September 15, 1944.**
- **1st Marines Division** - on the west coast of the beach
 - 1st Marines - on the left
 - **5th Marines** - in the center
 - **7th Marines** - on the right.

1st Marines Division

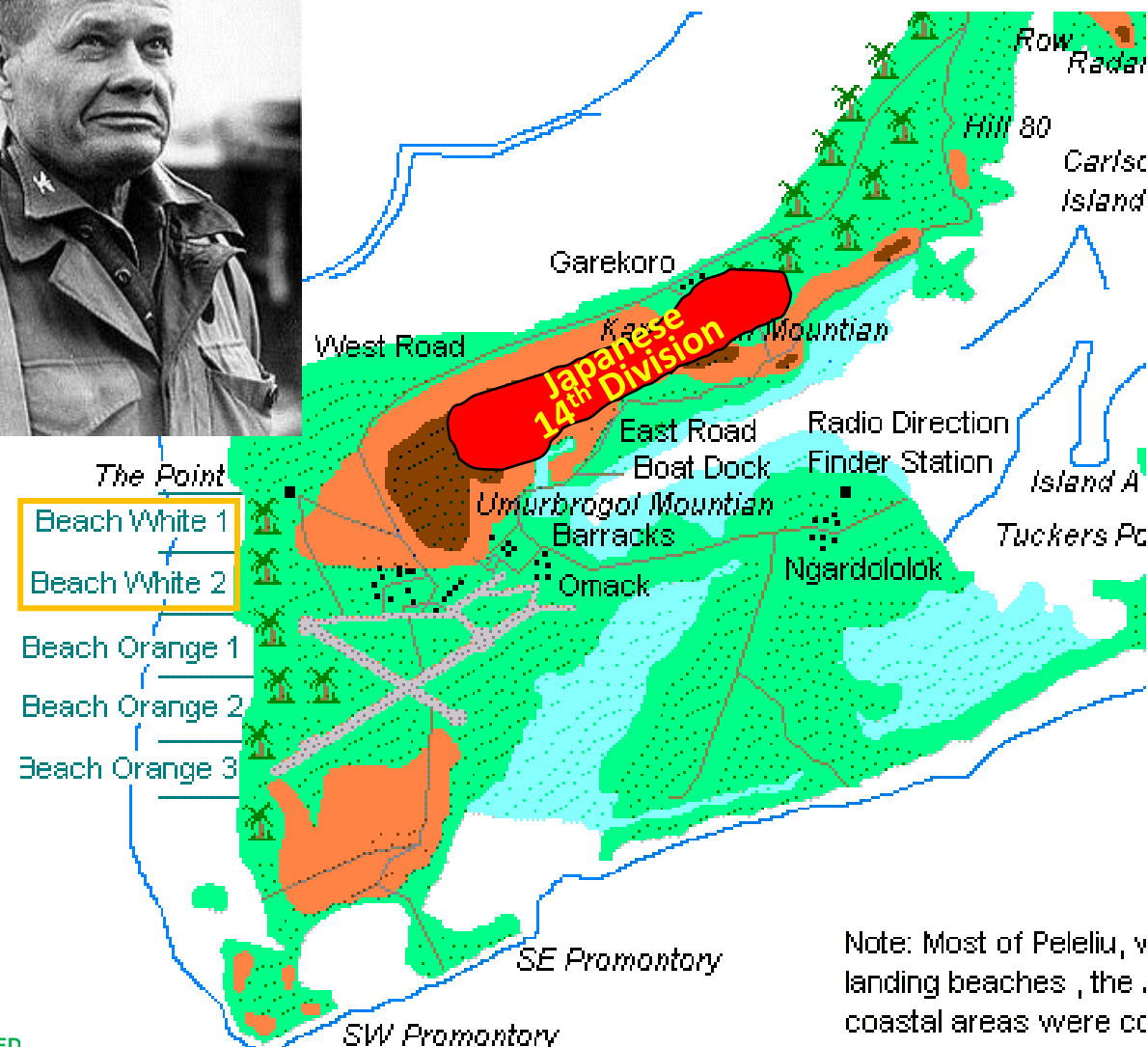




Colonel Lewis B. "Chesty" Puller



- Commander of 1st Marines Regiment
- “The most difficult” assignment.
- “The men of the 1st Marine had been staggered by an unexpected blow, but they had reservoirs of moral power more than equal to that of the enemy.”



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Mission Command Analysis



- **Used Mission Command Principle**
 - Build cohesive teams through mutual trust
 - Create shared understanding
 - Use mission orders
 - Provide a clear intent

* ADRP 6-0



Build Cohesive Teams through Mutual Trust



“Trust comes from successful shared experiences and training.” (ADRP 6-0)

- **COL Puller created mutual trust by personal presence**
- **Personal presence** is the key to his successful command.

"I've always believed no officer's life, regardless of rank, is of such great value to his country that he should seek safety in the rear. ...Officers should be forward with their men at the point of impact."
- Soldiers should feel that they are part of a team instead of fighting alone without their leader present on the battlefield.



Build Cohesive Teams through Mutual Trust



- **COL Puller created mutual trust by leading from the front**
 - More direction
 - Set as an example for Soldiers to follow
- “Starting from the beach, I found the command posts of the two assault battalions, but found no trace of Colonel Puller.” "After a search, sure enough Lewie’s command post was located in advance of his battalion commanders.”
- Encouraged his Soldiers to go ahead bravely and confidently instead of chickening out.



Create Shared Understanding



- **COL Puller established connection with his Soldiers**
- Use conversation to build trust and better understand each other.
- Go to his battalions to check on his subordinates.

“Love Company was soon caught in the same web of fire as the 2d Platoon of King. ...Chesty promptly ordered Able company to fill the breach. ...Following the failure of Able Company's attack, Sabol again sought Puller's help. [He] dispatched Baker Company.”
- Allowed his subordinates to understand any changes in orders and the overall command guidance.



Create Shared Understanding



- **COL Puller held meetings throughout the operations process**

- Build and maintain shared understanding within the force.

“Puller gathered his regiment together at the outdoor movie theater and gave a short, rousing speech to steel them for the coming operation before landing on Peleliu.” He also held occasional evening sessions with his senior officers in his darkened tent during the battle.

- Gain insight into the commander’s leadership style and the concerns of the commander.



Use Mission Orders



- **COL Puller assigned tasks according to the mission order**
- Commanders use mission orders to assign tasks, allocate resources, and issue broad guidance.

“He assigned King Company the mission of seizing the Point on the left flank as soon as Captain Hunt and his men landed.”(Item Company would land on White 1 and Love company on White 2.)



Use Mission Orders



- **COL Puller provided better direction to his subordinates under mission order**
- Commanders provide direction and guidance required to focus the activities on the achievement of the main objective, set priorities or influence the situation.

At the end of the day, 2/7 had gained about two hundred yards on the left and assisted 2/1 in taking Hill 210. Coupled with the partial withdrawal of Honsowetz's outfit, the line was now straight. On the left, 3/1 had again met little opposition, but Puller limited Sabol's advance to avoid opening a gap at the juncture with 2/7.

- Guide subordinates a better way to accomplish mission.



Provide a Clear Commander's Intent



- **COL Puller provided a clear intent :**

No matter what problem you encountered, keep fighting

- A clear and concise expression of the purpose of the operation or the desired mission end state.
- Supports mission command and helps subordinate act to achieve the commander's desired results without further orders.

Honsowetz got on the phone to regiment to emphasize his need for more troops to continue the attack. Chesty had little to offer except determination: "Well, you're there, ain't you, Honsowetz? **You get all those [remaining] men together and take that hill.**"

"A mortar round landed nearby, causing everyone to hit the deck, except Chesty. ...A reporter overheard Puller's response to a battalion commander's query whether he attack should continue: **"Yes. Go ahead and smash them."**



Provide a Clear Commander's Intent



- Defines the limits within which subordinates may exercise initiative and gives subordinates the confidence to apply their judgment in ambiguous situations.
- Subordinates are required to make decisions that promote their higher commander's intent.

Able company soon reported: "We cannot move out. There is heavy machine-gun fire raking the entire ridge." Honsowetz answered : "It is necessary that you move out at all costs. I am giving you a direct order. You will move out at once. If you move in small rushes your casualties will not be great."



Outcome of the Battle



- The victory of Peleliu came after 73 days on 27 November 1944.
- 1st Marines Regiment was relieved on 23 September 1944.
- There were 311 killed and 1,438 wounded of the 3,251 who had made the landing.
- Statistics alone can't show everything when it comes to leadership

“It seemed impossible that men could have moved forward against the intricate and mutually supporting defenses the Japanese had set up. It can only be explained as a reflection of the determination and aggressive leadership of COL”



Conclusion



• Result of Analysis : Good

Principle	Evidence
Build Cohesive Teams through Mutual Trust	<ul style="list-style-type: none">• Personal presence• Leading from the front
Create shared understanding	<ul style="list-style-type: none">• Establishing connection• Holding meetings
Use Mission Orders	<ul style="list-style-type: none">• Assigning tasks• Provide better direction
Provide Clear Commander's Intent	<ul style="list-style-type: none">• No matter what problem you encountered, keep fighting



Conclusion



- COL Puller leaded his subordinates successfully against the well-entrenched enemy frontally, and overcame steep terrain allowing him to ultimately gain honor and respect.



PELELIU



Questions?!





Concept of Support Brief

***15th BSB, 2 ABCT, 1CD
1 LT Cheng***

UNCLASIFIED

Agenda

- Purpose
- Tactical Overview
 - Scheme of Maneuver
 - IPB, Civil Consideration (PMESII-PT)
- Concept of Support Overview
- Class I
- General Supplies
- Field Services
- Fuel
- Ammunition
- Maintenance
- Health Support
- Transportation

1st Cavalry Division

- **Mission.**

- 1st Cavalry Division attacks Arianan Forces and seizes **OBJ TRITON, OBJ NIKE, and OBJ ATLAS** starting NLT **12 1600 APR 19** IOT prevent the Arianan Forces from executing counter-attacks into Azerbaijan and IOT support the restoration of Azerbaijan's territorial integrity and border with Ariana.

- **Key Tasks.**

- Rapidly maneuver to defeat enemy in 1 CD AO.
- Secure MSRs/ASRs to ensure LOCs remain open and enable humanitarian assistance to be provided to refugees and displaced civilians.
- Be prepared to pursue Arianan forces across the international border IOT prevent Arianan Forces from executing counter-attacks into Azerbaijan.

- **Purpose.**

- The purpose of this operation is to defeat Arianan Forces in the 1 CD AO and seize and defend **OBJs NIKE, ATLAS, and TRITON.**

- **End State.**

- 1 CD has defeated Arianan forces in zone and restored the territorial integrity of Azerbaijan .

2 ABCT

- **Mission.**

- 2 ABCT attacks **12 1600 APR 2019** along AXIS CARIBOU as a 1CD supporting effort (SE2) to seize **OBJ NIKE IOT** prevent Arianan forces from destroying the regional railway depot in Hajikabul VIC **39TUE23923488**.

- **Key Tasks.**

- Rapidly advance along AXIS CARIBOU.
- Defeat enemy armor that engages our elements or occupies positions on key terrain along our axis of advance
- Aggressive reconnaissance of suspected and known enemy locations along the axis to identify and fix bypassed enemy elements

- **Purpose.**

- The purposes of OPERATION DOUBLE DOWN is to maneuver rapidly from TAA Agdzhabedi (**38TQK 1174 3769**) along AXIS CARIBOU to seize **OBJ NIKE**, defeat Arianan Forces in zone and secure the objective to enable establishment of CTRITONian Federation (CF) regional military stability.

- **End State.**

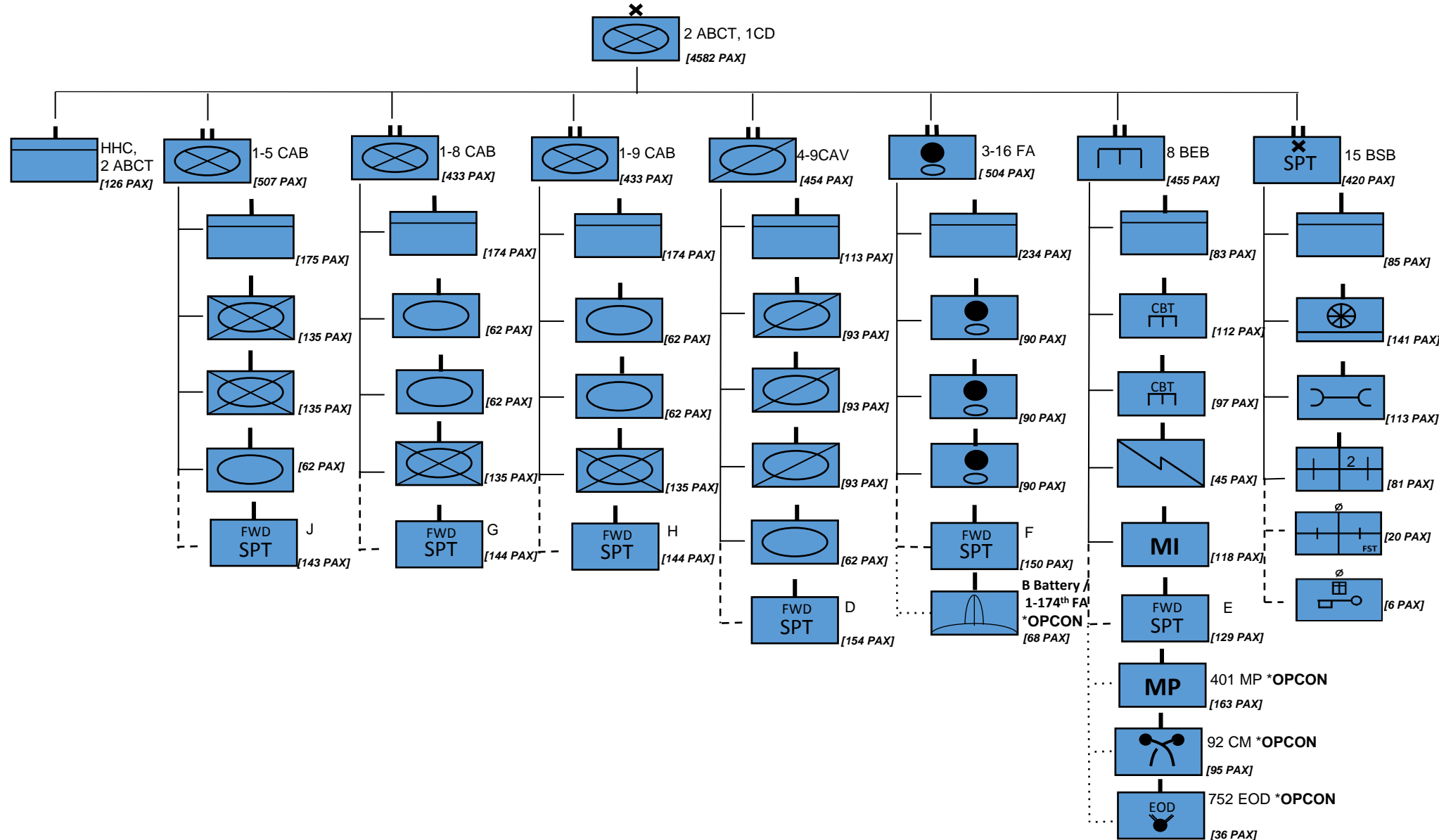
- 2 ABCT has defeated enemy armor occupying key terrain in zone, established hasty defensive positions, and **maintained at least 70% combat power.**

15th BSB

- **Proposed Mission.**
 - 15th BSB provides anticipatory and responsive logistics support to 2 ABCT **12 1600 APR 2019** along AXIS CARIBOU to seize **OBJ NIKE 39TUE23923488**.
- **Key Tasks.**
 - Establish BSA at TAA Agdzhabedi **38TQK 1174 3769** in order to support 2 ABCT
 - Establish Role 2 medical treatment at TAA Agdzhabedi **38TQK 1174 3769**
 - Provide forward and responsive sustainment to the BCT throughout all phases.
 - NLT H+63 conduct replenishment of CL I, III, and V.
 - Establish a Brigade Mortuary Affair Collection Point (MACP) and provide/coordinate evacuation of remains to the Theater Mortuary Evacuation Point (TMEP) at **ISB GIANT**.
- **Purpose.**
 - 15th BSB provides rapid and responsive logistics and medical support to enable maneuver elements to seize **OBJ NIKE 39TUE23923488**.
- **End State.**
 - 15th BSB continue to support 2ABCT until stability operations have concluded within the AO, while maintaining 70% combat power.
- **Proposed Problem Statement.**
 - Providing anticipatory and responsive logistical support to 2 ABCT along **MSR BRONCOS** that is over 175 KMs from TAA Agdzhabedi to **OBJ NIKE** , with potential by-passed enemies, IEDs/UXOs, indirect fires and IDPs threatening resupply efforts.

2 ABCT Task Organization

Unit	PAX
HHC, BDE	126
1-5 CAV(IN) / J FSC	650
1-8 CAB(AR) / G FSC	577
1-9 CAB(AR) / H FSC	577
4-9 CAV / D FSC	608
3-16 FA / F FSC	654
8 th BEB / E FSC	584
15 th BSB	420
Total	4196
Field Surgical Team	20
Mortuary Affairs Team	6
401 th MP Co	163
92 nd CM Co	95
752 nd EOD Co	36
B Battery / 1-174 th FA	68
Total	388
Total	4584





1CD Scheme of Maneuver

Unit	Mission
3 ABCT (Main Effort)	3 ABCT attacks 12 1600 APR 2019 along AXIS ANTELOPE to seize OBJ ATLAS IOT prevent Arianan forces from destroying/sabotaging the Mil-Mugan dam VIC 38SQJ04086763 .
1 ABCT (Supporting Effort 1)	1 ABCT attacks 12 1600 APR 2019 along AXIS DEER to seize OBJ TRITON IOT prevent Arianan forces from destroying Oil Refinery VIC 39SUE23882157 .
2 ABCT (Supporting Effort 2)	2 ABCT attacks 12 1600 APR 2019 along AXIS CARIBOU to seize OBJ NIKE IOT prevent Arianan forces from destroying the regional railway depot in Hajikabul VIC 39TUE23923488 .
36th EN BDE	36 th EN BDE ICW elements of 89th MP BDE conducts relief in place of 1ABCT assuming area defense of TAA APOLLO NLT H+50
410th and 411th MP Companies	410th and 411th MP Companies will relieve 2 ABCT VIC Agjabedi to conduct stability operations NLT H+55
1-506 IN (1/101 IBCT)	1-506 IN (1/101 IBCT) conducts relief in place of 3 ABCT assuming area defense of OBJ POSEIDON NLT H+50.

2 ABCT Scheme of Maneuver

Orta Laki

Gazyan

Bergushad

Qarabucaq

Muradxan

Elvend

Agja

Addol

Avshar

PL DURANGO

PL HOUSTON

Sabirabad

Uiacali

Mughan

Hajigabul

PL CHARLESTON

HNS Railway

AXIS CARIBOU

MSR BRONCOS

FLB KITTY (39TTE 57587 65533)

TAA Agdzhabedi (38TQK 1174 3769)

OBJ NIKE (39TUE23923488)

Engage

Engage

H+72

H+74

H+76

H+78

H+80

H+86

1AD

2ABCT

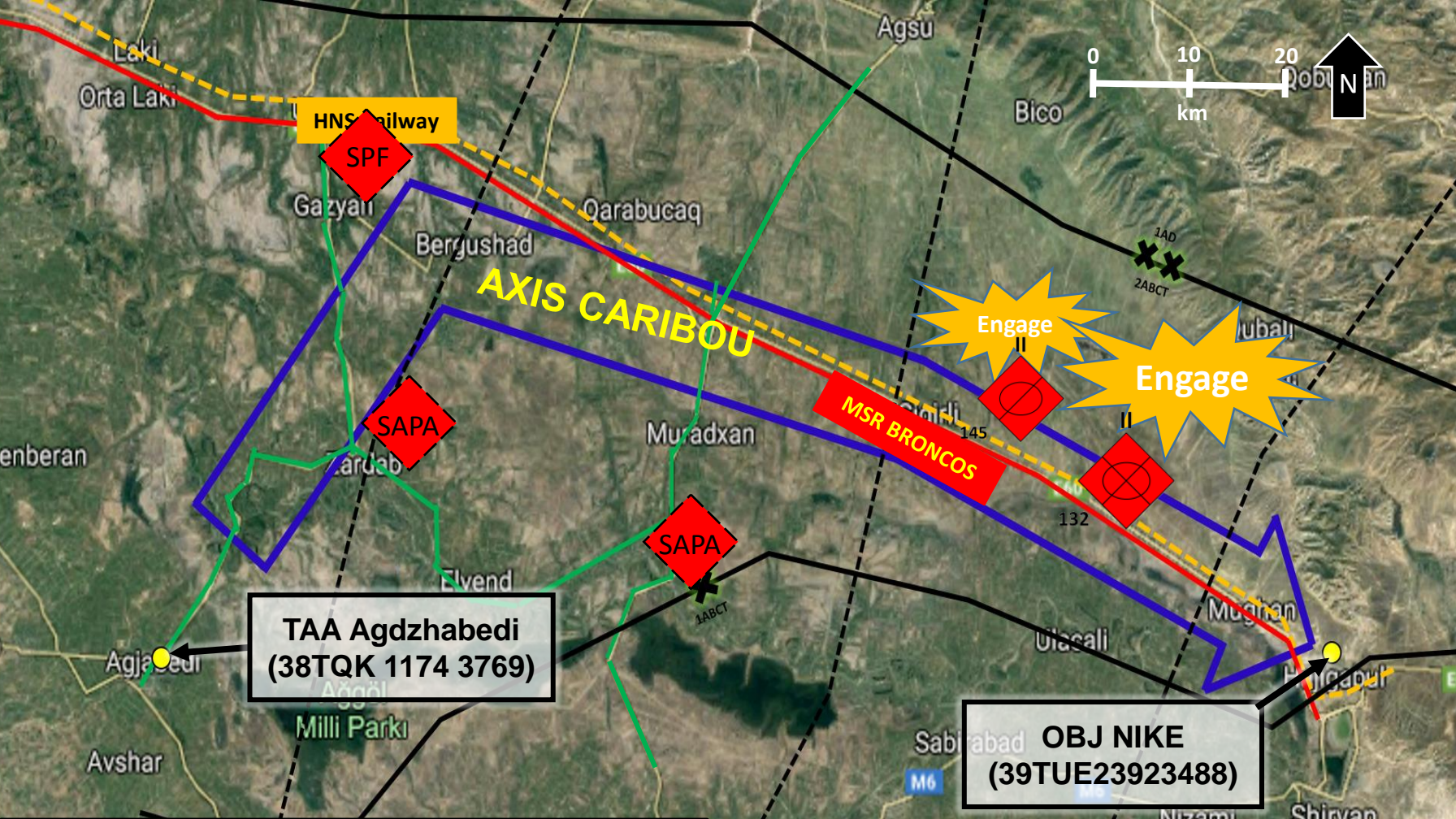
2ABCT

1ABCT

0 10 20 km

N

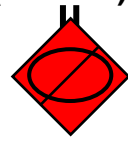
Maneuver Unit	Mission	Support Unit	Mission
1-5 CAB (Main Effort)	1-5 CAB attacks along AXIS CARIBOU, ahead of 1-8 CAB and seizes the eastern side OBJ NIKE .	3-16 FA	3-16 FA maneuvers ICW 4-9 CAV and conducts preparatory fires east of OBJ NIKE to suppress enemy armor along AXIS CARIBOU.
1-8 CAB (Supporting Effort)	1-8 CAB attacks along AXIS CARIBOU, following in support of 1-5 CAB and seizes the western side OBJ NIKE .	8 BEB	8 BEB performs assured mobility, counter-mobility, and survivability tasks in support of 2 ABCT maneuver units while providing operational support enablers in order to allow freedom of action during OPERATION DOUBLE DOWN.
1-9 CAB	1-9 CAB follows in support along AXIS CARIBOU, behind of 1-8 CAB, then secures MSR BRONCOS from PL HOUSTON to PL CHARLESTON IOT maintain lines of communication and provide the division rear guard.		
4-9 CAV	4-9 CAV advances along AXIS CARIBOU, conducting zone reconnaissance operations, IOT provide early detection of enemy activities and confirm enemy positions. Avoid decisive engagements.	15 BSB	15 BSB, located in vicinity of TAA Aghjabedi , provides continuous logistics support to 2ABCT, establishes Role II medical support, and ensures the maintenance of combat power.



Enemy

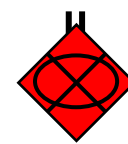
• Elements of 145th Mechanized BN (RECON)

BMP : 18
BRDM : 24
Recon Team : 6 (2-3 man)



• 132nd Mechanized Battalion

BMP-2M : 42 RPG-29 team : 14
MT-12R : 2



- The 132nd Mechanized Battalion conducts an area defense VIC 39TUE 01894944, while elements of the 145th Mechanized Battalion (RECON) conduct zone reconnaissance VIC 39TTE 95955744.
- **The reinforcing activity has brought these units to an estimated 85% combat power.**
- Expect significant resistance initially as enemy units attempt to hold their defensive positions and rapid decline of unit integrity once their main lines of defense have been ruptured.

Weather Effects on LOG Operations:

- Morning fog (0500 – 1100) in low-lying areas limits visibility to 100 meters and hinders reconnaissance and air operations.
- Periods of heavy fog presents the most dangerous conditions for chemical attack and the temperature inversion allows chemical agents to persist and hamper emergency response due to lack of visibility.
- Winds are forecast from the north, 10-15 mph, but may increase to 15-20 mph during the month.

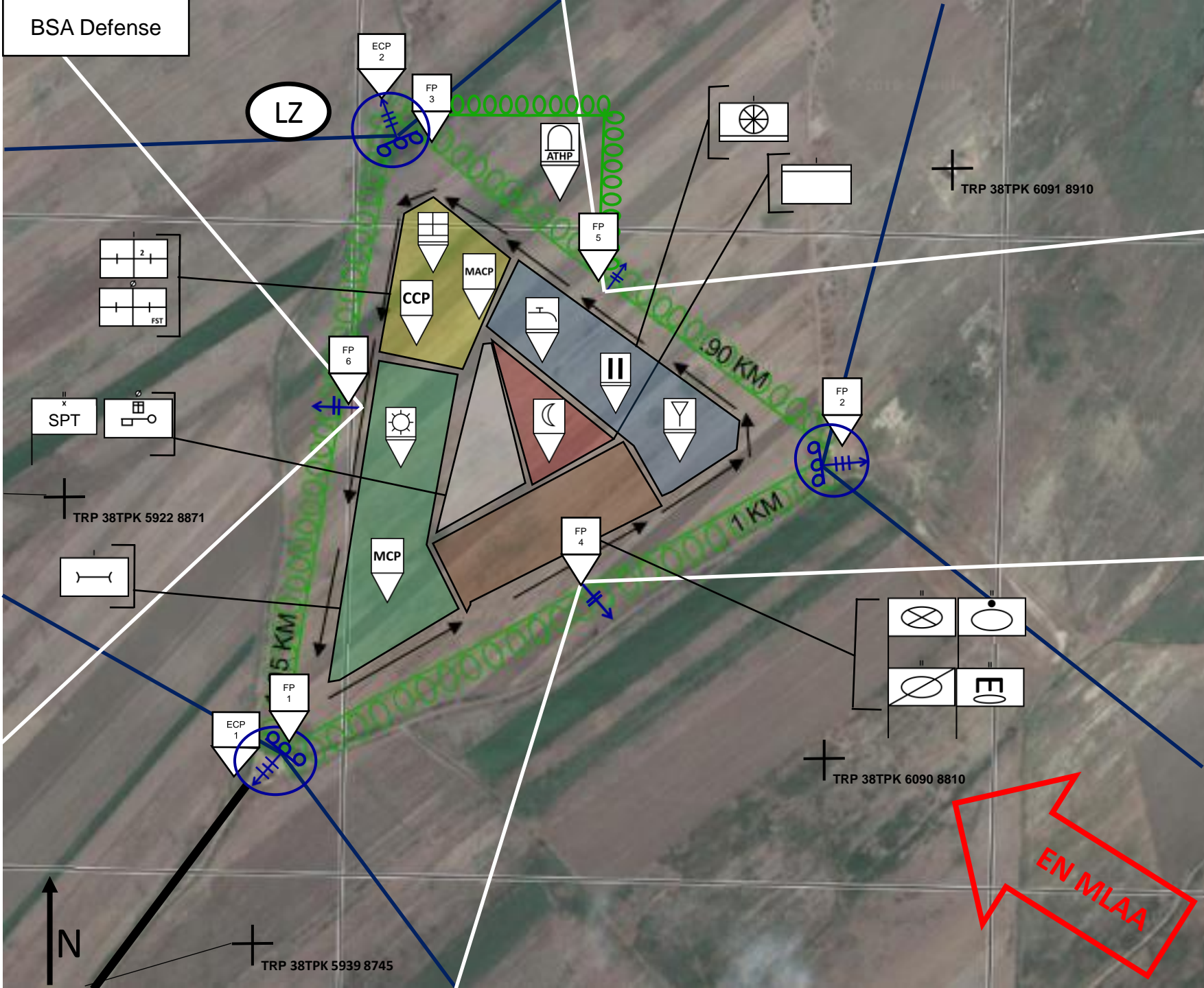
MLCOA: Harassment and Civilian Integration

- SAPA and SPF conduct harassing fire and initiate IEDs to disrupt support operations at MSR/ASR intersections
- Squad size elements of SPF conducts reconnaissance on BSA IOT identify key targets.
- Arianan regular forces infiltrate as part of the refugee flow into towns and villages along the front lines. Extreme caution needs to be shown with IDP's held at or near the BSA.

MDCOA: Reinforcement Forces

- The 132nd Mechanized Battalion gains reinforces and resumes the offensive IOT conduct an attack into Baku.
- SAPA and SPF groups escalate hit and run attacks on BSA, FLB , convoys, and rotary wing assets.
- Use chemical weapons if the international border is threatened.

BSA Defense



BSA Defense Plan

BSA Perimeter: 1 km x .90 km x 1.05km (102 Acres) 363 PAX at BSA
LZ: 38TPK 5982 8901

BSA Defense Concept:

- Shifts managed by Company HQ's; No longer than 8 Hr Shift
- Minimum 8 Hour Rest after manning a fighting position
- 2x ECP: ECP Crew (1x NCO, 3x Soldiers)
 - ECP 1: Main ECP w/ Mounted MTV (M2)
 - ECP 2 (A): Medevac/C Co; w/ Mounted LHS (M2)
- FP 4,5,6: Dismounted w/ Tripod and hasty FP
- 2x Soldiers per fighting position w/ Manpack or FM Radio
- QRF: 3x HMMWV w/ Crew w/ Mounted M2
- Companies responsible for weapons at FP's and ECP's

Company Responsibilities: 25 Soldiers/Shift
HHC: 9 Soldiers/Shift

Position	Personnel	Equipment
FP 2	2x Soldiers	1x MTV w/ M2; FM Radio
FP 4	2x Soldiers	M240B w/ Tripod
BDOC	1x OIC, 1x NCOIC	FM Radio
QRF	3x Soldiers	1x HMMWV w/M2

A CO: 8 Soldiers/Shift

Position	Personnel	Equipment
ECP 2/FP 3	1x NCO, 2x Soldiers,	1x LHS w/ M2; FM Radio
FP 5	2x Soldiers	M240B w/ Tripod
QRF	3x Soldiers	1x HMMWV w/M2

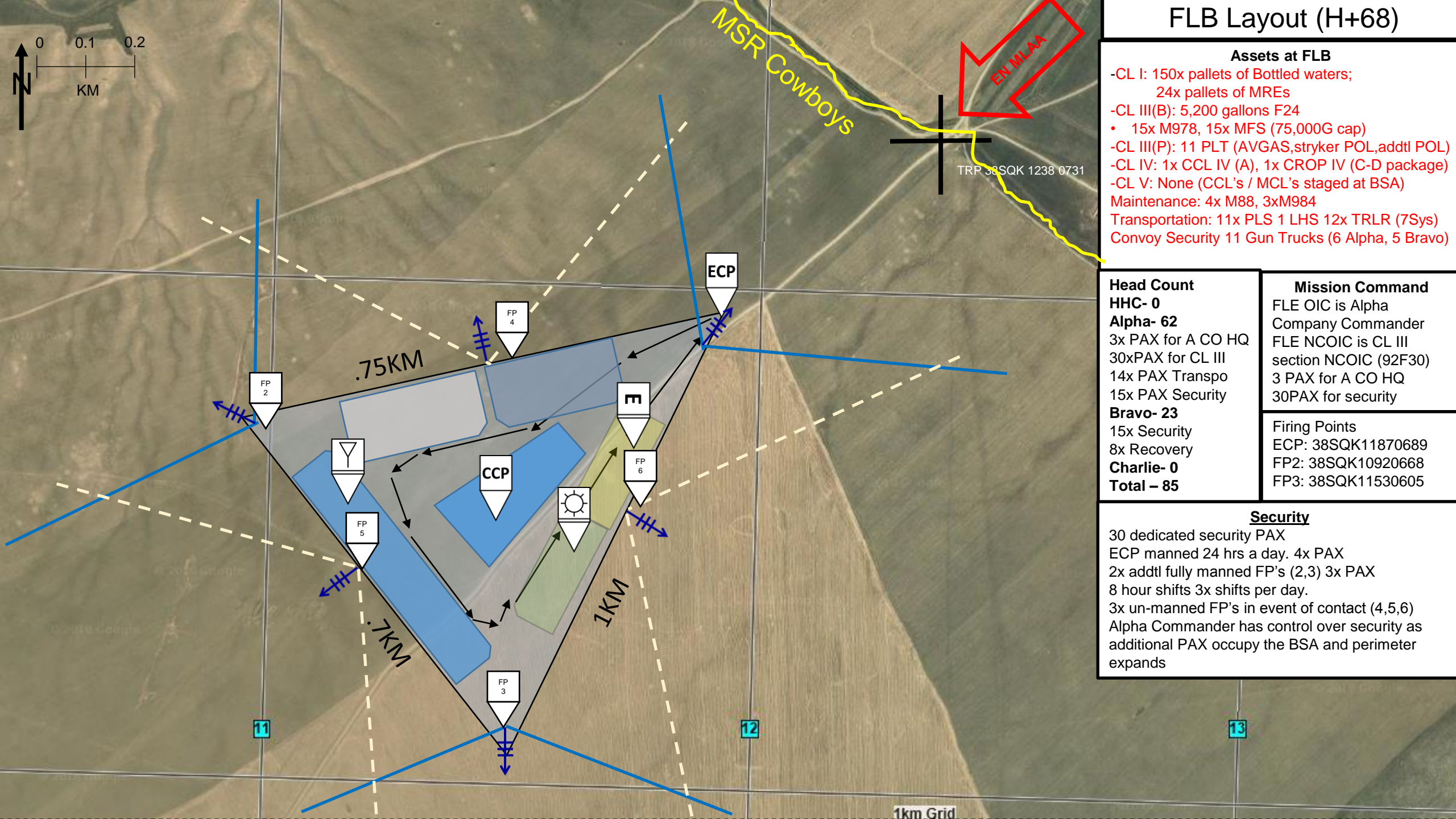
B CO: 8 Soldiers/Shift

Position	Personnel	Equipment
ECP 1/FP 1	1x NCO, 2x Soldiers,	1x MTV w/ M2; FM Radio
FP 6	2x Soldiers	M240B w/ Tripod
QRF	3x Soldiers	1x HMMWV w/M2

TRP's

Purpose: Possible enemy avenue of approach
Execution: METT-TC Dependent

- TRP 38TPK 6091 8910: White Building N/E of BSA
- TRP 38TPK 5922 8871: Orange Marker W/E of BSA
- TRP 38TPK 5939 8745: Intersection w/ MSR Cowboys
- TRP 38TPK 6090 8810: Orange Marker S/E of BSA



FLB Layout (H+68)

Assets at FLB

- CL I: 150x pallets of Bottled waters;
24x pallets of MREs
- CL III(B): 5,200 gallons F24
 - 15x M978, 15x MFS (75,000G cap)
- CL III(P): 11 PLT (AVGAS,stryker POL,addtl POL)
- CL IV: 1x CCL IV (A), 1x CROP IV (C-D package)
- CL V: None (CCL's / MCL's staged at BSA)
- Maintenance: 4x M88, 3xM984
- Transportation: 11x PLS 1 LHS 12x TRLR (7Sys)
- Convoy Security 11 Gun Trucks (6 Alpha, 5 Bravo)

Head Count

HHC- 0

Alpha- 62

3x PAX for A CO HQ

30xPAX for CL III

14x PAX Transpo

15x PAX Security

Bravo- 23

15x Security

8x Recovery

Charlie- 0

Total – 85

Mission Command

FLE OIC is Alpha

Company Commander

FLE NCOIC is CL III

section NCOIC (92F30)

3 PAX for A CO HQ

30PAX for security

Firing Points

ECP: 38SQK11870689

FP2: 38SQK10920668

FP3: 38SQK11530605

Security

30 dedicated security PAX

ECP manned 24 hrs a day. 4x PAX

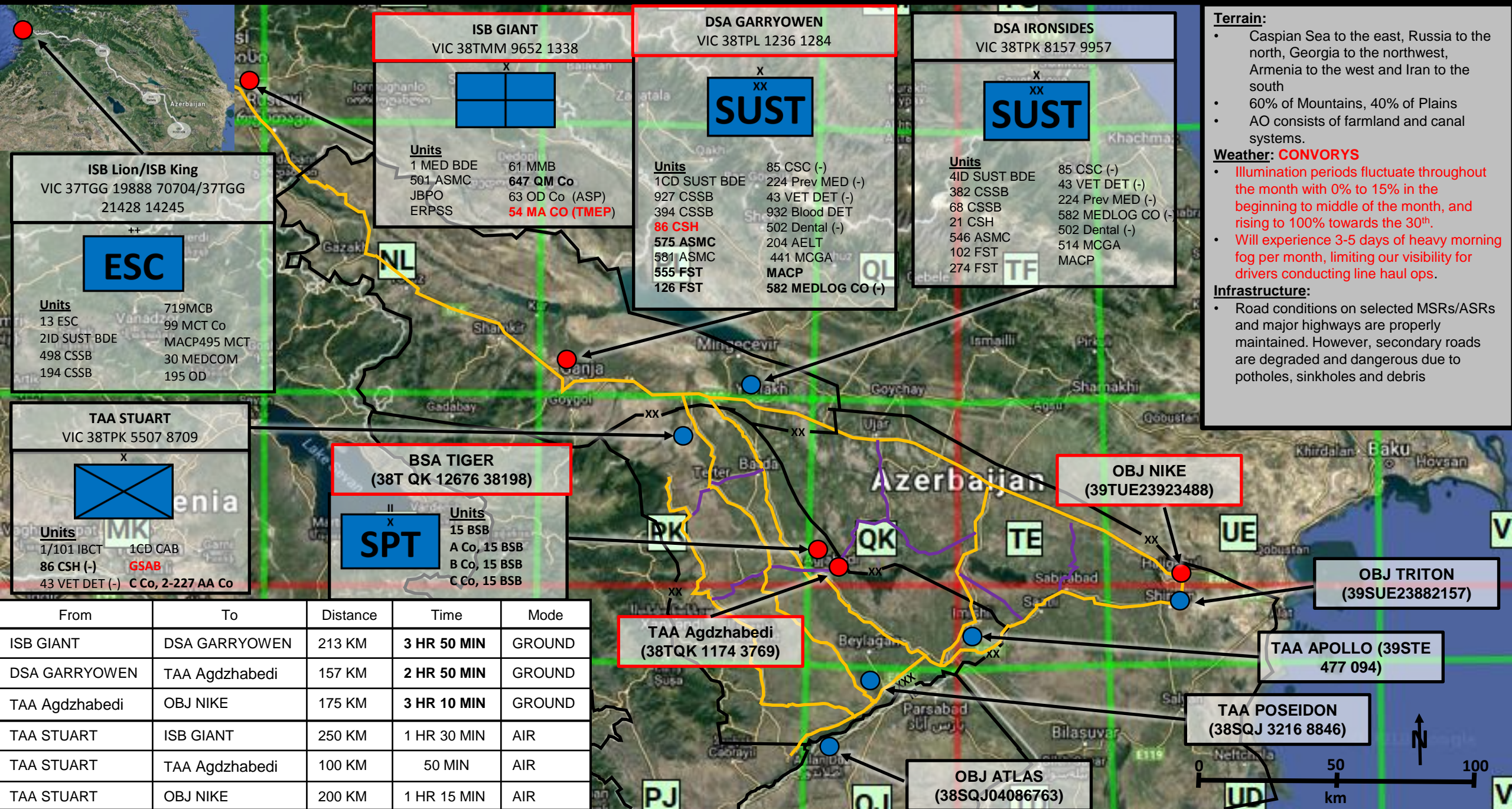
2x addtl fully manned FP's (2,3) 3x PAX

8 hour shifts 3x shifts per day.

3x un-manned FP's in event of contact (4,5,6)

Alpha Commander has control over security as additional PAX occupy the BSA and perimeter expands

Sustainment Preparation of the Operational Environment



- Terrain:**
- Caspian Sea to the east, Russia to the north, Georgia to the northwest, Armenia to the west and Iran to the south
 - 60% of Mountains, 40% of Plains
 - AO consists of farmland and canal systems.
- Weather: CONVORYS**
- Illumination periods fluctuate throughout the month with 0% to 15% in the beginning to middle of the month, and rising to 100% towards the 30th.
 - Will experience 3-5 days of heavy morning fog per month, limiting our visibility for drivers conducting line haul ops.
- Infrastructure:**
- Road conditions on selected MSRs/ASRs and major highways are properly maintained. However, secondary roads are degraded and dangerous due to potholes, sinkholes and debris

CL I / Water & Field services

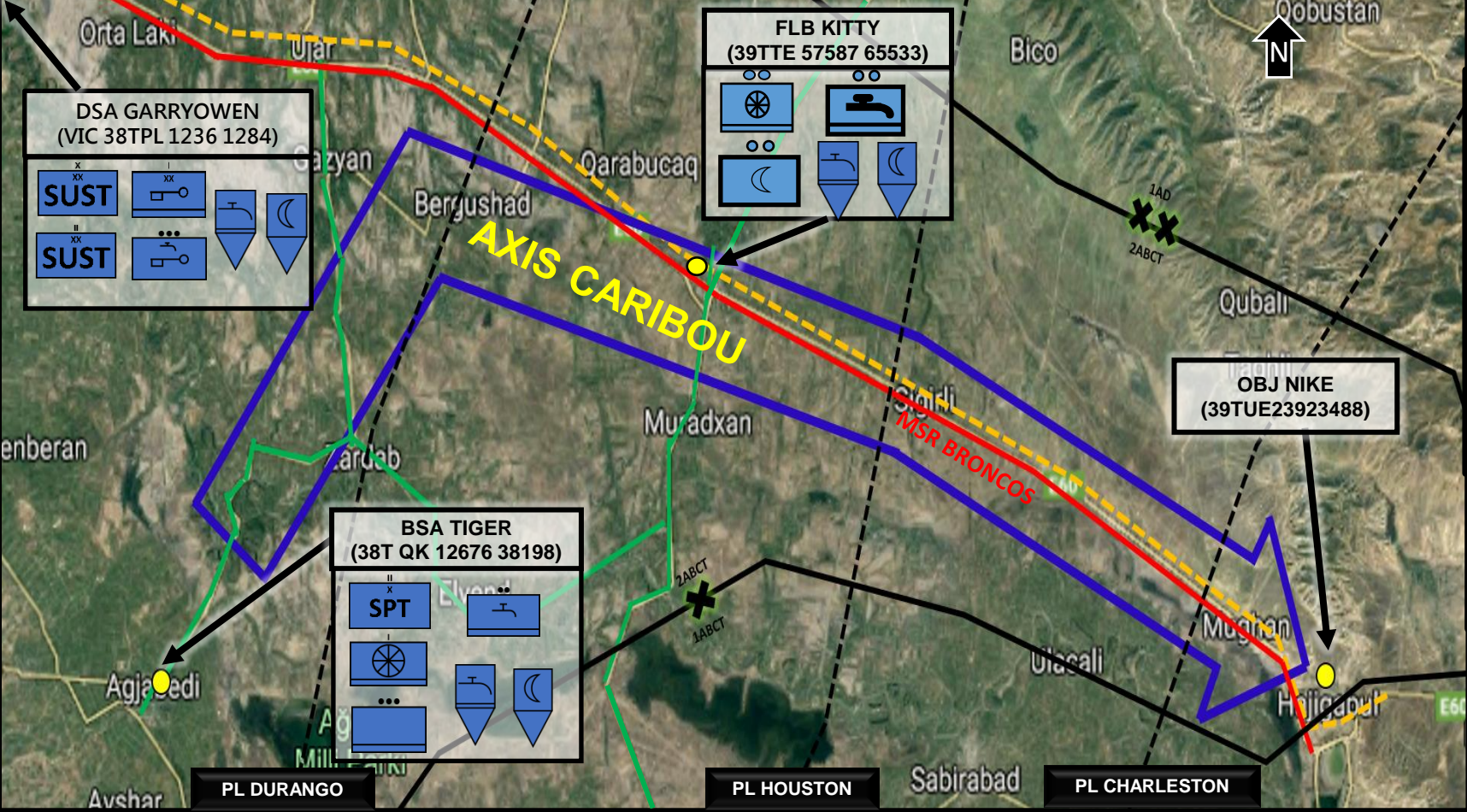
- Concept of Support:**
- After FLB KITTY is established at H+68, Class I & water for 2 ABCT is from FLB.
 - Supply Platoon is divided into two of supply section, Class I **support section is move to FLB with 1 DOS of Class I & Water.**
 - Maneuver units have 1st DOS , FSCs carry 1 DOS , BSB carries 1 DOS
 - On D+3 (H+94) support battalions receive load replenishment of 1 DOS of H&S-M-H&S from 1CD SUST BDE.
 - The 651st QM Company provides Water Purification and Storage at DSA Garryowen.
 - The 755th Transportation Company and the 289th Composite Supply Company provide bulk water distribution to 1CD.

- Shortfalls:**
- Each FSCs do not have Bulk water source.
- Mitigations:**
- This will be mitigated by A CO distributing one HIPPO to each FSC on Day 4.

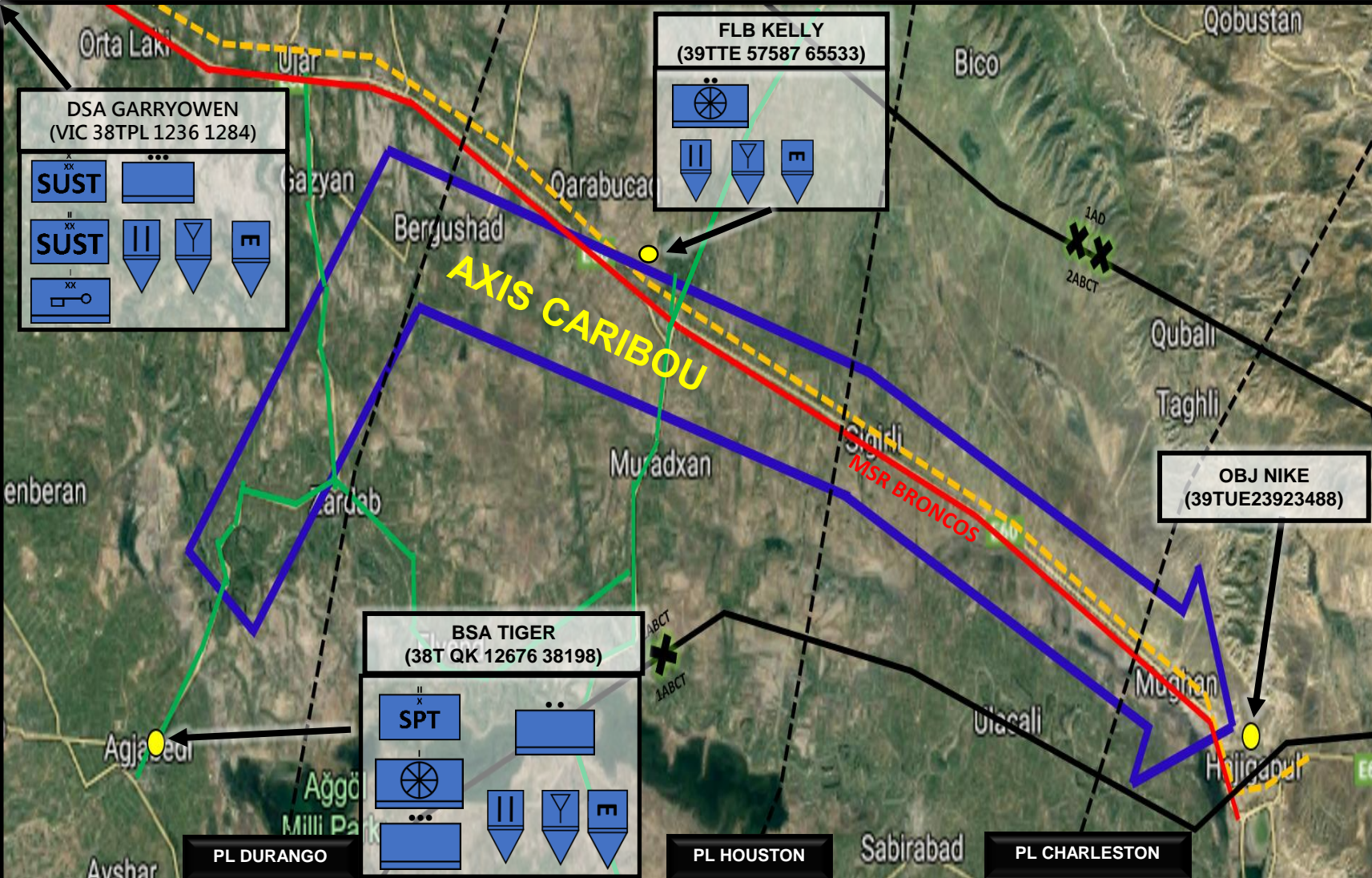
- Field Services:**
- SLCR available D+4 (10,674 gal/week)
 - SLCR and Shower (2.33 GPD) IAW Water planning guide
 - Field feeding available D+4 (3,500 gal/day)
 - Field Feeding (6.36) GPD as part of the Universal Unit Level
 - Ice available. 9,168 lbs req. (2lbs/Soldier)
 - MA req.: 560 lbs
 - Total Ice req.: 9,722 lbs

- Capabilities:**
- 7 Containerized Kitchens, 19 Assault kitchens, and 7 MTRC's are available.

Unit	HIPPO	LHS	PLS
A CO, DISTRO	10	17	23
D FSC, 4-9 CAV	0	10	5
E FSC, 8 BEB	0	3	3
F FSC, 3-16 FA	0	16	0
G FSC, 1-9 CAB	0	8	4
H FSC, 1-8 CAB	0	8	4
J FSC, 1-5 CAB	0	8	4
Total	10	70	43



DAY 3 (H+72 – H+96)								DAY 4							
Ration cycle is M-M-M , Issue cycle is 1-1-1 , Bottled water								Ration cycle is H&S-M-H&S , Issue cycle is 3-2-2 , Bulk Water							
Unit	PAX	Water(Gal)	Pallet	MREs(cases)	Pallet	Total PLT	PLS	Water(Gal)	H&S(Module)	Pallet	MREs(cases)	Pallet	Total PLT	PLS	
HHC, BDE	126	941	4	32	1	5	1	1103	15	2	25	1	2	1	
1-5 CAV(IN) + J FSC	650	4856	21	163	3	25	4	5688	65	8	108	2	10	2	
1-8 CAB(AR) + G FSC	577	4310	19	144	3	22	3	5049	60	8	100	2	10	2	
1-9 CAB(AR) + H FSC	577	4310	19	144	3	22	3	5049	60	8	100	2	10	2	
4-9 CAV + D FSC	608	4542	20	152	3	23	3	5320	65	8	108	2	10	2	
3-16 FA + F FSC	654	4885	21	164	3	25	4	5723	70	9	117	2	11	2	
8 th BEB + E FSC	584	4362	19	146	3	22	3	5110	60	8	100	2	10	2	
15 th BSB	420	3137	14	105	2	16	2	3675	45	6	75	2	7	1	
Attached Units	388	2898	13	97	2	15	2	3395	40	5	167	3	8	1	
Total	4584	34242	150	1146	24	174	25	40110	480	60	900	19	79	15	



General Supplies

Unit	PAX	CLII	CLIII(P)	CLIV	PLT
HHC, BDE	126	239	64	1135	1
1-5 CAV(IN) + J FSC	650	1235	332	5857	4
1-8 CAB(AR) + G FSC	577	1096	294	5199	4
1-9 CAB(AR) + H FSC	577	1096	294	5199	4
4-9 CAV + D FSC	608	1155	310	5478	4
3-16 FA + F FSC	654	1243	334	5893	4
8 th BEB + E FSC	584	1110	298	5262	4
15 th BSB	420	798	214	3784	3
Attached units	388	737	198	3496	3
Total	4584	8710	2338	41302	31
PPD		1.9	0.51	9.01	

Concept of Support:

Class II :

- Units deploy with 2 of JLISTs per soldier. 1 set will be carried by the individual Soldier, while the other 1 set be on-hand at the BSA and each of FSC.
- TA-50 issues restricted to emergency requirements. Units request and conduct direct exchanges (DX) of Organization Clothing and Individual Equipment (OCIE) through the appropriate support battalion using standard supply procedures.
- Request Maps through S2/G2 channels

Class VI :

- Tactical field exchanges are available and may be coordinated to arrive at a BCTs BSB location with 72 hours.
- Personal health, tobacco products, comfort, and personal hygiene items are available at tactical field exchanges.

CL VII: Systems reported as losses during combat operations are be available for issue NLT 24 hours from the time of report to the G4.

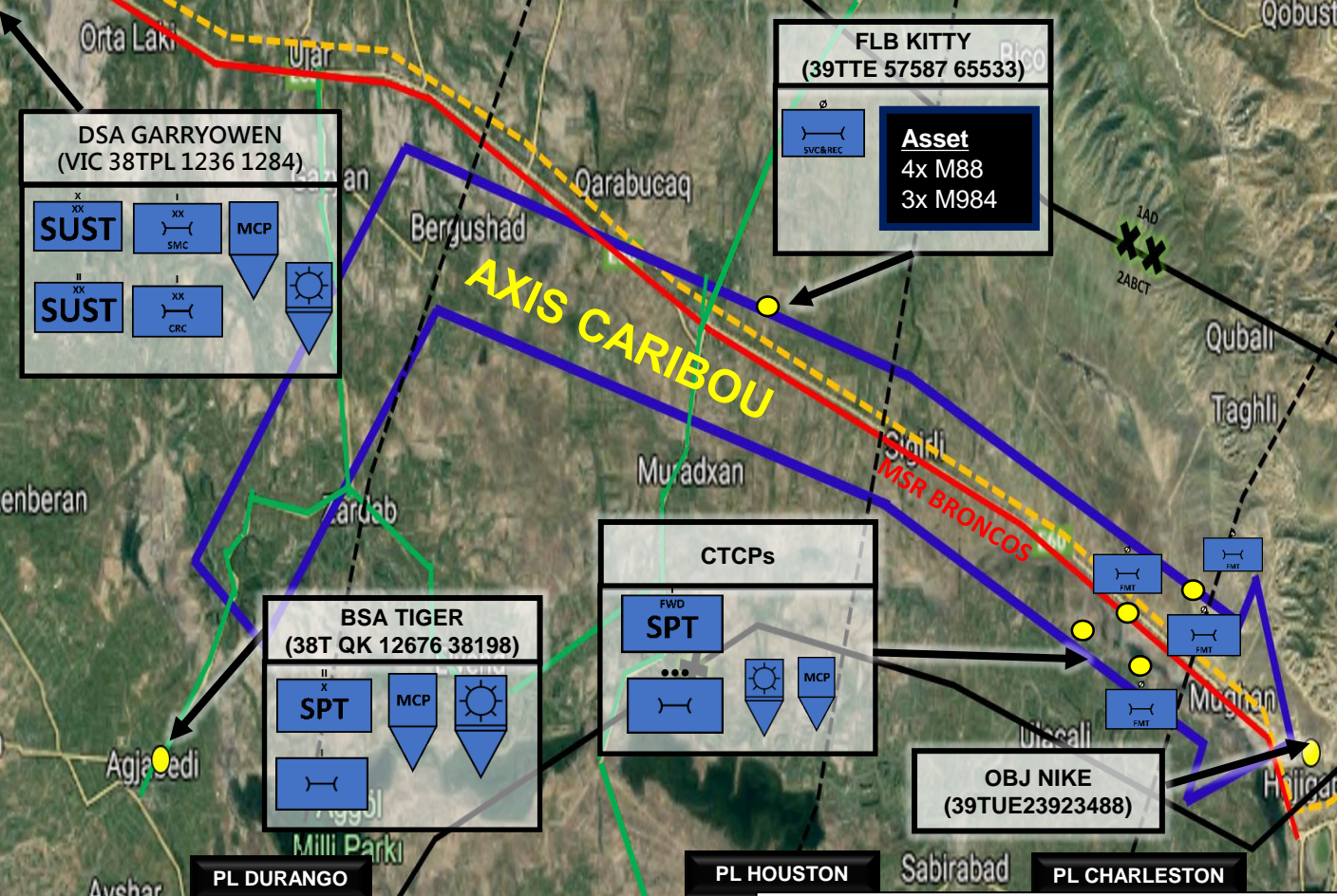
Class IV :

BCTs may request and hold CL IV configured loads at BSA BSB require total 1.5 PLS systems CL IV for establish FLB KITTY and bring it to FLB at H+60

- A: Concertina : 1 PLS (4 CL's)
- B: Company Survivability : 1 PLS (4 CL's)
- C: Hasty Check Point : 4 Pallet
- D: Man Fighting Position : 2 Pallet

Class III(P) :

- Class III(P) configured loads are maintained at DSA Garryowen by the 289 QM Co (CSC) and available for request within 72 hours of order.
- 2 ABCT may request/hold configured loads at the BSA
- A: Field Lubrication: 2 Pallet
 - B: Stryker Field Lubrication: 1 Pallet
 - UAV fuel



CL IX & Maintenance

End state70%		Day 2(H+60 – H+72)							Day 3 (H+72 - H+96)						
Equipme nt	O/H	Loss	O/H end	Repar able	Un-repar able	FMT	O/H	OR%	Loss	O/H	Repar able	Un-repar able	FMT	O/H End	OR %
M1A2	87	8	79	6	2	2	81	93%	15	66	12	3	3	69	79%
M2A3	124	14	110	11	3	3	113	91%	25	88	20	5	4	92	74%
M113	85	10	75	8	2	2	77	91%	17	60	13	4	3	63	74%
1-5 CAB															
M1A2	15	2	13	1	1	1	14	93%	3	11	2	1	1	12	80%
M2A3	32	4	28	3	1	1	29	91%	7	22	5	2	1	23	72%
M113	17	2	15	1	1	1	16	94%	4	12	3	1	1	13	76%
1-8CAB															
M1A2	29	3	26	2	1	1	27	93%	5	22	4	1	1	23	79%
M2A3	18	2	16	1	1	1	17	94%	4	13	3	1	1	14	78%
M113	17	2	15	1	1	1	16	94%	4	12	3	1	1	13	76%
1-9CAB															
M1A2	29	3	26	2	1	1	27	93%	5	22	4	1	1	23	79%
M2A3	18	2	16	1	1	1	17	94%	4	13	3	1	1	14	78%
M113	17	2	15	1	1	1	16	94%	4	12	3	1	1	13	76%
4-9CAV															
M1A2	14	2	12	1	1	1	13	93%	3	10	2	1	1	11	79%
M2A3	41	5	36	4	1	1	37	90%	9	28	7	2	2	30	73%
M113	20	3	17	2	1	1	18	90%	4	14	3	1	1	15	75%
3-16FA															
Howitzer	18	1	17	0	1	0	17	94%	2	15	1	1	1	16	89%
BFIST	13	2	11	1	1	1	12	92%	3	9	2	1	1	10	77%
M113	14	2	12	1	1	1	13	93%	3	10	2	1	1	11	79%
8 BEB															
M2A3	15	2	13	1	1	1	14	93%	4	10	3	1	1	11	73%
15 BSB															
PLS	36	2	34	1	1	1	35	97%	4	31	3	1	1	32	89%
LHS	37	2	35	1	1	1	36	97%	4	32	3	1	1	33	89%
M88A2	31	2	29	1	1	1	30	97%	3	27	2	1	1	28	90%
M978	30	2	28	1	1	1	29	97%	3	26	2	1	1	27	90%
M984	14	1	13	0	1	0	13	93%	2	11	1	1	1	12	86%
							M88A2		M984		PLS		Total		
B CO, MAINT							4		3		2		9		
G FSC, 1-9 CAV							6		2		4		12		
H FSC, 1-8 CAV							6		2		4		12		
D FSC, 4-9 CAV							6		2		5		13		
E FSC, 8 BEB							3		4		3		10		
F FSC, 3-16 FA							4		2		16		22		
J FSC, 1-5 CAB							6		2		4		12		
Grand Total							35		17		38		90		

Concept of Support :

- Priority of Maintenance : M1, M2, M109, M88A1/A2, M113,M997 AMBs, M978 Fuel Trucks, PLS/LHS
- Cannibalization authority is Brigade Commanders. Controlled exchange authority is delegated to Battalion Commanders, not to exceed five parts per vehicle.
- Battle Damage: Equipment with more than 2 hour repair time moves to FSC's MCP. MCP will take no longer than 6 hours before equipment gets to more to BSA. Equipment will continue to get back haul from BSA to CSSB if excesses 24 hours.

Shortfalls :

- CL IX shortages exist for this items:
- FUPP, M1A2 - 1 per BCT
 - Final drive, M109 - 1 per BCT
 - Engine, M1114 - 2 per BCT
 - Track pads, M1 - 250 in DIV
 - Transmission, M2/3 - 4 in DIV

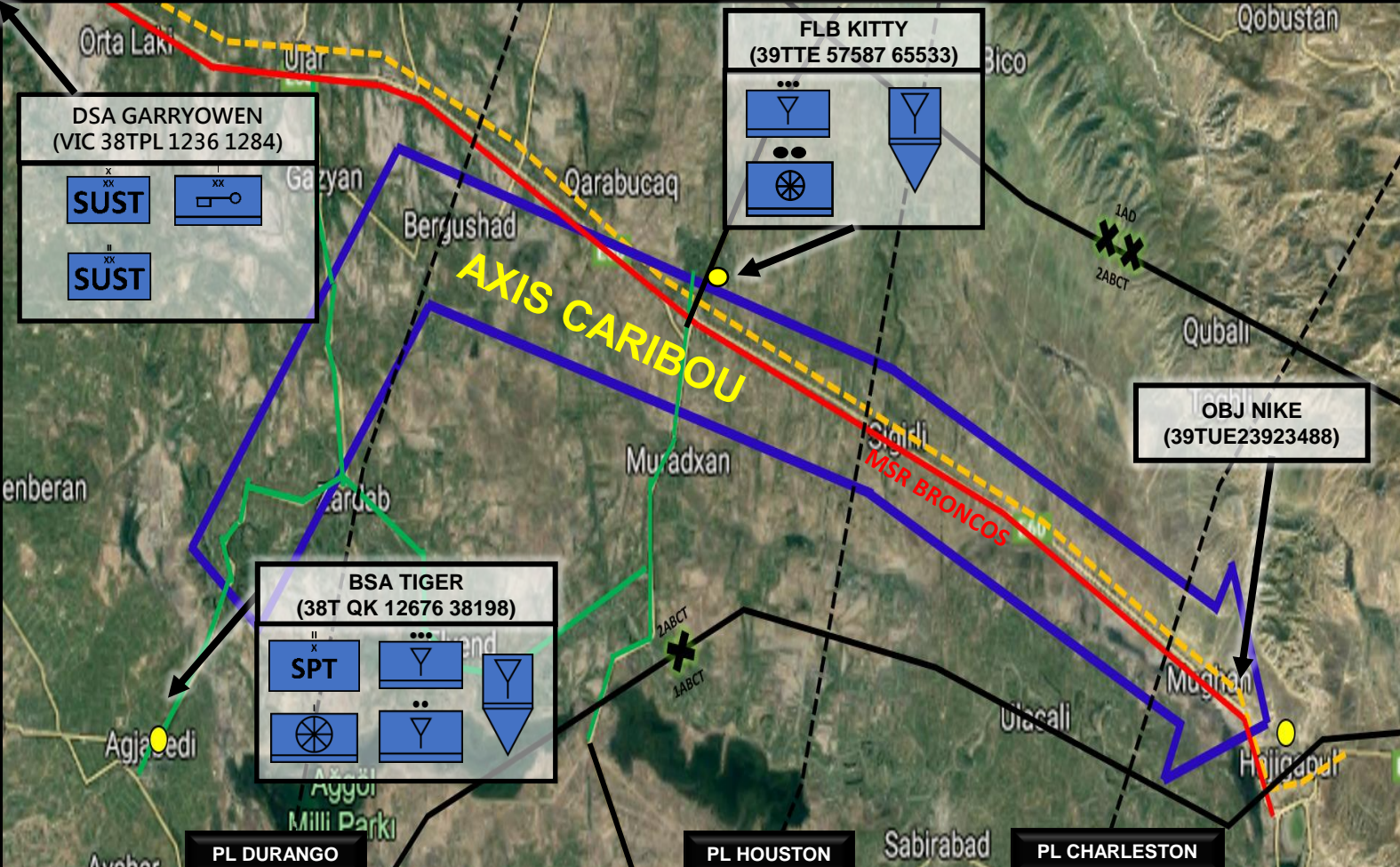
Mitigations :

CL IX shortages will be mitigated with controlled exchanges and cannibalization

Class III (B)

Concept of Support :

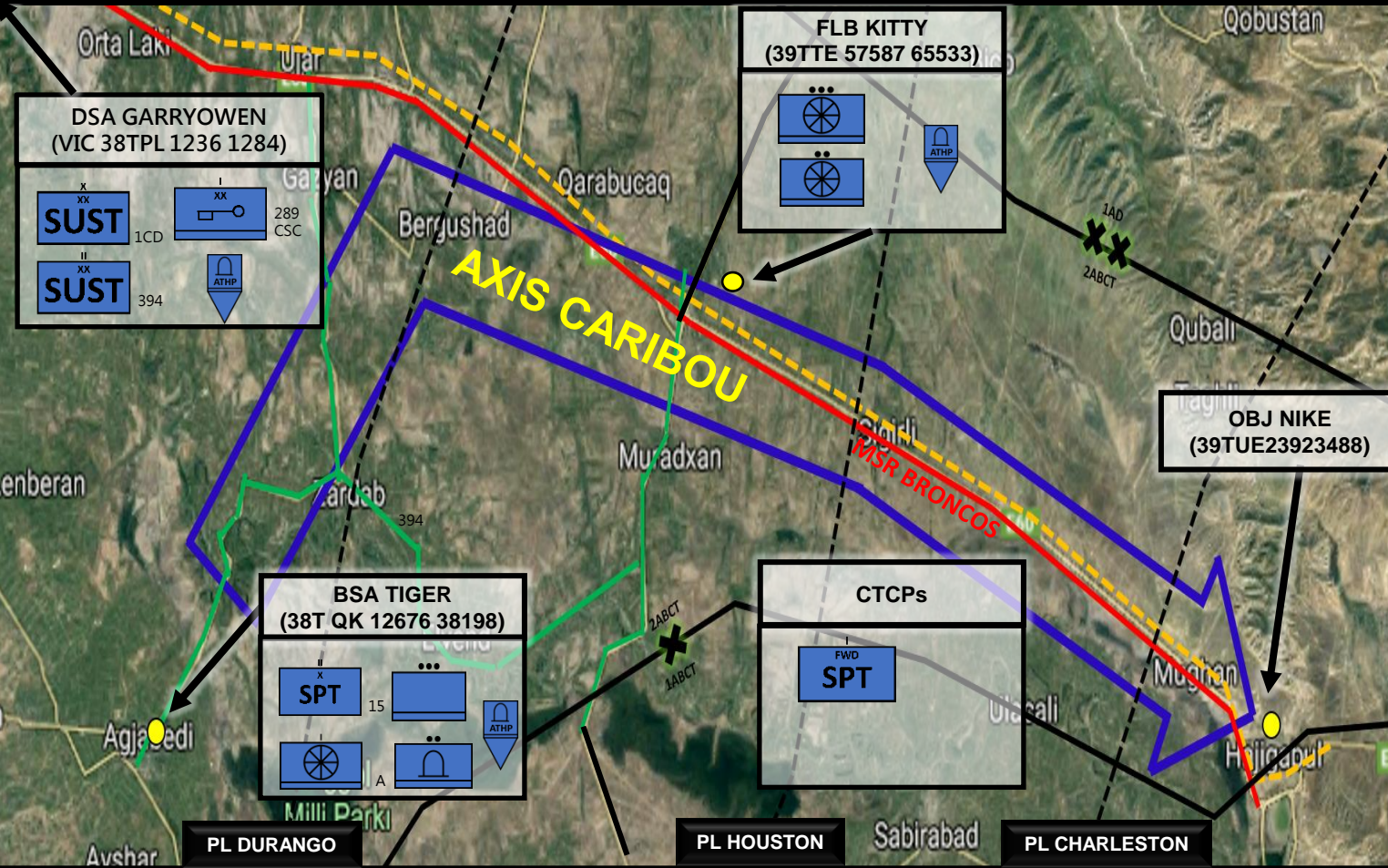
- After H-68 FLB KITTY is established, CL III(B) Support to 2 ABCT is from FLB KITTY. Supply Platoon is divided into two of supply section, CL III(B) support section is move to FLB KITTY with All of CL III(B) & Management Asset.(18 of MFS, 18 of M987)



Resupply to FCS(Gal) In convoy 1	J FSC	10078 gal
	G FSC	11137 gal
	H FSC	13938 gal
	F FSC	4896 gal
	D FSC	5333 gal
	E FSC	1200 gal
Total (Gal)		46582 gal
Required M978 or MFS		10 M987 9 MFS

Unit	Cap(Gal)	H+60	H+62	H+64	H+66	H+68	H+70	H+72	H+74	H+76	H+78	H+80	H+82	H+84	H+86	H+88	H+90	H+92	H+94	H+96
BSB	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	65984	44618	43418	43418	43418	43418	43418	43418	43418	43418	43418	43418
	OR Rate(%)	100.0	100.0	100.0	100.0	100.0	100.0	100.0	73%	50%	48%	48%	48%	48%	48%	48%	48%	48%	48%	48%
J FSC	30,000	30000	30000	28822	25924	25924	22820	19922	30000	30000	30000	30000	25560	24948	24948	24948	22596	20370	19826	19826
(1-5 CAB)	OR Rate(%)	100%	100%	96%	86%	86%	76%	66%	100%	100%	100%	100%	85%	83%	83%	83%	75%	68%	66%	66%
G FSC	30,000	30000	30000	30000	30000	19611	18863	18863	18863	30000	30000	30000	19367	18755	18755	18755	14207	12953	12409	12409
(1-8 CAB)	OR Rate(%)	100%	100%	100%	100%	65%	63%	63%	63%	100%	100%	100%	65%	63%	63%	63%	47%	43%	41%	41%
H FSC	30,000	30000	30000	30000	30000	28014	16062	16062	30000	30000	30000	30000	22168	21556	21556	21556	17008	15754	15210	15210
(1-9CAB)	OR Rate(%)	100%	100%	100%	100%	93%	54%	54%	100%	100%	100%	100%	74%	72%	72%	72%	57%	53%	51%	51%
F FSC	15,000		15000	15000	15000	14044	10104	10104	10104	10104	15000	15000	14190	9690	9690	9690	9690	9690	9690	9690
(3-16 FA)	OR Rate(%)		15000	100%	100%	94%	67%	67%	67%	67%	100%	100%	95%	65%	65%	65%	65%	65%	65%	65%
D FSC	30,000		30000	30000	30000	30000	25227	24667	24667	24667	30000	30000	22405	21765	21765	21765	21765	21765	21765	21765
(4-9 CAV)	OR Rate(%)		30000	100%	100%	100%	84%	82%	82%	82%	100%	100%	75%	73%	73%	73%	73%	73%	73%	73%
E FSC	15,000	15000	15000	15000	15000	15000	15000	13800	13800	13800	15000	15000	15000	13800	13800	13800	13800	13800	13800	13800
(8EN)	OR Rate(%)	100%	100%	100%	100%	100%	100%	92%	92%	92%	100%	100%	100%	92%	92%	92%	92%	92%	92%	92%

CL V



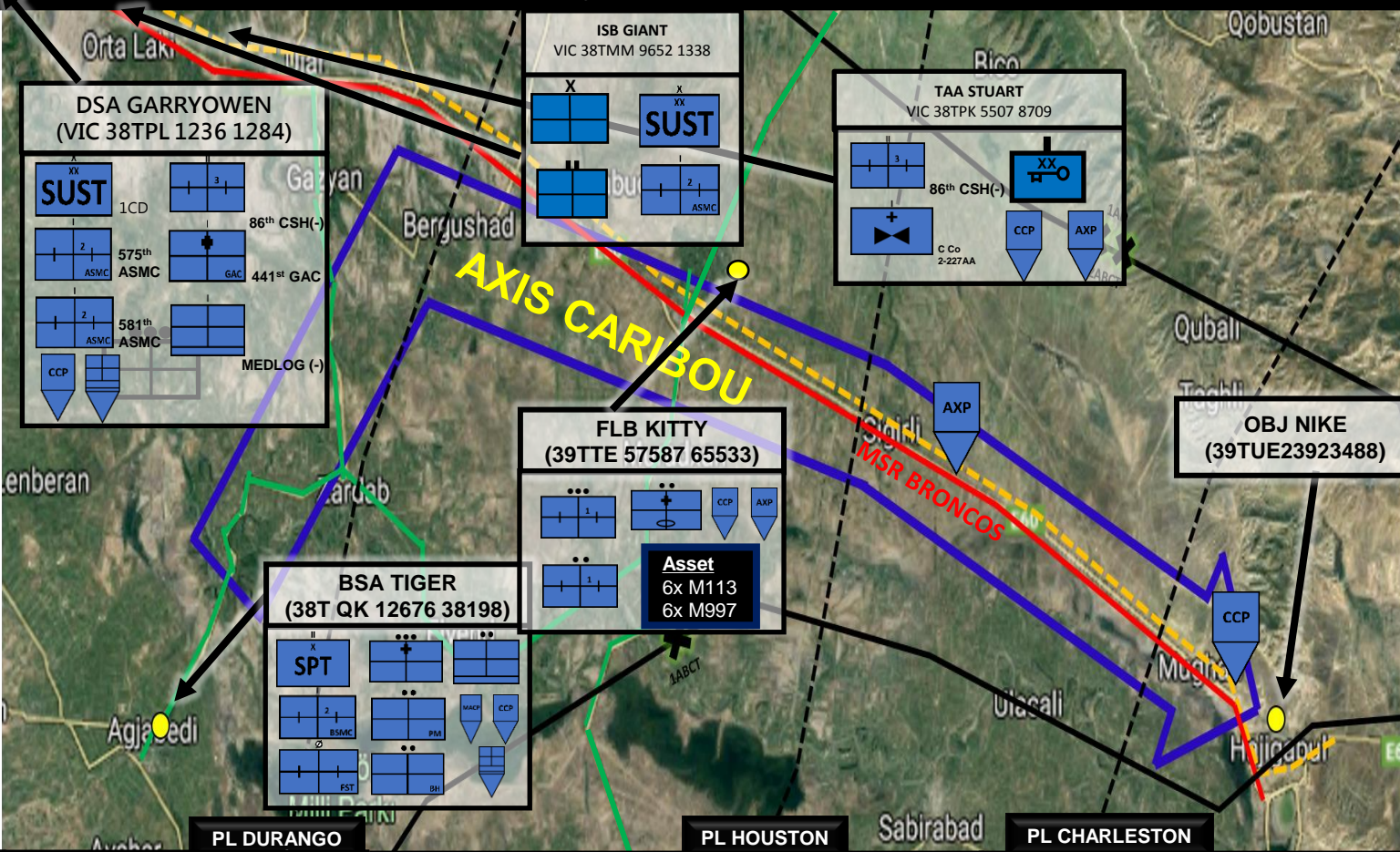
Unit			Day 2 H+60-72				DAY 3 H+72-96				Total Consump tion	
Equipment	Qty	Main weapon	Basic load	RSR	O/H end	OR %	O/H	RSR	O/H end	OR %		
1-5 CAB			Attack along AXIS CARIBOU				Engage and area defense					
M1A2	15	120mm HE	18	1	17	94%	17	2	15	83%	45	
M2A3	32	TOW	7	0	7	100 %	7	1	6	86%	32	
		25mm HE	690	10	680	99%	680	20	660	96%	960	
1-8CAB			Attack along AXIS CARIBOU				Engage and area defense					
M1A2	29	120mm	18	1	17	94%	17	2	15	83%	87	
M2A3	18	TOW	7	0	7	100 %	7	1	6	86%	18	
		25mm HE	690	10	680	99%	680	20	660	96%	540	
1-9CAB			Follow and support			Follow , support and secure MSR						
M1A2	29	120mm	18	1	17	94%	17	2	15	83%	87	
M2A3	18	TOW	7	0	7	100 %	7	1	6	86%	18	
		25mm HE	690	10	680	99%	680	20	660	96%	540	
3-16FA			Advance along AXIS CARIBOU				Provide Fire					
HOWITZER	18	155mm	32	1	31	97%	30	2	28	88%	72	
BFIST	13	25mm HE	300	10	290	97%	290	15	275	92%	325	
4-9CAV			Conduct Screening			Reconnaissance and envelop enemy						
M1A2	14	120mm	18	1	17	94%	18	1	17	94%	14	
M2A3	41	TOW	7	0	7	100 %	7	1	6	86%	41	
		25mm HE	690	5	685	99%	685	5	680	99%	410	
8 BEB			Conducts assured mobility, counter mobility, and survivability tasks									
M2A3	15	TOW	7	0	7	100 %	7	1	6	86%	15	
		25mm HE	690	5	685	99%	685	10	675	98%	225	
EQUI P	A CO, DISTRO	CAB AR FSC	D FSC, 4-9 CAV		E FSC, 8 BEB		F FSC, 3-16 FA		J FSC, 1-5 CAB		Grand Total	
LHS	17	16	10		3		0		8		54	
PLS	23	8	5		3		16		4		61	

TOTAL Requirement during 36 hour and will be resupply in phase III					
Caliber	Consumption	Resupply	CCL	CCL location	Trans req
120 mm	233	240	4 x CCL 2 (M1)	1-5 CAB, 1-8CAB 1-9 CAB, 4-9 CAV	4 x LHS
TOW	124	144	4 x CCL 3 (M2)	1-5 CAB, 1-8CAB 1-9 CAB, 4-9 CAV 8 BEB	4 x LHS
25 mm	3000	16,200			
155 mm	72	144	1x CCL 4 (M109)	3-16 FA	1 x PLS

Concept of Support:

- Priority of Support: 1-5 CAB, 1-8 CAB, 1-9 CAB, 4-9 CAV, 3-16 FA, 8 BEB and 15 BSB
- Priority of Supply: CL III(B), CL V, CLI/bottled water
- **ATHP set up in DSA Garryowen (38TPK81579957)**
 - **Units will start with full combat loads; FSCs will carry 1x sustainment load; BSB will maintain second sustainment load for the ABCT at the ATHP**
 - **DODICs are available for individual request within 72 hours from the ATHP**
 - MCLs and CCLs are maintained at BSA.
 - BSB will maintain tertiary sustainment load
 - Aerial delivery is available for emergency resupply of critical CL V DODICs.

CL VIII & Army Health Services



Ground MEDEVAC

OBJ Nike to BSA TIGER:
175km (3hrs 10mins)

BSA to Role III @ DSA Garryowen:
157km (2hrs 50mins)

Air MEDEVAC

Role I to Role II:
175km (1hrs 10mins)

Role II to Role III:
157km (1hr)

Concept of Support

- BSMC will deploy Medical Teams (3xM113s & 2 M997s EA) to AXPs
- AXPs will move by Phase Line behind maneuver units
- Ground Amb Section will augment BSA capacity to evac to Role III
- Air AMB Co notified of up to 9x urgent surgical @ BSA

Roles of Care

- Role I @ BN Aid Stations (142 SMs thru Role I)
- Role II @ BSA up to 24hrs (127 SMs thru Role II)
 - 20 beds in BSMC
 - Request sent to DIV for FWD Surgical Team (FST)
 - Capacity: 10x patients/day
 - Estimated 33 urgent-surgical thru Role II
 - Request sent to DIV for GAC Section
 - 6x M997s for 102 SMs to Role III
- Role III @ DSA Garryowen up to 7 days (102 SMs to Role III)
 - 164 Beds in CSH(-) at DSA Garryowen
 - FWD Dist Team of 582MEDLOG Co @ DSA Garryowen
 - 441st GAC @ DSA Garryowen
- Role IV @ LPMC-GE @ up to 14 days (90 SMs to Role IV)
 - USAF 204TH AELT at ISB Giants to coordinate EVAC

MEDEVAC

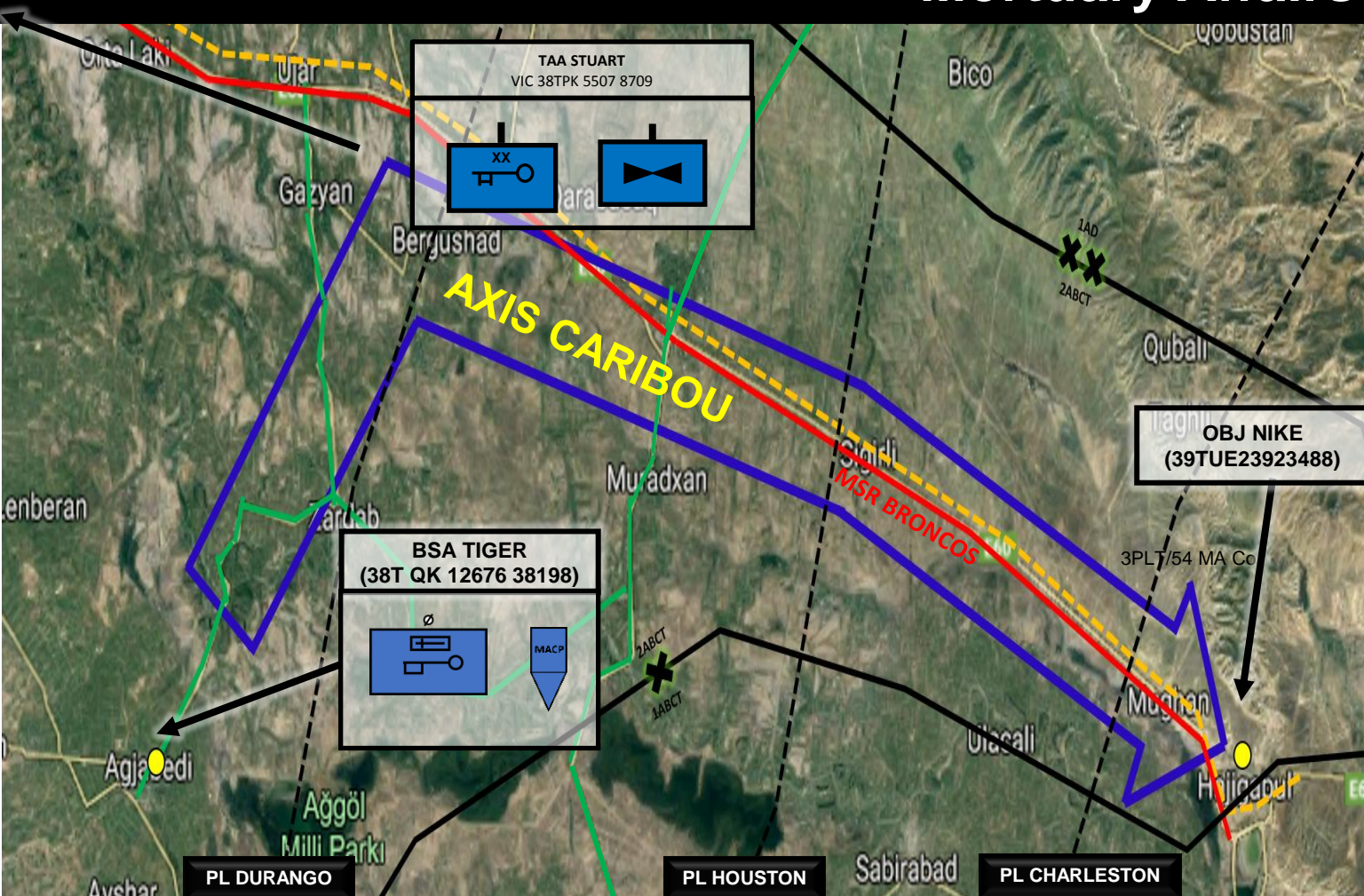
- Aid Stations: BN MEDEVAC platforms (Differs by BN)
- BSA: BSMC MEDEVAC PLT (6xM997s & 6xM113s)
- TAA Stuart: Air Ambulance Company (15xUH-60s)

CL VIII

- Roles I & II will each maintain 3 DOS of CL VIII
- CL VIII distributed by 582nd MEDLOG CO to BMSO

		Breach & Covering								H+72-84								H+84-96							
Unit	HC	KIA	WIA	MIA	RTD	EVAC	DNBI	HC	OR %	KIA	WIA	MIA	RTD	EVAC	DNBI	HC	OR %	KIA	WIA	MIA	RTD	EVAC	DNBI	HC	OR %
1-5 CAV(IN) + J FSC	650	1	4	0	1	3	0	645	99.2	5	21	0	5	16	1	619	95.2	3	10	0	2	8	1	610	93.8
1-8 CAB(AR) + G FSC	577	1	4	0	1	3	0	572	99.1	5	19	0	4	15	1	548	95.0	2	9	0	2	7	1	540	93.6
1-9 CAB(AR) + H FSC	577	1	4	0	1	3	0	572	99.1	5	19	0	4	15	1	548	95.0	2	9	0	2	7	1	540	93.6
4-9 CAV + D FSC	608	1	3	0	1	2	0	604	99.3	5	20	0	4	16	1	579	95.2	2	7	0	2	5	1	573	94.2
3-16 FA + F FSC	654	0	1	0	1	0	0	653	99.8	0	2	0	1	1	1	651	99.5	0	1	0	1	0	1	650	99.4
8 th BEB + E FSC	584	0	1	0	1	0	0	583	99.8	0	1	0	1	0	1	582	99.7	0	1	0	1	0	1	581	99.5
15 th BSB	420	0	1	0	1	0	0	419	99.8	0	1	0	1	0	0	419	99.8	0	1	0	1	0	0	419	99.8
HHC, 2ABCT	126	0	1	0	1	0	0	125	99.2	0	1	0	1	0	0	125	99.2	0	1	0	1	0	0	125	99.2
Totals	4196	4	19	0	8	11	0	4173	99.5	20	84	0	21	63	6	4071	97.0	9	39	0	12	27	6	4038	96.2
		Role1	19	RTD	2	Role3	13	RTD	2	Role1	84	RTD	9	Role3	61	RTD	7	Role1	39	RTD	4	Role3	28	RTD	3
		Role2	17	RTD	4	Role4	11			Role2	75	RTD	14	Role4	54			Role2	35	RTD	7	Role4	25		

Mortuary Affairs



Dover, AFB

ISB Giant
VIC 38tpk 5834 8361

APOD

1PLT/54 MA Co

TMEP

DSA GARRYOWEN
(VIC 38TPL 1236 1284)

SUST

SUST

MACP

3PLT/54 MA Co

Concept of Support

- MA**
- Mortuary Affairs Team from 1CD SB attached to 15th BSB
 - (1) MACP at BSA
 - (1) MACP at DSA GARRYOWEN
 - (1) MACP can process 20 remains per day
 - Concurrent return; from MACP directly to TMEP
 - Ground is primary, air is always preferred
 - Concurrent return, temporary interment is not authorized
 - Emergency ice available – 1,320 lbs. required for 33 KIA (req. via SPO to CSSB)**
 - Transport utilize convoy back haul

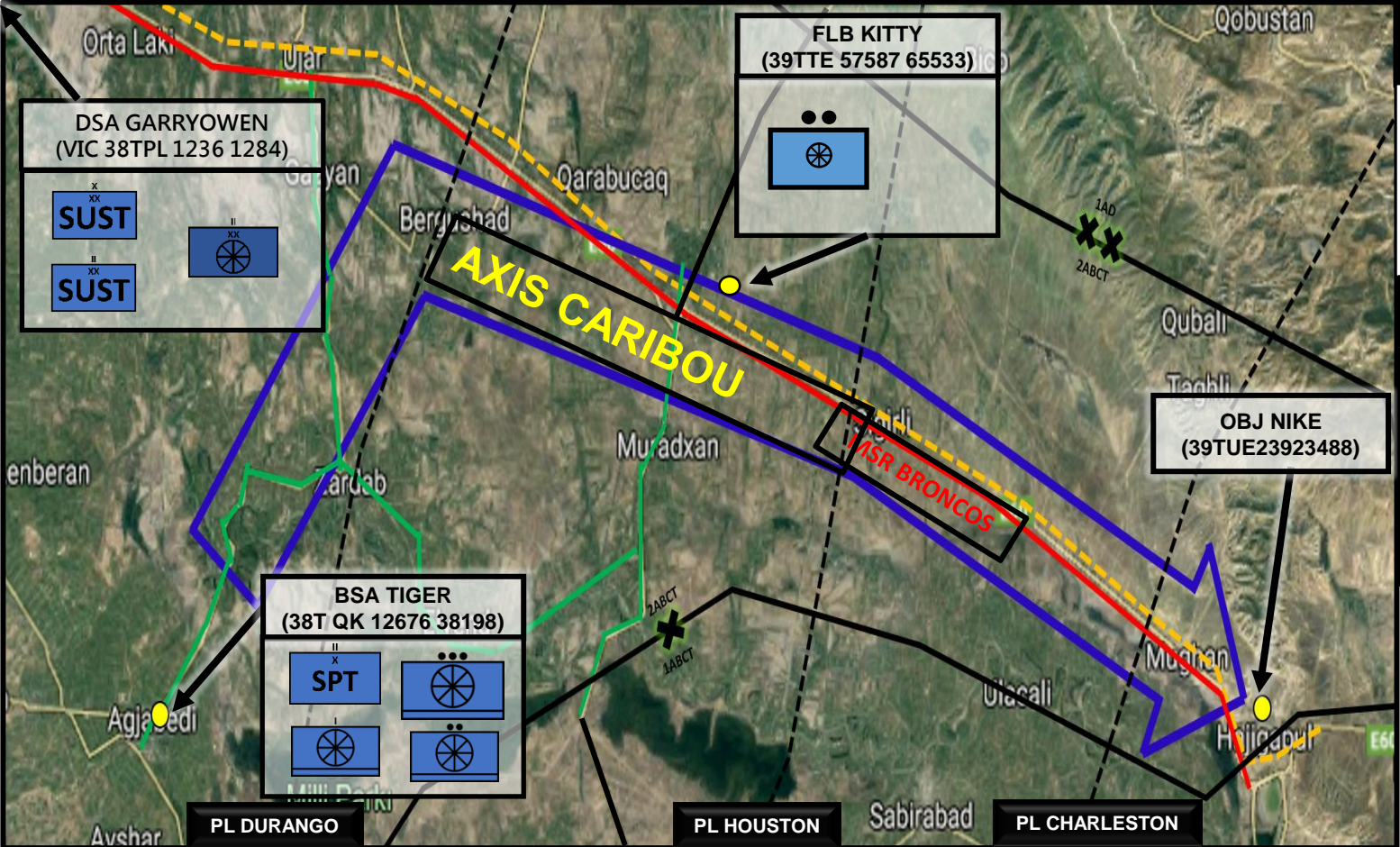
From	To	Distance	Time	Mode
ISB GIANT	DSA GARRYOWEN	213 KM	3 HR 50 MIN	GROUND
DSA GARRYOWEN	BSA TIGER	157 KM	2 HR 50 MIN	GROUND
BSA TIGER	OBJ NIKE	175 KM	3 HR 10 MIN	GROUND
TAA STUART	ISB GIANT	250 KM	1 HR 30 MIN	AIR
TAA STUART	BSA TIGER	100 KM	50 MIN	AIR
TAA STUART	OBJ NIKE	200 KM	1 HR 15 MIN	AIR

CONUS DOVER AFB TOD+ 72 Hrs	TMEP ISB GIANT TOD 10+ hrs	MACP BSA APOLLO TOD+ 2 Hrs	Place of Death
	Breach & Covering	H+72-84	H+84-96
Total KIA	4	20	9

Transportation

- **Concept of Support :**
- **Convoy speed is 35 MPH** and 15 MPH cross country.
- All convoys consist of **a minimum of five vehicles, one CPP per five vehicles** and **a maximum of 30 vehicles per convoy**.
- Every vehicles have at least **two personnel**.

BSB		PAX	PLS	LHS	Trailer	M978	MFS
A Co	Trans PL	140	20	12	32	18	18
Location	DAS GARRYOWEN		FLB		CTCP		
	Dist.	Time	Dist.	Time	Dist.	Time	
BSA	156 km	2hr 45min	90 km	1hr 40min	160 km	2hr 50 min	
FLB	172 km	3hr			68 Km	1hr 10 min	



Convoy #	Start Point	From	Resupply time	FSC	To	Arrive Time	MRE	Water	CL III(B)	CCL	Composition	Total
1	H+60	BSA	2hrs	-	FLB	H+62	16 pallet	80 pallet	25,000 Gal	CL III(P) 5 pallets CL IV (A): 1 LHS CL IV (C): 4 pallets CL IV (D) 2 pallets	6 PLS +1 LHS systems 5 M978 + 5 MFS 2 M88 2 M984 5 Gun Trucks	Arrived at FLB 11 PLS+ 1 LHS systems 10 M978 10 MFS Left in BSA 12 PLS systems 16 LHS systems 8 M978 8 MFS
2	H+61	BSA	2hrs	-	FLB	H+63	8 pallet	70 pallets	25,000 Gal		6 PLS systems 5 M978 + 5 MFS 2 M88 1 M984 5 Gun Trucks	
3	H+71	FLB	30mins	H	1-9CAB-CTCP	H+72	3 pallets	19 pallets	13938 gal		6 PLS systems 8 M978 + 7 MFS 1 M88 2 M984 5 Gun Trucks	
				J	1-5CAB-CTCP		1 pallets	4 pallets	10078 gal			
				G	1-8CAB-CTCP		3 pallets	21 pallets	11137 gal			
4	H+75	FLB	30mins	F	3-16 FA-CTCP	H+76	3 pallets	21 pallets	4896 gal		5 PLS systems 8 M978 + 7 MFS 1 M88 5 Gun Trucks	
				D	4-9 CAV-CTCP		3 pallets	20 pallets	5333 gal			
				E	8 BEB-CTCP		3 pallets	19 pallets	1200 gal			



Commander's Guidance

國防部軍備局生產製造中心出國報告建議事項處理表			
報告名稱	彈藥高級班(Logistics Captain Career Course)		
出國單位	軍備局 第二〇五廠	出國人員級職/姓名	中尉/鄭雅琳
地 點	美國	出/返國日期	106.9.29/107.4.1
建議事項	<p>一、受訓期間所有課程相關指導書及準則均登載於民網上，任何人皆可閱覽，無須特殊權限即能直接查詢及獲得，建議我國亦能將非機敏資訊電子化，建立相關資料庫，易於查詢。</p> <p>二、受訓期間接觸許多美軍對招募軍(兵)限制較寬，從各項能力觀察，發現生理限制與其各項能力並無直接相關，為提升本國軍士官兵的品質，建議我國放寬身高限制，實能提升招募獲取各項能力佳者的數量，並改善本國招募現況。</p> <p>三、受訓期間除學習美軍後勤課程及其文化之外，亦從其他國際學生中獲得資訊，由於後勤軍官正規班每 2 個月開 1 次新班隊，因此能與前後幾期班隊接觸，經交流後獲知從下一期起，考試模式由筆試改為線上測驗，簡報題目亦從中東國家改為亞洲國家。除此之外，國際學生辦公室(IMS0)每期均安排華盛頓特區參訪，由於本此參訪與課程未配合允當，使本期學生將錯過該階段的重要課程，然而其高層負責軍官則決定改變既有教學模式，嘗試新方法，將本期所有國際學生及其輔導員(Sponsor)合併為一班，結果出乎意料得好，由此可見，美軍改變及進步的實例，並未因既有的模式而受限，建議我國能嘗試依現況做適度的改變，跳出既有框架。</p>		

	<p>四、本廠為國軍各項 40 公厘以下武器、彈藥、發射藥、火炸藥、單兵戰鬥個裝及各式經理裝備唯一生產工廠，戮力於滿足三軍建軍備戰及各項作戰任務所需，本次受訓課程能藉由了解美軍現行後勤管理方式及籌補流程，知悉國外各項武器系統生產後物流方向，從生產、儲存、分配運送至戰場使用者，受訓成果可有效結合本廠生產任務特性，考量各國作戰任務需求，並同時培養具備領導力、判斷力及清晰思維之領導軍官，將對本廠有所助益，建議本國多派學員參加此類訓練。</p> <p>五、本次「彈藥高級班」受訓課程內容及英文名稱實為「後勤軍官正規班」(Captain Career Course)，為避免完成此受訓後仍須報考本國後勤正規班，導致學經歷重複甚至影響晉升時程，建議將「彈藥高級班」名稱參照軍備局令頒「國軍軍售訓練班次學資比照表」修訂為「聯合後勤軍官高級班」，以符實需。</p>
處理意見	
備註	