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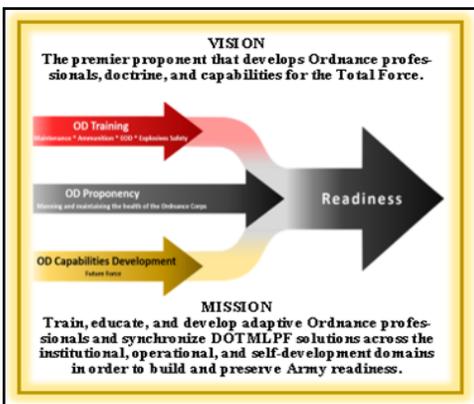


Chief's Corner

As I write this article, the movers are busy packing up my office. This will be my final contribution to the Ordnance Corps Quarterly Newsletter as the Chief of Ordnance and Commandant of the U.S. Army Ordnance School. When I assumed these roles on August 10, 2016,

just 20 months ago, I had a clear understanding of two things: **First**, that I was number 40 in a long line of Chiefs of Ordnance who had the distinct privilege of leading one of the oldest and time-honored branches of the military. **Second**, like those before me, I would have a very short time to shape and influence priorities to posture our Ordnance Corps for success in the future.

At the outset, I gathered the Ordnance team in an off-site where we established the vision, mission, and priorities that would guide our efforts to build and sustain Army readiness across our four Ordnance core competencies: maintenance, ammunition, explosive ordnance disposal, and explosives safety.



A plan is important, but even the best plan cannot guarantee success. Success depends on the people who dedicate time and talent to work a plan to the desired end state! I couldn't

be more proud of our Ordnance regimental command team, the hard working staff of the Ordnance School, the Defense Ammunition Center, and the CASCOM matrix staff who work tirelessly to fulfill our vision of being **the premier proponent that develops Ordnance professionals, doctrine, and capabilities for the Total Force**. Together we have accomplished great things, and I want to recognize those who made it possible.



The U.S. Army Ordnance School trains or contributes to the training of approximately 26,000 Ordnance professionals annually across 26 distributed training locations. Our people are our credentials! Therefore, we aggressively advanced initiatives that deliver the highest caliber of Ordnance Soldiers and leaders to support

the needs of our combatant commanders.

During my tenure, our **Directorate of Training (DOT)** trained over 52,000 adaptive Ordnance professionals from all COMPOS across the U.S. Army Ordnance School at Fort Lee and 6 satellite locations. In addition to training Soldiers in their military occupational specialty (MOS), they train Soldiers for Life. Through their efforts, the Ordnance School credentialed over 18,000 Ordnance professionals through 14 nationally-recognized agencies. Not only does the credentialing program enhance military training, it also improves job prospects for Soldiers after their military careers.

We remain committed to the 19 Regional Training Sites – Maintenance and the One Army School System's goal of standardizing education across all COMPOS. Our **Reserve Component Office (RCO) staff** was instrumental in establishing the Multi-Component Instructor Exchange Program (MCIEP), which advanced the goal toward standardized education across the Total Force. In addition to addressing USAR and ARNG manning, equipment, training, and facilities challenges, the RCO staff developed an Ammunition Specialist (89B30) Interim Training Strategy, revised the Online Ordnance Branch Qualification Course, and forged an Ordnance School Training Partnership with Joint Munitions Command.

Our **Personnel Development Office (PDO) staff** maintained the health of our Ordnance Corps across the Total Force. Over the last two years, PDO's direct engagement with commissioning programs resulted in a 44% increase of cadets who selected the Ordnance Branch as one of their top three choices. I am particularly proud of our new Continuing Education Degree Program (CEDP) with Excelsior and Coastline Community Colleges. The Ordnance School also continues to advance a framework for a single state-

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Chief's Corner Continued from page 1

wide military articulation agreement program that will allow Soldiers to receive college credit from any public college or university within a given state.



CASCOM's matrix staff ensures we keep pace with ever-evolving threats to our national security. They patiently work *the long-game* supporting the development of Ordnance capabilities (materiel and enterprise systems and force design structure) to conduct large

scale combat operations in any environment and win! **Doctrine Developers** reviewed, revised, and published Ordnance doctrine including one OD Field Manual (FM), four OD Army Training Publications (ATP), and the sustainment FM 4.0 draft. **Training Developers** reviewed our 167 Programs of Instruction (POI), updated Critical Task Lists, and completed essential revisions ensuring our training remains relevant to the evolving needs of a multi-domain battlefield. They also developed STP-91AII-OFS, an Officer Foundations Standards Manual for maintenance and munitions managers. An earlier version of this guide was an important resource to me as a young maintenance officer.



The Defense Ammunition Center (DAC) expertly supported munitions/explosives safety operations and provided solutions to establish forward bases. They deployed and embedded their experts with the Combined Joint Task Force-

Operation Inherent Resolve (CJTF-OIR) and US Forces Afghanistan (USFOR-A) and developed over 150 Deviations Approval Risk Acceptance Documents (DARAD). In addition, they developed and initiated the Executive Director for Explosives Safety (EDES) Advisory Board to support Secretary of the Army initiatives and to manage the Army-wide Explosives Safety Management Program (ESMP). These are only a few examples of the how the DAC has applied their explosives safety expertise to support readiness for our Army.

Over the last two years, we expanded field pulsing engagements, garnering valuable feedback from the operational Army that will shape and refine Ordnance doctrine and training, enabling readiness for the Army of 2030 and beyond.



With support from the **59th Ordnance Brigade and its Battalions**, my vision for an Ordnance premier training event was realized in the first U.S. Army Ordnance Crucible. In the years to come, the Ordnance Crucible will serve to reinvigorate home station training and provide a continual source of trends, best practices, and lessons learned for analysis and distribution across the sustainment community.



The Operational Army further contributed to our mission through participation in the Fix the Force and Arm the Force Rehearsal of Concept (RoC) Drills. Feedback during these events identified maintenance and munitions gaps and solutions across DOTMLP-F

domains. I anticipate the same valuable feedback when the Protect the Force RoC Drill assesses EOD capabilities in the near future.

Finally, I recognize the unsung heroes whose reward is derived from a job well done, supporting the warfighter, and developing the next generation of Ordnance leaders. Michael Jordan, acclaimed as the greatest basketball player of all time, once said: there is no "I" in Team, but there is an "I" in Win! In the Ordnance Corps, that "I" represents all the **exceptional individuals** (past, present and future) who are the core of our Armament for Peace!

It has been an honor and a privilege to lead such an outstanding team. We are 96,000 strong - Soldiers, noncommissioned officers (NCOs), warrant officers, and officers supporting the Army and our Nation in 31 Military Occupational Specialties, 9 Warrant Officer Specialties, and 2 Officer Areas of Concentration. If you drive it, fly it, shoot it, or communicate with it, there's an Ordnance Soldier that sustains it. There is no READINESS without Ordnance.

On May 8, I will pass the Ordnance Regimental and school flags to Brigadier General Heidi J. Hoyle in a change of command ceremony on Whittington Field, Ordnance Campus, at Fort Lee, Virginia. I look forward to service to the line, on the line, on time in my next assignment as the J4, United Nation's Command, United States Forces Korea.

Go Ordnance!

BG David Wilson
40th Chief of Ordnance





Brigadier General David Wilson
40th Chief of Ordnance
and
Commandant
U.S. Army Ordnance School
August 2016—May 2018

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Regimental Command Sergeant Major Highlights



Greetings Ordnance Professionals,

It has been an honor and a privilege to serve alongside Brigadier General Wilson, the 40th Chief of Ordnance. We visited various camps, posts, and installations together as we served the over 96,000 members of the Ordnance Corps. We have improved the Army's ability

to operate and dominate in any environment against current, emerging, and unforeseen threats within all components – Active, National Guard, and Army Reserve. Our Soldiers continuously demonstrate why they are the best in the Army. I wish him and his family Godspeed in his future endeavors.

I want to share opportunities related to broadening assignments for our enlisted members. Broadening assignments are a critical part of the Army's strategy in developing and growing well-rounded leaders. Broadening is the purposeful expansion of an NCOs core proficiencies and leadership through developmental assignments. Examples of developmental assignments are Joint, NATO, Drill Sergeant, Recruiter, AIT Platoon Sergeant, Instructor, Special Forces Advisory Brigade, ROTC, and Inspector General. Training with industry (TWI), credentialed functional training, and training in joint and multinational environments broadens Soldiers.

The official announcement for selection of the FY 18 Training with Industry NCOs is now available on Army Career Tracker Ordnance Communities. The Ordnance Proponent convened their TWI Selection Board on 19 March 2018. During this cycle we received from MOS 89D: 10 packets; CMF 91: 20 packets; and CMF 94: 4 packets.

Congratulations to the NCOs who have been selected to participate in the Training with Industry (TWI) Program. The Army has recognized your potential to expand on your technical skill set in a work-experience program that will give you an opportunity to work within Corporate America.

A big thank you to all those who competed for this year's TWI Program; I encourage those who meet the criteria to apply for a TWI opportunity next year. Participation in the TWI Program is a

broadening assignment and an opportunity that is given to those who have attained a high degree of technical knowledge throughout their careers.

For more information about this program and the application process, visit our [Training with Industry](#) web page.

Congratulations!



Oshkosh Defense, Integrated Product Support

SFC Allen, Barak A. / MOS 91X40

Caterpillar Defense & Federal Products

SFC Herrera, Eric / MOS 91X40

Lockheed Martin, Missile & Fire Control

SSG Morrissey, Daniel / MOS 94A30

Los Alamos National Laboratory

SFC Owens, Travis B. / MOS 89D40

Other opportunities for broadening assignments include working in the Army Congressional Fellowship, CSA-Strategic Studies Group, HQDA Strategic Broadening Seminars, White House Communications Agency, Whitehouse Fellowship Program, Defense Attaché, Information Assurance Scholarship Program, or Special Operations Command. Fellowships with degree completion, attending other DOD leadership academies, and professional readings are examples of the education component to broadening.

I also encourage you to explore your potential as a future warrant officer. They are the technical experts, combat leaders, and trainers that provide sound and timely advice to their commands while developing specialized teams of Soldiers. Some advantages of becoming a warrant officer are:



RCSM Highlights [Continued from page 4](#)

- ✓ promotions that exceed 80% selection rates through CW4
 - ✓ increased opportunity to perform your core duties longer within your area of expertise
 - ✓ extended career opportunities (30 years of warrant officer service if promotion gates are met, or age 62)
 - ✓ retained education benefits such as tuition assistance while seeing a boost in monthly base pay
- Warrant officer opportunities, enlisted feeder

military occupational specialties (MOS), and points of contact are available http://www.usarec.army.mil/hq/warrant/WOgeninfo_mos.shtml.

Go Ordnance!

It's more than a moto; it's an attitude.

CSM Terry Burton
13th Regimental Command Sergeant Major

Highlights from around the Corps



Ammunition: The 3/5 Distribution Platoon, E-Company Arctic Attack Forward Support Company (FSC), also known as the "Arctic Griffins" (pictured left), train in temperatures ranging from -38 to 0 degrees. The FSC conducted multiple Forward Arming and Refueling Point Operations, Arctic Survival Training and other METL tasks. The 3/5 Distribution platoon is a component of the 1-25th Attack Reconnaissance Battalion (ARB), which is the United States Army Alaska Commands' (USARAK) only Attack Reconnaissance Battalion. (Article and picture provided by SFC Casey Gomez, Platoon Sergeant).

Mechanical Maintenance: Soldiers from the 317th Support Maintenance Company (SMC) conducted classroom training on preventive maintenance checks and services (PMCS) and joint

technical inspections and repairs in order to support the Georgian Military at the Krtsanisi National Training Centre, in the country of Georgia. These types of joint training exercises allow our partner countries to receive maintenance recommendations on U.S. made equipment that is now organic to their units from our experience Ordnance maintainers. Training with our allies helps strengthen international relations.



Final class picture of all Georgian Military Soldiers that attended the Joint training exercises, their interpreters, and the 317th SMC Mobile Training Team (MTT). (Photo by CW3 Lombera, Gustavo, 317th SMC, March 2018)



Regimental Chief Warrant Officer Highlights



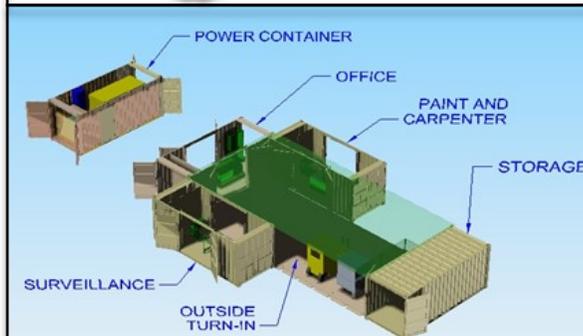
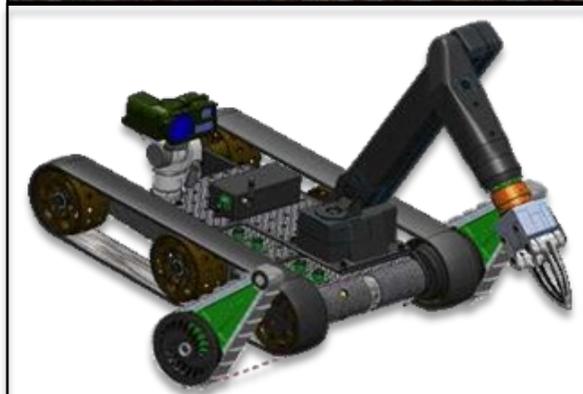
Capabilities development is a main area of focus within the Regiment and I wanted to share with you some of the work we are doing for our Ordnance professionals in the field. Whether to increase protection, enhance performance, or exploit new technology, our Soldiers will be able to do their jobs better, safer, and close to the front line as possible.

In 2020, our Explosive Ordnance Disposal (EOD) Soldiers will start receiving new program of record small, medium and large robotic platforms to perform their assigned missions. TRADOC Capability Manager - EOD leads the effort toward the development of a multi-mission family of platforms having unprecedented speed and maneuverability with multiple payload configurations. The **Common Robotic System - Heavy (CRS-H)**, **Man Transportable Robotic System (MTRS) Increment II**, and **Common Robotic System - Individual (CRS-I)** will replace our legacy platforms in order to keep pace with developing threats.

We will also continue to work the **Next Generation Advanced Bomb Suit (NGABS)** which will provide our EOD team members a modular, scalable, and mission tailorable system with 360 degree ballistic protection at a reduced weight. The NGABS will have state-of-the-art technology, a complete sensor suite, and cooling capabilities.

Ammunition professionals have the new **Mobile Ammunition Processing Facility (MAPF)** to increase the team capabilities to process ammunition for the warfighter. The MAPF is the first tactical ammunition processing facility the Army has developed and it is equipped with specifically designed Ammunition Peculiar Equipment (APE) and tools to provide point-of-need surveillance (inspection), maintenance, processing, and retrograde. The MAPF enables our Ammunition professional to provide Class V in any area of operations and as far forward as possible to support the fight.

Armament Repair Shop Set (ARSS) provides the Small Arms/Artillery Repairer (91F) an expandable shelter to maintain weapons from the .50 caliber to the M9 9mm pistol, 60mm, 80mm, and 120mm mortars, and towed artillery. The ARSS will consolidate four separate armament shop sets into one tactical shelter that also provides an environmentally controlled work area with the technologies like the newest dial bore gauge, borescope, and pullover gauges that are used to perform semi-annual and annual weapons inspections.



From top to bottom: Notional renderings of the CRS-H, the MTRS Increment II, the CRS-I, and the MAPF workshop configuration. Images are representative of currently available products, not endorsements.

Continued on page 7



RCWO Highlights [Continued from page 6](#)



The Next Generation Automation Test Set (NGATS) is our newest single system test platform replacing several of the older systems in the Army. The NGATS allows our maintainers to quickly return Abrams Tanks, Bradley Fighting Vehicles, and a host of other major weapon systems back to the fight by expediting line-replaceable unit/shop-replaceable unit (LRU/SRU) troubleshooting and repair times. The NGATS is reconfigurable to support multiple aviation and ground weapon systems which reduces the requirement for off-system automated test equipment (ATE) to a single platform that supports all of our critical weapons systems.



This NGATS will enable our Soldiers to test and repair at nearly the point of need on the battlefield and reduce the cubic area of stocked repair parts within the Brigade Combat Teams.

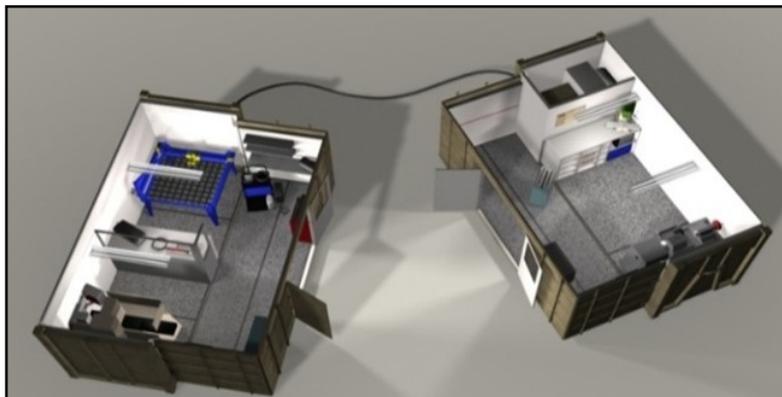
The Metal Working Machining Shop Set (MWMSS) provides the Allied Trades Specialist (91E) a robust all-purpose metal fabrication, reconstruction, and repair capability to perform field maintenance at the point of need on any battlefield. The MWMSS enhances readiness by providing the capability of fabricating and repairing materials and reducing reliance on the supply system for new parts. The MWMSS includes the newest technologies like Computer Numeric Controlled (CNC) lathes, CNC mill, multi-process welding, thermal cutting equipment, and Additive Manufacturing (AM) in the type II variation. The MWMSS will include a full array of industry standard

welding and cutting equipment that can handle any mission, anywhere.

The future for our Ordnance Soldier is full of new capabilities and cutting-edge technologies. Readiness is our number one priority and these new capabilities will enable our Ordnance professionals to support large-scale combat operations with service to the line, on the line, on time.

Go Ordnance!

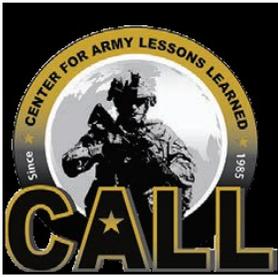
CW5 Norman May
10th Regimental Chief Warrant Officer



From top to bottom: transporting the Next Generation Automation Test Set (NGATS), inside view of the NGATS, and the Metal Working Machining Shop Set configuration.



2017 U.S. Army Ordnance Crucible Outcomes



Exciting News!

The Center for Army Lessons Learned (CALL) has published the tactical and technical observations gained during the 2017 U.S. Army Ordnance Crucible. The bulletins consist of major observations and highlights from the **Combat Repair Team of the Year** competition and the **Ammunition Transfer Holding Point of the Year** competition. Publication of the Explosive Ordnance Disposal Team of the Year bulletin is expected within the week.

The bulletins are available for online reading or download. Each consists of dozens of recommendations for our Army's operating force as it prepares for large-scale combat operations.



Common Access Card Required



Standardized Recovery Training Sites

The U.S. Army Ordnance School plans to create Standardized Recovery Training Sites. The Army offers H8 Recovery Operations training at two active duty sites and seventeen U.S. Army Reserve and Army National Guard Regional Training Sites. These training locations are scattered across the U.S. as far north as Minnesota and as far south as Florida.

Each of these locations provides a unique training experience due to differences in climate and terrain. This presents a challenge to the Ordnance School's goal of ensuring every Soldier who graduates the H8 course is trained to the same standard regardless of where they attend the course.

The Ordnance School has been training Army equipment recovery for nearly 80 years, but there has never been an actual blueprint for building a new recovery training area. This is the challenge that the Ordnance School is taking on. Such a plan would identify what 'right' looks like for each physical attribute of the training area, whether it's a mud-hole, a vehicle roll over area, or specifications for classroom construction. A comprehensive plan



would also explain how to return mire-pits, roads, and berms to their original condition to maintain the standards of the training environment over time. In addition, vehicle recovery experts will work with the U.S. Army Training and Doctrine Command (TRADOC) and the Army Corps of Engineers to determine the cost of maintaining an *established* recovery site versus building a *new* recovery site. The projected cost comparison would inform high-level decisions such as Congressional Base Realignment and Closure (BRAC).

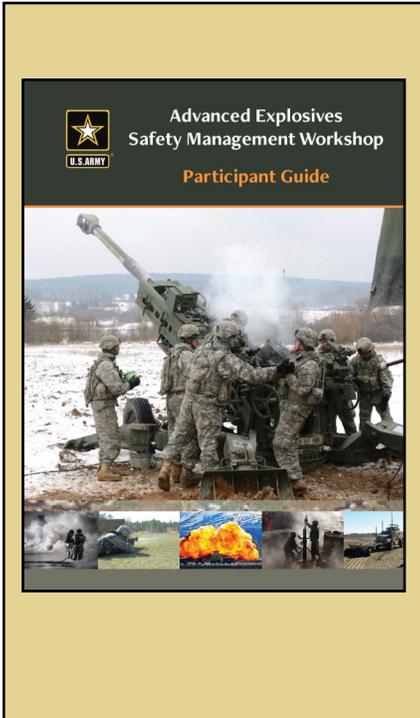
Standardizing recovery training areas will ensure all Soldiers trained in vehicle recovery operations receive the same standard of training. This would allow the Sergeant Major or Chief Warrant Officer to tell that young H8 Soldier, "this is the same training I received - we will help you further develop your recovery skills out in the Army Units."

Mr. Wayne Burton
Branch Chief, Ordnance Recovery



Explosives Safety Workshops

To satisfy the Army's need for a common skill level across commands and activities in support of the Ammunition and Explosives (AE) mission, the Defense Ammunition Center/United States Army Technical Center for Explosives Safety (DAC/USATCES) offers three unique explosives safety workshops.



- **The Advanced Explosives Safety Management (AESM) workshop** discusses the 16 elements of the Explosives Safety Management Program (ESMP). The ESMP is the Army's top down documented management approach that specifies the explosives safety roles and responsibilities of each organization (as required by AR 385-10 Army Safety Program) on installations with an AE mission. The AESM workshop is a two-day, instructor-led event.
- **The Explosives Safety Deviation workshop** indoctrinates the AE professionals into the risk management process and paths to assess potential risks when current explosives safety standards cannot be met. Those risks are presented to the appropriate approval authority using the Deviation Approval and Risk Acceptance Document (DARAD) in the form of Waiver, Exemption, or Secretarial Certificates. The Deviation workshop is a two-day, instructor-led event.
- **The Explosives Safety Quantity Distance (ESQD) workshop** is a four-day, instructor-led event that provides the AE professional (military or civilian) an opportunity to gain (or re-gain) explosives safety skills. The course will consider historical perspectives as well as current requirements. Topics include hazard classification, storage, net explosives weight quantity distance relationships, and site planning.

Both the AESM and Deviation workshops are ANSI-certified, while ESQD is a temporary substitute for *Application of US Army ESQD Principles, 4E-F65/645-F49* (Distance Learning). Workshops are conducted at CONUS or OCONUS locations. To request a workshop, contact DAC/USATCES Explosives Safety Integration Division, Logistics Review Technical Assistance Office at (918) 420-8104 or DSN 956-8104.

Mr. Dan Linehan
Explosives Safety Specialist



The American Council on Education



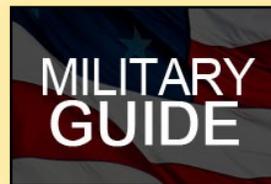
The American Council on Education (ACE) is a higher education organization that comprises approximately 1,800 accredited, degree-granting colleges. ACE conducts field occupational reviews to

determine the number of college credits it will recommend for each military occupational specialty (or warrant officer specialty) based on a Soldier's rank and daily duties. Most colleges accept ACE's recommendation and apply those credits to a student's degree path.

The ACE review board will conduct occupational reviews on 18 specialties this year.

In July, the review board will meet at Fort Hood, Texas to review 91-series specialties: 91A, 91E, 91F, 91M, 91P, 91S, 913A and 914A.

In September, the board will meet at Fort Bragg, North Carolina to review 94-series specialties: 94D, 94E, 94F, 94H, 94M, 94R, 94W, 94Y, 94Z and 948B.



Learn more about the recommended college credits for your specialty with ACE's online [Military Guide](#).

Mr. Benjamin Byrge
Personnel Development Action Officer



Tactical and Technical Exploitation Course

The Tactical and Technical Exploitation Course (TTEC) will be the new Explosive Ordnance Disposal (EOD) functional course located at Fort A.P. Hill, Virginia. The TTEC will replace the current Advanced Team Leader Operations Course (ATLOC), with the first courses set to begin in early FY19.

This two-week course is intended for EOD Platoon Leaders, Team Leaders, and Team Members. The first week of the course is comprised of classroom instruction on homemade explosives, first-seen Ordnance, Improvised Explosive Devices (IED), evidence collection, electronics, and more. The second week will consist of practical exercises designed to enhance an EOD Soldier's ability to collect captured enemy material in support of follow-on exploitation.

For more information, contact the TCM-EOD Training Development Division at (804) 765-7297.

SFC Sean M. Taylor
Training Developer, TCM-EOD



USARC Maintenance Summit



On April 12, 2018, the U.S. Army Reserve Command (USARC) hosted the first Maintenance Summit to assess the current maintenance posture across the Commands and to identify gaps, mitigations, and solutions strategies.

Major General Scottie D.

Carpenter, USARC Deputy Commander, led the event with over 70 participants from USAR Geographic and Functional Commands, Forces Command, Combined Arms Support Command, and Defense Logistics Agency (DLA). During the discussion, participants identified major initiatives and issues for further evaluation and possible solutions. Some of the summit outcomes are listed below.

- ◆ Revise USARC Regulation 750-1 to incorporate expanded roles, responsibilities, and authorities for maintenance managers at echelon with written guidance to the field for drawing, turn-in, and accountability of unit equipment at the USARC Equipment Concentration Sites (ECS) and Army Maintenance Support Activity (AMSA).

- ◆ Assess the current maintenance manager Full-Time Support (FTS) structure in the Geographic

and Functional Commands, specifically at Brigade level and below.

- ◆ Assess the impacts of Military Technician versus the Department of the Army civilian at the ECS and AMSA's.
- ◆ Expand current maintenance training at the Army Reserve Readiness Training Center (ARRTC) to include functional courses that foster a military maintenance culture at all levels.
- ◆ Develop, resource, and implement a specific training strategy for all maintenance units that will enhance their technical proficiency.
- ◆ Address GCSS-A system accessibility, training, and accountability challenges at all levels and determine the field requirement and institutional capacity to train and develop maintenance managers at all levels.
- ◆ Reassess the field requirement and institutional capacity to train and develop maintenance managers at all levels.

The Reserve Component Office continues to collaborate with USARC G4 to provide recommendations to enhance readiness across the Total Force.

COL Luis Pomalez
Director, Reserve Component Office



Changes to Regular Army Semi-Centralized Promotions

Upon initially attaining Primary Zone (PZ) eligibility (see below), qualified Soldiers must appear before a local promotion board. As the Army transitions to this new policy, commands must board all Soldiers who have already reached the revised PZ eligibility and are otherwise fully eligible for board appearance. Soldiers not recommended for promotion by the board must be formally counselled on why he or she was not recommended. The counseling must address what the Soldier must do to prepare for increased responsibility and the consequences of not being integrated on the promotion list to include, but not limited to, a potential bar to continued service due to failure to demonstrate leadership and promotion potential. This counselling must be maintained quarterly until he or she is recommended for promotion.

Additionally, beginning April 1, 2018, all fully eligible Soldiers meeting the criteria below under Mandatory List Integration (MLI) will be integrated onto the Promotion Recommended List (PRL). The ability of local commanders to deny integration is rescinded. Instead, to disqualify individuals who are non-competitive for promotion, commanders must use the existing bar to continued service Immediate Reenlistment Prohibition (IMREPR) code “9K” (with proper counseling). This code identifies a Soldier as having low or no potential for continued service or leadership and disqualifies them from MLI.



Army-wide readiness. A Soldier’s record in the Retention and Reclassification System (RETAIN) now reflects an IMREPR code of “8K” for SPC/CPL to SGT Soldiers who do not meet SSD requirements for their rank. The IMREPR constitutes a HQDA bar to continued service. However, Soldiers remain eligible to separate from service or proceed on assignment instructions as long as they meet the service remaining requirement for the assignment. Once the Regular Army Soldier is in compliance with SSD requirements, HRC will automatically remove the 8K IMREPR. This IMREPR is not a flag and local commanders have full visibility of this through

Rank	Primary Zone		Mandatory List Integration	
	Time in Service	Time in Grade	Time in Service	Time in Grade
To SGT	35 months	11 months	47 months	23 months
To SSG	71 months	17 months	83 months	23 months

Scheduling and attendance at the appropriate level of NCOPDS continues to be critical to the professional development of our Soldiers and Non-Commissioned Officers and must be strictly enforced to avoid affecting promotions across the entire MOS or CMF. A *no-show* seat is a seat that someone else could have filled. Accordingly, a Soldier’s completion of their applicable Structured Self-Development (SSD) in a timely manner should be a command tracked item since it impacts the progression of our enlisted force and now impacts

their Retention NCO or by checking Section III Service Data of the Soldier’s Enlisted Record Brief in the “Reen Elig/Prohib” block.

As of April 13, 2018, the Ordnance Corps has 1,141 RA Soldiers with an 8K IMREPR. Have you completed your SSD? For more information, see Army Directive 2017-28 and ALARACT 114-2017.

LTC Timothy M. Gallagher
HRC Enlisted Ordnance Branch Chief



Highlight Warrant Officer Training with Industry Opportunities

The Training with Industry (TWI) Program was developed by the Army in the 1970's in response to the shortage of Officers with advanced skills in civilian and private sector industrial practices that were not taught through military education at the time. The goal of the program was to create a group of Soldiers who were experienced in higher level managerial techniques and could understand the relationship of their industry as it relates to the functions of specific Army branches.

Currently there are five locations for Ordnance Warrant Officers to apply/compete for with the following industries: Lockheed Martin – Missiles and Fire Control, Caterpillar (CAT) Defense and Federal Products, Lincoln Electric, Oshkosh Defense, and General Dynamics (GD).

You can find more information and application examples on our Ordnance Website at <http://www.goordnance.army.mil/twi/index.html>

CW3 Alex Blain, Electronic Missile Systems Maintenance Warrant Officer (948D), was selected to work at Lockheed Martin - Missiles and Fire Control in Camden, Arkansas for FY 2017. We are proud to highlight his time in the TWI program.

CW4 Amado Mena
TWI Program Manager (948B/D)

More information and application examples are available on our Ordnance [website](#).



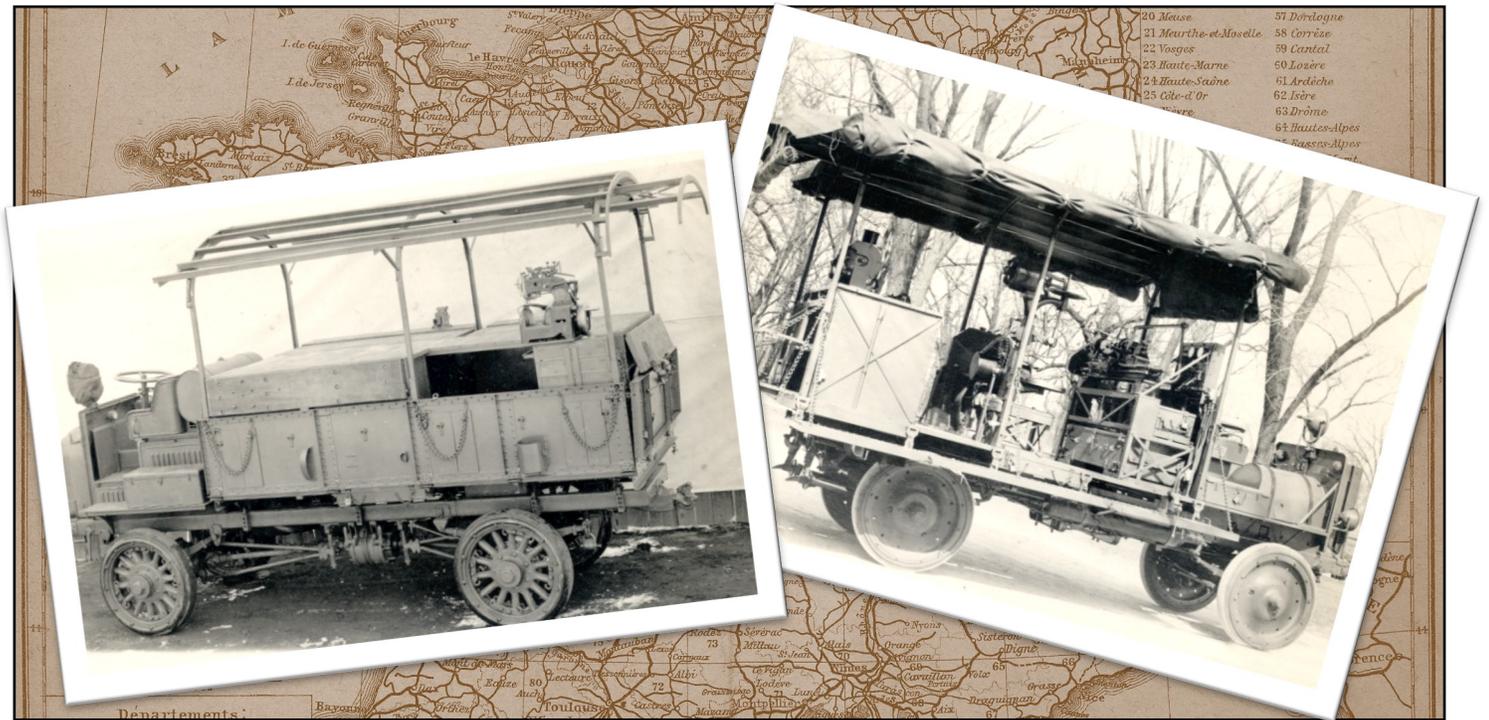
CW3 Alex Blain and MSG Brian Laughlin at the Lockheed Martin F-35 Production Plant located in Fort Worth, Texas.

“Prior to my TWI experience, my exposure to the private civilian industry was limited. I had been assigned to tactical/enterprise units, including working with civilians at Logistics Readiness Centers (LRC) to assist with equipment readiness and supplies. As an Ordnance Warrant Officer, the program exposed me to missile systems defense (THAAD, HIMARS, GMLRS, MLRS, and PAC-3) industry practices and the complexity of designing and creating sustainment packages from a corporate America viewpoint while being exposed to ergonomic concepts. Furthermore, the program develops diversified leaders who gain an

understanding of the relationships between Program Executive Offices (PEO), defense contractors, Defense Contract Management Agency (DCMA), and the Federal Acquisition Regulation process. The TWI program allowed me to expand my conceptual thinking methodology as we prepare for a Multi-Domain Battlefield to include how we can leverage the modernization process through commercial innovation, cutting-edge science and technology, prototyping and warfighter feedback as the U.S. Army Futures Command is planned to lead the way in. The return on investment (ROI) that the Army receives from TWI participation is substantial. Ordnance Warrant Officers will not only gain exposure to innovative business practices but also apply immediate lessons learned from their respective industries to their functional career field in order to increase Army Readiness.” -CW3 Alex Blain



Third Mobile Ordnance Repair Shop in World War I



M.O.R.S. Equipment Repair Truck (left) and M.O.R.S. Artillery Repair Truck (right)

Due to the American experience in the 1916 Punitive Expedition, the Ordnance Department recognized the need for a new division-echelon forward mobile maintenance system to sustain the U.S. Army in its first modern, mechanized war. The history of the 3rd Mobile Ordnance Repair Shop (M.O.R.S.), part of the Third Division, is characteristic of the organization, training, and overseas responsibilities of an M.O.R.S. unit and its contribution to the establishment of an echelon-based maintenance system.

The 3rd M.O.R.S. was organized at Chickamauga Park, Georgia on February 15, 1918 with 3 officers and 45 enlisted men. Each M.O.R.S. was split into an equipment section and machinery section. The equipment section focused on small arms and the machinery section addressed artillery repairs.

In France, the mission of the M.O.R.S. was to repair ordnance equipment as close to the front line as possible. This brought them under enemy fire and forced them to adapt to battlefield conditions. On October 6, 1918, the 3rd M.O.R.S. moved forward to Montfaucon and attempted to set up shop, but found no suitable location free of constant enemy fire and direct observation. Consequently, the unit fell back to Frana Farm, leaving a forward detachment halfway between Montfaucon and Frana Farm. This forward location operated as a first-aid station repairing small

arms and artillery equipment and returning it to its unit. However, pieces of equipment needing more extensive repair, were sent back to Frana Farm on the daily truck runs between the two locations.

The success of the M.O.R.S. units in World War I is widely recognized. The M.O.R.S. units developed the tactics, techniques, and procedures to conduct forward maintenance. Through the use of inspection, Ordnance personnel were able to maintain or prolong the operational life of equipment. M.O.R.S. units refurbished captured equipment for use against the enemy. These units operated a rudimentary replacement system by maintaining a stock of weapons and equipment to replace damaged materiel. Parts and lubricants were staged as far forward to the line as possible to expedite equipment repairs and service.

By the end of World War I, the 3rd M.O.R.S. had repaired 607 machine guns, 1,811 rifles, 829 Chauchat Automatic Rifles, 923 pistols, and 264 French artillery pieces (75mm and 155mm). Statistics show that the 3rd M.O.R.S. was skilled at repairing weapons whether they were American, British, French or German made.

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