



U.S. ARMY



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ADP 4-0
SUSTAINMENT

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The NCO
Strategy

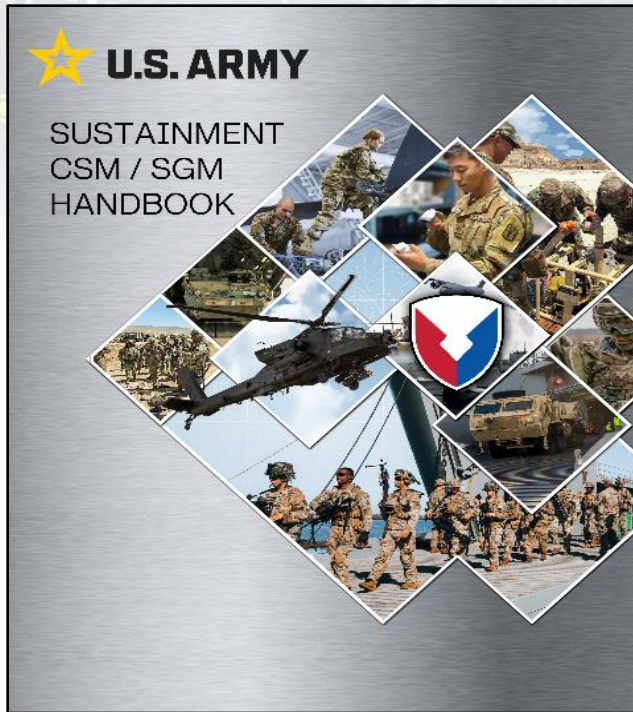
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February 2024

Sustainment CSM/SGM Handbook



Our Sustainment Noncommissioned Officers (NCO) Corps and Senior Leaders are the best in the world. The Sustainment Cohort has made revolutionary changes and continues to evolve to meet the emerging threats posed by our adversaries. To place the Sustainment Community on a Strategic and Sustainable path, our NCO Cohort must be grounded, not only in our NCO Creed, but in our rich history and heritage. Sustainment Command Sergeants Major (CSM) and Sergeants Major (SGM) are responsible for leading and training Soldiers at echelon.

The Army is amid a generations transformation to ensure it maintains the capability and capacity to deter adversaries, campaign effectively, respond to crises and, if required, win decisively in combat. The Sustainment

CSMs and SGMs are at the helm. As our senior most NCOs, you are charged with the care, training, and readiness of every Sustainment Soldier in the U.S. Army.

Leaders, peers, and subordinates will require your expertise and guidance on sustaining the force and managing sustainment operations. Your ability to understand and incorporate sustainment capabilities and interoperability is key to the deterrence/defeat of our adversaries. The Nation, our Officers, and our Soldiers have placed great trust and confidence in the NCO Corps, and deserve nothing less than competent, confident, and trusted professional to remain the world's premier land fighting force.

Sustainment will continue to be the most important capability in support of large-scale combat operations. Now is the time to apply laser focus to our initiatives and on what makes us successful as a force today, into 2024, and beyond. We need to deliberately focus on managing talent, developing leaders, and be good stewards of this profession of arms. How we equip and modernize the Army and our Sustainment organizations is vital for the increasing challenges of large-scale combat and multi-domain operations.

The CSM / SGM Handbook serves as a quick access document providing a holistic understanding of the Sustainment enterprise and how we support the Joint Force. Additionally, it shares insight into your roles and responsibilities.



WARFIGHTING

1st TSC implements groundbreaking NCO program to prepare Army for future challenges

Command Sgt. Maj. Albert E. Richardson Jr. and Command Sgt. Maj. Wesley W. Townsend, 1st TSC



military career but also the tools to overcome everyday obstacles in their personal lives.

Under the guidance of the 1st TSC command sergeant major, the senior NCOs were tasked with creating a program that not only meets the training needs but also emphasizes the development and preparedness of NCOs. Recognizing the significance of mentoring and counseling, the team identified coaching as an area that required more attention.

FORT KNOX, Ky. - The 1st Theater Sustainment Command main command post located at Fort Knox, Kentucky and its operational command post located on Camp Arifjan, Kuwait implemented a Leading Individuals from Experience Coaching Program for NCOs.

It's a groundbreaking initiative aimed at enhancing NCO's leadership capabilities and equipping Soldiers with the necessary skills and knowledge to lead in the Army of 2030 and beyond.

This innovative initiative not only addresses training requirements but also focuses on mentoring, coaching, teaching, counseling, and training of NCOs.

It is a long-term sustainable initiative to empower NCOs and equip them with the necessary skills to excel not only in their

To bridge this gap, the team introduced the LIFE Coach Program initiative. This initiative aligns with the 1st TSC commanding general's vision and supports the efforts and priorities of the U.S. Army Central commanding general and command sergeant major.

Its goal is to build leaders of cohesive teams who are highly trained, disciplined, and mentally and physically fit - to fight and win our nation's wars. Another goal is to ensure that NCOs are equipped to handle the diverse challenges they may face in various missions.

The 1st TSC's commitment to the development and readiness of NCOs is reflected in their emphasis on the Army's future needs. By addressing coaching as a vital component of NCO development, the program seeks to enhance leadership skills, foster innovation, maintain focus, and strive for excellence.



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The implementation of this program underscores the 1st TSC's dedication to staying ahead of the curve in preparing Soldiers for the evolving demands of the military landscape. By nurturing and cultivating the abilities of NCOs, the 1st TSC aims to create a resilient and proficient force that is well-equipped to face any mission and maintain situational diversity.

"It is nice to be a part of an organization that is invested in my professional and personal development," said Cpl. James Gomez, ammunition specialist, 1st TSC, and a program participant.

The program, inspired by the Senior Leader Coaching Workshop at the NCO Leadership Center of Excellence, aims to bridge the gap between junior and senior leaders within the 1st TSC formation by incorporating counseling, teaching, coaching, and mentorship. The program promises to maximize the potential of NCOs and contribute to their overall development as future leaders in the United States Army.

"By implementing a program specifically focused on coaching, we'll definitely be getting after the Sergeant Major of the Army's focus areas," said Master Sgt. Kevin Mauney, senior career counselor, 1st TSC. "This program will absolutely enhance our ability to strengthen the profession of arms, and deliver combat ready formations, which will ultimately improve our warfighting."

According to Army Doctrine Publication (ADP) 6-22, leaders play a crucial role in developing others. Counseling, coaching, and mentoring are identified as the three principal areas of development. The 1st TSC LIFE

Coaching Program is aligned with these principles, focusing primarily on coaching techniques to enhance skills, task completion, and specific behaviors.

Under this innovative program, 25 experienced and capable NCOs ranging from staff sergeant to sergeant first class have been assigned as coaches to 27 junior NCOs, from corporal to sergeant. The coaches will use their gained experience to guide and mentor their assigned NCOs, helping them understand their current level of performance and supporting them in reaching the next level of development.

"Everyone in the program has a supervisor. Soldiers might not be willing to share their personal or professional challenges with that supervisor, but in my experience, they will with their coach," said Staff Sgt. Ajani Stone, a LIFE coach. "It is evident that the 1st TSC LIFE Coaching Program is already making a significant impact in empowering our Soldiers."

The program's success lies in its ability to strengthen the transition between the pre-existing NCO professional military education career path and the challenges faced by junior and senior leaders.

"My opinion of the program's intent is a positive one, with challenges that can be easily overcome. In preparing my questions and discussions with Sergeant Mills, I found myself reviewing his SRB and formulating questions pertaining to his past achievements and future goals," said Sgt. 1st Class Tharrington, a LIFE coach. "I believe that the program can be effective if both the coach and the coached Soldier are fully engaged



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and there is two-way honest and ongoing communication.”

By integrating counseling, coaching, and mentoring, the 1st TSC aims to maximize the knowledge and experience of senior NCOs to ensure outstanding leadership is provided throughout the command.

The LIFE program is a multiphase operation that enables coaches and their aligned NCO to get to know one another personally and professionally. During each phase, the team will conduct face-to-face discussions and complete an individual development plan geared toward establishing long-term and short-term goals. At a minimum, every 60 days, the two will reconvene to review the progress that has been made and to any discuss concerns.

“My coach and I definitely get along well. We’ve gotten to get to know each other better, and to discuss our personal and professional goals to make an individual development plan,” Sgt. Milicent Paguirigan, a LIFE Coach program participant, said. “At first I was unsure of the coach I would be aligned with, and how the program would help me, but now I can see the benefits.”

As the 1st TSC LIFE program reaches the first 60-day milestone since its implementation, the participating NCOs will complete an assessment survey to gage the program’s effectiveness. This feedback will provide valuable insights for further improvements and adjustments to the program necessary for its expansion and sustainability.

“We’re currently developing the most adaptive leaders of 2030,” said Sgt. 1st Class Peter Landry, executive assistant, 1st TSC. “How we go about doing that needs to be precise and deliberate because they will be the NCOs supporting the Army for it to achieve its domestic and foreign objectives.”

The goal of the 1st TSC LIFE Coaching Program is to ensure that all Soldiers within the unit have access to exceptional leadership and development opportunities. By assigning experienced NCOs as coaches, the program seeks to unlock a Soldier’s full potential and achieve a higher level of performance. The 1st TSC is embracing a new era of leadership development, and the implementation of this coaching program promises to shape the future of NCOs within the 1st TSC.

With the implementation of this program, the 1st TSC solidifies its commitment to building a future-ready Army, where NCOs are not only skilled leaders but also compassionate mentors, coaches, and counselors. The impact of this initiative is expected to resonate throughout the Army, shaping the next generation of leaders who will lead Soldiers with unmatched expertise and dedication.

As the Army continues to adapt to a rapidly changing world, initiatives like this will hopefully serve as a benchmark for other commands. By prioritizing the holistic development of NCOs, the 1st TSC sets a precedent for excellence and ensures the Army remains at the forefront of military capabilities.

WARFIGHTING

Army takes on food program modernization

By Stefan Alford, AMC Public Affairs



REDSTONE ARSENAL, Ala. - The Army has launched a renewed effort to build a modernized food ecosystem that ensures Soldiers have access to affordable, healthy food options, geared toward how, where, when and what they want to meet their dining needs and preferences.

“The Army has not changed our feeding philosophy in years,” said Lt. Gen. Chris Mohan, deputy commanding general of Army Materiel Command. “It’s time to revolutionize the Army’s food service. We need to get after the modernization and change needed to provide a comprehensive and holistic improvement to how we provide food service across the Army.”

As part of the effort, the Army is developing a strategy that will include transformational, continuous, customer-driven solutions to deliver more healthy eating options and increase the health-readiness of the force.

“The old model no longer works,” said Sergeant Major of the Army Michael Weimer, speaking with a group of senior enlisted culinary experts Oct. 16 during a virtual Food Modernization Update briefing hosted by Army Materiel Command’s Command Sergeant Major Jimmy Sellers. “We need to get creative on how we feed Soldiers in garrison, as well as (during) Large-Scale Combat Operations.”

That update focused on the Army’s commitment to improving overall nutrition and to rejuvenate the food service program with convenient and flexible feeding options for Soldiers, such as expanded use of culinary outposts like food trucks and 24-hour self-service kiosks.

An Army Food Program Board of Directors, comprised of general officers from AMC, Combined Arms Support Command, and the Army Deputy Chief of Staff G-4, will drive the strategy. Formally established in August, the BOD oversees the Army’s focus areas to modernize food service operations – from field feeding, culinary training and installation food establishments, to policies, regulations and authorities to drive innovation and transformation.

“It’s about getting the right types of food at the right locations,” said Mohan. “We need to build a comprehensive Army food strategy that looks at the entire food ecosystem and all potential options to feed Soldiers.”

To that end, the BOD will send out teams to conduct installation assessments. The first assessment team visited Fort Cavazos, Texas,



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in October with those findings currently being reviewed.

“We need to fully map the food ecosystem across installations where we can see all food services on every installation to capture requirements and assign resources to fill gaps,” Mohan said. “This includes availability through dining facilities, AAFES, the commissaries, food trucks, kiosks and MWR facilities.”

The Army wants to provide campus-style dining to Soldiers, where they have several choices with easy access and establishments they want to visit. The installation is the campus, Mohan said. By identifying existing options and seeking feedback from Soldiers at each installation the Army can more effectively roll-out the right types of additional food establishments.

“Commissaries are a good example – how can we work with DeCA to allow Soldiers to go to the commissary and buy a sandwich or sushi with their meal cards? From there, we can also explore partnership options to link entitlements



to all vendors on post. We need to meet Soldiers where they are today and keep up with societal trends.”

From ensuring Soldiers have access to healthy food options when and where they want and need it, to allowing them to better use their food entitlements across the installation, modernizing the Army Food Program is critical for recruiting and retention, said Weimer.

“This is about quality of life, and this affects readiness,” Weimer said.





WARFIGHTING

Assessment team evaluates Fort Cavazos food service options

By Sgt. Maj. Shelia Fourman, AMC Public Affairs



REDSTONE ARSENAL, Ala. - As part of the Holistic Health and Fitness program, nutrition is a key component to Army and Soldier readiness.

With the ongoing transformation of food service across all Army installations, food service leaders are developing new ways to offer healthy meals to Soldiers, modernize payment methods, and diversify food options outside of brick and mortar.

This year, several government reports found that Fort Cavazos, Texas, had unstable food service options, causing Soldiers to seek nutrition from other sources.

“III Armored Corps and Fort Cavazos requested an external assessment team [Tiger Team] to conduct a deliberate assessment of food service requirements, Soldier preferences, and relevant trends across Fort Cavazos,” said Sgt. Maj. Kelvin Windham, Army Materiel Command’s logistics (G4) sergeant major.

“This assessment would provide an accurate snapshot on how Fort Cavazos sees

themselves, assess food insecurities, explore facility use rates, identify resource constraints, and review personnel manning requirements,” said Windham. The Army acknowledges that we are stressing Culinary Specialist too thin, so we are implementing flexible feeding options that are designing, building, and executing a best in class 21st century food service operation Army-wide to become every Soldiers restaurant of choice for nutrition.”

This month AMC, along with III Armored Corps, Headquarters Department of the Army G4, Army Sustainment Command, Installation Management Command, Joint Culinary Center of Excellence, and Forces Command deployed a small team to evaluate and assess food service options on Fort Cavazos. During the visit, the team conducted 16 site visits and 271 engagements, that included Warrior Restaurants, AAFES food courts, and other food service options to determine food service requirements, Soldier preferences and relevant trends.

“The Army Food Innovation and Transformation team, led by AMC, provided III AC command teams with flexible food service options and how to implement them on their post or installation,” said Windham. “Installations must employ the full spectrum of flexible food service options to increase quality of life and relieve culinary specialists from the robust garrison mission.”

“Utilizing the observation screening options during several white board sessions allowed the group to cross talk to identify the mean to improve the quality of life and the Army Food Program on Fort Cavazos,” said Sgt. Maj. Kresassidy McKinney, III AC chief culinary



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management sergeant major. “Codifying how we feed the force requires flexibility to get after Soldiers’ preferences.

Examples of flexible and scalable feeding options discussed were kiosk expansions, bistros, Warrior Restaurant Centers, and campus style feeding to bridge the gap and fulfill feeding requirements to ensure Fort Cavazos offers Soldiers several options to consume a nutritious meal and increase dining options.”

The team used nine observation screening elements to identify potential food service limitations and options: Informational/strategic communication; food program governance; flexible feeding options; kiosk expansion; full food service contract; centralized hub; campus style feeding; Warrior Restaurant enhancement; and unmanned retail operations.

“Fort Cavazos’ food program is creating a food program strategy to implement the recommendations that the Tiger Team and internal representatives developed during the visit,” said McKinney. “We are working to improve our messaging/communication campaign to ensure Soldiers are well informed regarding available and flexible feeding options on installation. We are identifying additional kiosk locations on installation and working on establishing grab-and-go capability within the

DFAC, which provides Soldiers flexible feeding options.”

The Tiger Team provided guidance to command teams on flexible options including food kiosk, food trucks, meal prep, grab and go and the Warrior Restaurant Centers.

“A lot of the engagements with E-4’s and below (found they) were told by their command teams that they could only eat at the Warrior Restaurants in their footprint, which limited their

access to food service options,” said Windham. “Leaders didn’t realize that Soldiers could eat in any dining facility opposed to eating only in their unit area.”



Windham stated that when the team conducted engagements with two field

feeding companies at Fort Cavazos, they found that company leadership couldn’t train culinary specialists to their mission essential task list requirements because they were consumed with Warrior Restaurant operations.

“By implementing flexible feeding options across Fort Cavazos, it helps relieve the culinary specialists from robust garrison feeding and by promoting time to train, time to enhance their skills through professional military education, and time off,” said Windham. “This will enhance their quality of life and career progression.”



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During the out brief with III AC leadership, the assessment team provided nine recommendations, to include extended meal hours to accommodate dining across multiple food service platforms to ensure they have continuous food service operations.

“We recommended that they start doing meal prep, because what we saw was that Generation Z, 18–24-year-olds, want the

convenience of picking up meals,” said Windham. “Soldiers could pick up cooked, vacuumed sealed and frozen meals for 7-days and take them with them.”

Additionally, Fort Cavazos has requested to have two civilian-run food contracts to offset to a centralized hub that supports two food trucks’ meal prep operations, and readiness training center for installation support; and add culinary specialists being stretched too thin during rotational training and field feeding operations; convert the Iron Horse dining facility additional kiosks across the installation to increase market saturation and reduce food insecurities.

“We will continue to execute our installation-wide Army Food Program Governance Board to bring all key stake holders in support of the Army Food Program together to address installation-wide food program issues/concerns. These implementations will greatly benefit all diners and expand the current resources available,” said McKinney.

FY 24 SUSTAINMENT EVENTS

Food Service Installation Assessment (Fort Moore, GA)	26-27 FEB	Sustainment Leading Change Seminar	MAR 24
Food Service Installation Assessment (Fort Eisenhower, GA)	26-27 FEB	Sustainment Leaders Seminar	MAR 24
Food Service Installation Assessment (Fort Jackson, SC)	28-29 FEB	Sustainment NCO Townhall	8 MAR
Food Service Installation Assessment (Germany)	4-12 MAR	Global Force Symposium	26-28 MAR
Food Service Installation Assessment (Fort Irwin, CA)	7-8 MAR	Sustainment Assessment Panel	MAY 24
Food Service Installation Assessment (Schofield Barracks)	11-14 MAR	Sustainment Senior Enlisted Council	MAY 24
Food Service Installation Assessment (Japan)	22-28 MAR	Sustainment Leading Change Seminar	MAY 24
Food Service Installation Assessment (Fort Novosel, AL)	26-27 MAR	Sustainment Assessment Panel	MAY 24
		Sustainment Senior Enlisted Council	MAY 24

WARFIGHTING

H2F spiritual readiness introduction

By Sgt. Maj. Joe Stanfield, AMC Chief Religious Affairs NCO

To modernize our military for 2030 and beyond, the Army has implemented a Holistic Health Fitness Performance Team, or HPT. This team is composed of military professionals from the medical, dietary and religious support fields within the Army and is intended to create a Holistic Health and Fitness, or H2F, component to aid Soldiers, civilians and families with performance, physical, mental health and well-being needs.

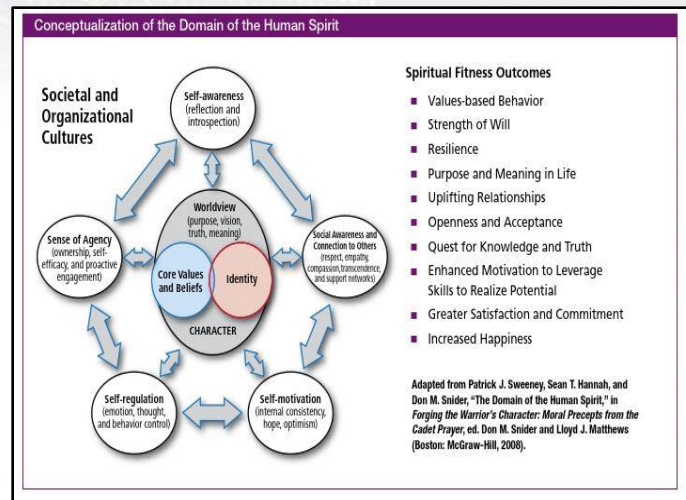
Religious support is an independent element of HPT, but it is essential to the H2F system. Chaplains and religious affairs specialists serve as subject matter experts for the spiritual domain. Commanders and Command Sergeants Major rely on Religious Support Teams, or RST, for advisement on all things pertaining to spirituality, religion, morals, ethics, and morale within the formation. Spiritual readiness is a key component of this holistic approach.

What is spiritual readiness?

Spiritual readiness is the development of personal qualities needed to sustain a person in times of stress, hardship or tragedy, according to the H2F Handbook. Spiritual readiness is not just about religion, although religion could play a key role for some. Spiritual readiness is about finding your purpose, believing in something, connecting with others, forgiving yourself and moving on from mistakes, getting along with those around you, living your values and serving selflessly.

What do we do?

Chaplains and religious affairs specialists provide various types of counseling and training



for the command stemming from religious, spiritual, relational and general life training. Training leaders how to connect with their subordinates and understand what gets a Soldier, civilian or their family through adverse times in their life, because it is not a point of if, it is when it happens. When it happens, do you have the tools to adapt and the resources to get you through those times? If that sounds like noncommissioned officer business, it is! NCOs have been building teams, providing purpose and motivation, and serving selflessly for over 200 years.

How do you find peace? Is it going for a run or walk, reading a book, spending time with family and friends, meditating, praying, watching a movie or simply spending time alone? How do you find peace during times that feel like there is none? The religious support team can provide various resources to connect people with their spiritual core to build the human spirit, body and mind.

DELIVERING READY COMBAT FORMATIONS

Exchange senior enlisted advisor focuses on improving quality of life at Schofield Barracks

By SSG Mark A. Kauffman

SCHOFIELD BARRACKS, Hawaii – The Army & Air Force Exchange Service's senior enlisted advisor is ensuring Schofield Barracks Soldiers and their families have what they need to stay ready and resilient.

During his visit to Schofield Barracks on Nov. 16, Air Force Chief Master Sgt. Kevin Osby toured Exchange facilities and met with United States Army Garrison-Hawaii Commander, Col. Steve McGunegle to discuss how the Department of Defense retailer can improve the quality of life for the community.

"The Exchange is all in to make Schofield Barracks a great place to work and live," said Osby, one of about 30 active-duty service members assigned to the Exchange. "We're committed to expanding and improving our services and options to best serve the community."

The Schofield Barracks Exchange recently added name-brand clothing from Old Navy, Gap, American Eagle and Aerie to their lineup giving Soldiers and their families more clothing options.

Earlier this month, the main store started its \$14.3 million image upgrade project that will give the facility a complete face lift with polish concrete floors throughout, new restrooms and new lighting and paint in the food court. The re-grand opening is scheduled for the middle of next year about the same time their Express completes their remodeling.

Throughout Schofield Barracks, the Exchange has installed nine self-checkout registers at the main store and 22 more at the Expresses and other facilities to help reduce customer wait times. Exchange associates are still available to assist shoppers throughout the store.

Every time service members shop their Exchange—whether in person or at [ShopMyExchange.com](https://www.shopmyexchange.com)—they are strengthening their community. 100% of Exchange earnings are reinvested into the military community through funding for critical Quality-of-Life programs, as well as capital improvements. In the last 10 years, the Exchange worldwide has contributed \$3.5 billion in earnings to Quality-of-Life programs.

"It matters where you shop," Osby said. "Small changes can make a big difference in a community. The Exchange is passionate about enhancing the quality of life for our heroes."



DELIVERING READY COMBAT FORMATIONS

The art of Army barracks strategy

By Sgt. Maj. Kelvin Windham, AMC G4

In the realm of military operations, the significance of the United States Army barracks strategy cannot be overstated. The barracks serve as the foundational infrastructure that houses and supports the men and women who form the backbone of the U.S. Army. The strategic management of these facilities plays a pivotal role in ensuring the Soldiers' well-being, readiness, and effectiveness.

This article delves into the multifaceted aspects of the Army barracks strategy, exploring its importance, key components, and best practices for maximizing operational

readiness. Army barracks are more than mere living quarters for military personnel; they are hubs of activity where Soldiers rest, train, and prepare for their missions. Barracks are the place where cohesive Army teams begin development. As such, the design, organization, and management of barracks have direct implications for the operational effectiveness of a unit.

The living conditions within barracks significantly impact the morale and well-being of Soldiers. A carefully planned and maintained living environment can contribute to a positive



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psychological state, thereby enhancing the overall readiness and resilience of Soldiers.

The Army is focused on providing secure barracks that protect Soldiers from harmful behaviors. One of the initiatives Army Materiel Command is leading is installing Closed Circuit Television (CCTV) that offers protection for Soldiers and deterrence to stop harmful behaviors. These security measures are essential to safeguard against internal and external threats, ensuring the safety of the Soldiers and the integrity of the unit's operations. The Army Barracks strategy directly influences the readiness of military units.

Efficient infrastructure, logistical support, and proximity to training facilities contribute to the unit's ability to deploy and execute missions when called upon rapidly.

Critical components of the Army Barracks Strategy encompass various interrelated factors, each of which plays a critical role in supporting the overall mission readiness of Army units. The physical infrastructure of future

barracks will include flexible feeding options such as food kiosks that will give Soldiers access to food that they can use their meal entitlement to purchase. This will allow Soldiers the flexibility to eat meals that are conducive to their schedules.

Achieving optimal operational readiness through effective barracks strategy requires the implementation of best practices that address the diverse needs of military personnel and the functional requirements of the unit. The following best practices are instrumental in maximizing the operational readiness of army barracks: Holistic Design Approach: Barracks should be designed with a holistic approach that integrates the Soldiers needs with the unit's functional requirements. This includes considerations for living conditions, training facilities, administrative support, and recreational amenities to promote a balanced and supportive environment. These goals place the quality of life of Soldiers as a top priority for all Army leaders to ensure Soldiers have quality living barracks that drives Army readiness.



DELIVERING READY COMBAT FORMATIONS

Fort Carson updates BUILDER system to track facility conditions

By Calvin Grams, Director of Public Works

FORT CARSON, Colo. — Major updates to BUILDER, part of an Army-wide Sustainment Management System (SMS) software application designed to track the condition of Army facilities, will be rolled out at Fort Carson the last week of November.

Fort Carson units, tenants and organizations will be visited and inspected by contractor teams to populate the SMS BUILDER database with data reflecting current facility conditions. This major update will include all significant facilities at Fort Carson and at Piñon Canyon Maneuver Site. The contractor will complete its inspections in late September of 2024.

Use of the updated SMS BUILDER system aligns with the 4th Infantry Division and Fort Carson commanding general's focus on post facilities.

"The project will support Maj. Gen. David Doyle's intent to demolish and replace aging barracks and other outdated facilities," said Joe Wyka, Fort Carson director of Public Works. "This year-long investment will pay for itself as we compete more effectively across the Army's portfolio for funding."

Data collected during inspections will include building structural systems and all the service systems supporting the building such as plumbing, heating, air conditioning and electrical.



U.S. Army Installation Management Command directed the implementation of SMS BUILDER across the Army to support each post in assessing current facility conditions and help project future facility, or individual building system, conditions. Most importantly, this new data will posture Fort Carson to compete for Army Facility Investment Plan dollars.

SMS BUILDER uses the condition assessments and system installation dates from facility inspections for "baseline" information. The system can then calculate rates of system degradation and system operational life expectancy. These calculations can identify the optimal point in time where it makes economic sense to repair or replace components to extend the useful life of a facility.

The Directorate of Public Works (DPW) and garrison leaders will be able to use SMS BUILDER reports to plan short- and long-term



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facility sustainment, restoration and maintenance projects as well as identify facility, or building system, replacement requirements.

The goal is for projects generated by SMS BUILDER data to support mission readiness as well as the well-being of occupants by proactively allocating staff and financial resources to areas with the greatest positive impact to Fort Carson facilities. These efforts will also allow for preventative maintenance to facilities so repairs or replacements are completed prior to system breakdowns or when they will have a minimum disruption to Fort Carson operations.

DID YOU KNOW:

The Noncommissioned Officer Leadership Center of Excellence (NCOLCoE) is the Army's premier institution driving innovative development for enlisted leaders; constantly focused on readiness. It is a higher-level learning "accredited" institution of academic excellence supported by a world class staff, faculty and curricula. It is committed to educating and training NCOs and Soldiers, producing the right Soldier with the right skills at the right time. Every enlisted Soldier in the Army is educated by the NCOLCoE or its products. It hosts a Hall of Honor and an International Military Student Hall of Fame annually. Armies worldwide seek us out as a model for their own NCO programs. We develop, integrate and deliver education and training readiness.

NCO Worldwide:

<https://www.ncoworldwide.army.mil/>

Introducing the Harding Project: Renewing Professional Military Writing

The Harding Project is a grassroots effort to organize those interested in renewing professional publications, inform that community, and solicit their ideas. We are proud to partner with the Modern War Institute on this effort. MWI has led the modern professional publication renewal today as Harding did with the Infantry Journal in the 1930s.

Over the next year, the Harding Project will advocate for four specific actions to renew the US Army's journals: (1) updating policy to encourage modernization, (2) educating the force on the professional publication landscape, (3) improving archive accessibility, and (4) empowering volunteer editors.

Through professional writing, leaders can contribute to the repository that annotates an earlier way of thinking and that can be repurposed for contemporary challenges, continue building military archives through professional military writing that aids in policy changes, and educates the force. Together, the four elements of the Harding Project platform will renew the Army's professional publications. New policy will modernize outlets. The citation requirement will educate the force on the Army's publications and create a demand signal for more accessible archives. Then, improved archives will unlock our history for both students and professional military authors who want to build on the work of previous authors. Finally, empowering volunteers will improve outlet capacity to edit, publish, and publicize articles while also building a cohort of talented communicators and connecting journals with the field.

DELIVERING READY COMBAT FORMATIONS

Quick reaction support from Army depot equips frontline fighters

By Danielle E. Weinschenk, Tobyhanna Army Depot Public Affairs



TOBYHANNA ARMY DEPOT, Pa. — Soldiers in the field have access to the latest Army technology, all thanks to Tobyhanna Army Depot.

The organization is now the depot source of repair for the Integrated Air and Missile Battle Command System, or IBCS, a vital “supersystem” that consolidates several air and missile defense command and control functions into a single network. Its open infrastructure allows the integration of various functionalities, enabling Soldiers to consolidate and sort through information more quickly for sound decision-making. The launch of the IBCS represents a transformational strategy for the Army as it moves towards arming Soldiers for the multi-domain battlefield.

While the system won’t fully transition to Tobyhanna until 2026, depot personnel are currently providing forward support to units with IBCSs – and recently provided emergency fabrication support to ensure field readiness for Soldiers.

Earlier this year, several IBCSs were discovered to be inoperable at Forts Bliss and Cavazos because they lacked simple operational cables. The cables, used to power up environmental control units part of IBCS Engagement Operations Centers, were unavailable on the open market – leaving soldiers and the Integrated Fires Mission Command with few options.

Upon hearing about the need for cabling, a specialty of the talented artisans at Tobyhanna, depot personnel jumped at the opportunity to assist. The Systems Integration and Support Directorate’s Preproduction & Development Branch worked closely with design engineers and logisticians to quickly create a prototype of the cable. Once the cable had passed through the necessary approval channels, the cables were produced in just five working days. From the first phone call to project completion, only



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60 days passed — a cooperative feat Preproduction & Development Branch Chief Jesse Tutino and his team take great pride in.

“We have a cohesive team here at Tobyhanna that allows us to overcome challenges to meet our customers' requirements. For this project, we developed a strong team with the technical skills to provide one-off, quick turnaround, fabrication services with exceptional quality.”

Two members of the quick reaction team were recognized for their efforts by Caleb Nabors, product manager, Integrated Fires Mission Command Hardware during a visit to the depot earlier this fall. Nabors presented Clyde Walts of the Systems Integration and Support Directorate and Matthew Check of the Production Engineering Directorate with ceremonial coins, honoring their outstanding support of the IBCS program.

In addition to the emergency cable support, Tobyhanna has entered into a public-private partnership with Northrop Grumman to fabricate additional assemblies for the IBCS system.

Joseph Lynn, a logistics management specialist in Tobyhanna's Strategic Initiatives Office, says the unplanned project will undoubtedly lead to more workload for the depot.

“Because we had the opportunity to showcase our responsiveness and capabilities before the mission ‘officially’ started, our partners are already looking to expand our involvement in the effort.”

More than 440 IBCS assets will be supported through the lifetime of the sustainment program.

Support for the IBCS is a critical part of warfighter readiness, and the mission directly aligns with Tobyhanna's long-range strategic plan, TOBY2035, which has four focus areas: Investing in our People, C5ISR Readiness, Shape the Future and Strategic Communications. TOBY2035 aims to posture the depot for success in the coming years as the Department of Defense's premier worldwide C5ISR readiness provider.

Tobyhanna Army Depot is a recognized leader in providing world-class logistics support for command, control, communications, computers, cyber, intelligence, surveillance and reconnaissance systems across the Department of Defense.

Tobyhanna's corporate philosophy, dedicated work force and electronics expertise ensure the depot is the joint C5ISR provider of choice for all branches of the armed forces and industry partners.

Tobyhanna's unparalleled capabilities include full-spectrum logistics support for sustainment, overhaul and repair, fabrication and manufacturing, engineering design and development, systems integration, post-production software support, technology insertion, modification, foreign military sales and global field support to our joint warfighters.

About 3,100 personnel are employed at Tobyhanna, which is located in the Pocono Mountains of northeastern Pennsylvania. Tobyhanna Army Depot is part of the U.S. Army Communications-Electronics Command. Headquartered at Aberdeen Proving Ground, Maryland, the command's mission is to empower the Soldier with winning C5ISR capabilities.

CONTINUOUS TRANSFORMATION

Realigning medical maintenance recordkeeping to improve visibility, efficiency

By C.J. Lovelace



FORT DETRICK, Md. - Starting in the first quarter of 2024, U.S. Army units will be able to track sustainment-level maintenance operations of their medical devices in real time through Global Combat Support System-Army, or GCSS-Army.

The change aims to increase visibility and transparency of maintenance work orders at the unit level, as well as realign the overall function under the same supply system as other Army commodities, according to Chief Warrant Officer 3 Richard Hendricks.

“It’s a very important improvement because the equipment status record, or ESR, is the commander’s go-to metric,” said Hendricks, who has led the effort for the U.S. Army Medical Materiel Agency’s Medical Maintenance Management Directorate, or M3D.

“Whenever a commander is asked, ‘can you go to war?’ They look at their ESR to determine the readiness of their equipment,” he said. “Now, they can get that information in real-time with the click of a button through GCSS-Army, right there from their dashboard.”

USAMMA, a direct reporting unit to Army Medical Logistics Command, operates three stateside Medical Maintenance Operations Divisions, or MMODs, under M3D.

Each site located in Tobyhanna, Pennsylvania; Hill Air Force Base in Utah; and Tracy, California, specializes in and serves as a technical center of excellence for different types of medical devices, such as medical imaging, pulmonary and clinical lab equipment.

Since its creation in 2019, AMLC, the Army’s Life Cycle Management Command for



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medical materiel, has been driving toward needed changes for the MEDLOG enterprise, including ways to improve total asset visibility throughout the operational force.

In the past, when a unit needed repairs or maintenance for a medical device, they would send in the equipment with a work order to the MMOD. Technicians would need to create another work order in the Theater Enterprise-Wide Logistics System, or TEWLS, which has been the system of record for the Army Medical Department.

The MMOD would then have to “swivel chair” between the two systems -- GCSS-Army and TEWLS -- and provide updates on the job status directly to the unit, Hendricks explained.

“Now, we’re moving everything into one system of record, where we can update the notes and they will be able to track everything in real time,” he said. “They can go into the work order and see what we’re doing to their pieces of equipment, and it will update their ESR.”

By consolidating orders under one umbrella, it will enable the MMODs to better prepare for incoming work before devices arrive on site, allowing for preordering needed parts for anticipated maintenance or repair, said Jose Vasquez, director at MMOD-Hill.

“It’ll give us that ability to be proactive in our mission, which results in better turnaround times for our customers and increased visibility throughout the process,” he said.

Hendricks, a recent graduate of the Strategic Medical Logistics Fellows Program, said moving away from TEWLS and into GCSS-Army also will fix one glaring shortfall in

the current way of doing business -- accountability.

“It’s a big issue because our higher headquarters can’t see what we’re doing -- there’s no manhours, no parts, nothing shown in G-Army,” he said. “So, when they’re looking at funding and where to allocate money ... they see nothing because we’re in TEWLS. “That was one of the driving factors to move us over into the system of record with the rest of the Army,” Hendricks said.

With the foundation for the program set, Hendricks said the focus now centers on training MMOD personnel and educating customers about the transition and how to navigate the new process.

“We need them to know that we need that work order in G-Army,” he said. “The customer will go into their order and put in our work center. Once they hit save under our work center, then that order is sent to us at USAMMA.”

Recent pilot tests of the new process have been successful, Hendricks said, supporting work orders for medical logistics companies based out of Fort Liberty, North Carolina, and Joint Base Lewis-McChord, Washington.

“We’re excited to see this effort put into action in the coming year,” M3D Director Jorge Magana said. “This is another step toward total asset visibility, increased efficiency and a new level of transparency, as well as a great improvement to help AMLC and USAMMA better represent the value we provide to the Army MEDLOG enterprise. We are continuously looking for ways to improve and update our systems to better align ourselves with other Army commodities.”



CONTINUOUS TRANSFORMATION

Changing military mentality vital to modernization

By Adriane Elliot, USASAC Public Affairs

As the Army comes out of prolonged conflicts in the Middle East and focuses its attention on Russia and the pacing threat of China, Army leadership is working overtime on modernization plans to ensure our adversaries cannot outrange or outpace us.

Whether the threats come from cyberspace or traditional battlefields like Ukraine, the Army is pursuing its most significant modernization efforts in generations. But as the U.S. Army modernizes, it must help its allies and partners modernize to maintain the vital interoperability and operational effectiveness that will prove decisive on tomorrow's battlefields.

Part of that partner modernization assistance includes helping allies refine operational concepts, not just tactical practices.

The U.S. Army Assistance Command — headquartered at Redstone Arsenal, Alabama, with personnel spread across the globe — has incorporated that modernization support into its vast arsenal of security assistance aid.

USASAC's Security Assistance Training Management Organization supplied Ukraine with a Doctrine Education Advisory Group, who was headquartered in Kiev from 2016 all the way until three weeks before Russia's invasion in February 2022. SATMO provides advanced and specialized training, professional military education, and tactical level expertise to allies and partners worldwide.

The DEAG was activated to support their armed forces' struggling transition from deeply entrenched post-Soviet mindsets and processes to a force capable of NATO

integration. It was comprised of highly skilled U.S. Army officers, numbering between four and six Soldiers at a time, who advised at the operational level to revamp doctrine and professional military education.

"There was minimal teaching in the traditional sense of standing in front of a classroom," explained Lt. Col. Rob Nesbit, former detachment commander for the DEAG. "The reality is that there is far more advising of senior Ukrainian leaders which, in an abstract way, is teaching. Having said that, what we modeled to the Ukrainians is effective long- and mid-range planning, and professionalism."

If that sounds simple, Nesbit said it's not. And he should know. Leading the DEAG until weeks before the invasion and continuing to consult at the start of the war, Nesbit has spent majority of his life as an active-duty Army officer (37 years and counting) with multiple combat deployments. He is currently the deputy of current operations (G33) for the U.S. Army's XVIII Airborne Corps at Fort Liberty, North Carolina (formerly known as Fort Bragg).

"Creating a climate for organizational change, altering the way a group has been thinking for generations, is a much bigger feat than teaching someone to follow orders or execute a task," he said.

It's a complete cultural shift, notoriously difficult even in the best of circumstances, and even more so considering the rigid, top-down style of leadership that was a remnant of Ukraine's Soviet roots. This is in sharp contrast to the American military's "mission command" doctrine, which delegates decision making to

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subordinates wherever possible, minimizing detailed control, and empowering lower-level initiative.

Despite the challenges, Nesbit began to witness a hopeful shift as senior Ukrainian officers, recognizing the value of standardizing planning, began using the long-range forecasting and preparation that is a hallmark of successful organizations.

The DEAG mission supported the Armed Forces of Ukraine, the National Guard Ukraine, the National Defense University, and to a lesser extent the Air Assault/Airborne Forces and Ukrainian Marine Corps and was a crucial test of what the future holds for a strong, independent Ukraine and regional stability throughout Europe.

"Within the realm of great power competition, the DEAG was really a component of U.S. and NATO efforts to counter Russian influence, not just in Ukraine but throughout

Europe," said Nesbit. "The importance of the mission rested in its ability to set conditions that enable the Ukrainian military to serve alongside Euro-Atlantic partners in the future."

CONCLUSION

Col. Dan Miller, the former chief of the Office of Defense Cooperation at the U.S. Embassy in Kiev, described the DEAG's work as leading edge, most notably its "development of new, NATO-interoperable doctrine and reforms to the professional military education system. This represents vital first steps to creating the sustainable and irreversible change needed for Ukraine to progress on its desired path to NATO membership."

No one knows how the story ends, but the beginning was clear. The world watched in awe as a much smaller, lesser equipped Ukrainian military used extraordinary resolve and overwhelming allied support to defy the odds against Russia.



"We won't know the full impact of the DEAG and other international support," said SATMO's Ukraine Foreign Assistance Specialist Pat Macri, "but we're confident that it aided our partner and will continue, long after this war has ended, to provide tremendous benefit."

For more information on USASAC and how its security assistance missions support U.S. foreign policy, visit www.army.mil/usasac or to learn more about SATMO, visit www.army.mil/satmo.

CONTINUOUS TRANSFORMATION

Logisticians and engineers utilize Joint Petroleum Over-the-Shore system to address strategic capability gap during Talisman Sabre 23

By Sgt. Maj. Maximo Nunez and Maj. David Hoag, 8th TSC

According to the Combined Arms College, Class III(B) remains the number four capability gap for large-scale combat operations. In the United States Indo-Pacific Command, logisticians and leaders identified multiple Class III(B) shortfalls during numerous warfighter and command post exercises. One of the main challenges in conducting Class III(B) operations during LSCO in USINDOPACOM is the distribution of bulk petroleum from the Defense Fuel Supply Points to the tactical level due to the tyranny of distance.

USINDOPACOM's area of responsibility covers 38 nations and over 100 million square miles of water and dispersed island chains.

The Defense Logistics Agency-Energy oversees DFSP operations supporting all 11 combatant commands. If host-nation bulk petroleum is unavailable during LSCO, there are a couple of courses of action to supply the warfighters with bulk petroleum. The first is utilizing the Joint Petroleum Over-the-Shore system, which bridges a Navy Offshore Petroleum Distribution System into an Inland Petroleum Distribution System. The second is transporting fuel assets utilizing force care packages delivered through watercraft.

Conducting aerial resupply to support multiple divisions simultaneously is not feasible,

and with a contested air domain, it makes this COA extremely remote.

Background

The JPOTS concept is a jointly established, jointly operated combination of the Offshore Petroleum Distribution System and Inland Petroleum Distribution System. The pipeline is designed and constructed by Army engineers and operated by Army quartermasters. At the same time, the offshore vessel, hose line, and

beach interface unit connection is established and operated by the Navy and Marines.

This combined system allows rapid bulk fuel distribution from the shore to an inland recipient with minimal infrastructure support.



This mission validated the JPOTS system capabilities and helped establish baseline planning factors for future deployments in similar environments.

Previously, the JPOTS concept was tested in a simpler scenario in which fresh water was pumped from an offshore vessel directly into a bag farm at a beach terminal. In this scenario, the IPDS pipeline was fully integrated to seamlessly move product beyond the beach terminal in a single operation.



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JPOTS provides the capability to distribute up to 1 million gallons of bulk petroleum from ship-to-shore within 24 hours. The enemy's ability to employ hypersonic missiles and other long-range precision fires makes it difficult to conduct JPOTS operations during the initial stages of the joint force entry operation. The risk with utilizing force care packages is the lack of water vessels in the Department of Defense inventory to properly sustain operations due to the vast distances in the theater. To narrow the Class III(B) capability gap, the Office of the Chief of Naval Operations and USINDOPACOM J-4 ordered the execution of JPOTS during Talisman Sabre 23 in Australia to validate Army Pre-positioned Stock's readiness and deployment and conduct an OPDS/IPDS emplacement in an austere environment as a proof-of-concept. Talisman Sabre is the largest bilateral exercise in USINDOPACOM between the U.S. and Australian Defense Forces. It is geared toward deterring aggression and increasing combat readiness and interoperability amongst allies and partners.

The units that participated during JPOTS operation as part of another proof-of-concept, the Combined Joint Theater Sustainment Component consisted of an engineer brigade (C2), a quartermaster group, a Navy naval beach group, a quartermaster company (pipeline), an engineer platoon, and an engineer company. The 8th Theater Sustainment Command served as the higher command for the operation, which took place in Weipa, Australia. Coordination started immediately with Army Sustainment Command, U.S. Pacific Fleet, Surface Deployment and Distribution Command, Army

Contracting Command, U.S. Transportation Command, INDOPACOM J4, and the ADF liaison officer – all referred to unofficially as Task Force JPOTS. This coordination was essential in procuring a contracted water vessel, the Bandicoot, capable of storing 200,000 gallons of fresh water, a tugboat, the Amphibious Bulk Liquid Transfer System mounted on a landing craft utility and the accountability, inspection, and deployment to Australia of the IPDS and other Class III(B) equipment from multiple APS locations. Due to Australia's environmental laws, fresh water was utilized for JPOTS instead of petroleum.

The mission's location, Weipa, is a mining town home to the indigenous people of Napranum and owned by the Rio Tinto mining company. This added an extra level of complexity to an already difficult operation because TF JPOTS had to execute the mission without interfering in Rio Tinto's mining operation while respecting the indigenous people's religious beliefs and holy sites. Weipa is also home to wildlife hazards such as crocodiles and venomous reptiles. During the initial, mid-, and final site surveys, the JPOTS location was identified and approved by the



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indigenous local council and Rio Tinto. The site also underwent strict inspection by Navy divers and a naval beach group to ensure that all guidelines and specifications to conduct OPDS were possible. Small teams from 8TSC, the engineer brigade, the QM group, and the QM company (pipeline) certified the pipeline trace for the IPDS.

Operation

Task Force JPOTS and other logistics planners evaluated the pipeline trace over several months and modified it multiple times based on land use restrictions, terrain complexity, and asset placement feasibility. The selected pipeline trace spanned approximately 3.2 miles from the beach interface unit to Pump Station 2. This section comprised a 250-foot section of 6-inch hose at the BIU, feeding into the 6-inch IPDS aluminum pipe through the end, past PS2. The additional span from the Bandicoot to the BIU was 3,000 feet of 4-inch hose line, for a total distance of 3.7 miles.

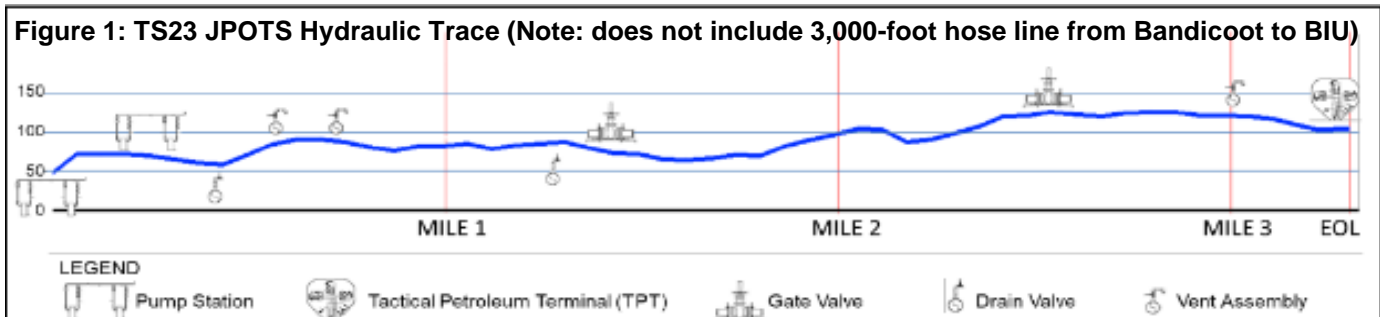
However, the hose from the vessel is not a part of the static pipeline operations and is not considered for certification as part of the fill and test process. Vessels conducted air tests each time they interfaced with the BIU prior to pumping the product. A thorough trace analysis established appropriate locations for pump stations, valves, and expansion joints. The total elevation change was about 100 feet, with an estimated total head loss due to elevation,

distance, and pipeline components of 450 feet of head. This is within the capability of an 800 GPM IPDS pump, requiring only 25 percent operating capacity. Additionally, a 400-gallons-per-minute pump on the Bandicoot was used to pack the 3,000-foot hose line to the BIU, and a 600-GPM pump at the BIU was used to interface from the 4-inch hose to the 6-inch hose and push to PS1.

Hundreds of personnel taking part in JPOTS attended a two-week pipeline course at Fort Pickett, Virginia, on April 23 for OPDS/IPDS emplacement certification before deploying to TS23. The QM company (pipeline) inspected and signed for over 54 containers containing the IPDS and other CLIII(B) equipment as part of APS 4. All equipment underwent a thorough inspection by Australia's Department of Agriculture, Fisheries, and Forestry prior to loading the containers onto the vessel and transportation to Australia.

The engineer brigade oversaw the establishment of basic life support in Weipa during the operation. Upon arrival of the containers in Australia, some equipment did not pass the initial DAFF inspection. Approximately 98 percent of the IPDS equipment continued forward to Weipa, while the remaining IPDS equipment was re-inspected and fumigated.

Once the rest of the equipment passed DAFF inspection, it was transported by water vessel to Weipa. This did not hinder operations



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or the JPOTS timeline. The download of the 54 containers, layout, and accountability of all equipment started immediately upon their arrival in Weipa.

Once the final trace plan was approved, Army engineers widened and reinforced existing roadways, cleared sections of trace, emplaced culverts, and leveled out pump station locations. Additionally, TF JPOTS leveled an area with berms constructed to house the 210K bag at PS1. To mitigate environmental concerns, the discharge area was graded, and channels were cut.

This action improved drainage and ensured that discharged fresh water did not remain for more than 48 hours. Subject matter experts from the QM company supported an engineer support company during the pipeline's construction, identifying the correct layout of the pump stations and placement of the valves and expansion joints throughout the trace. The entire pipeline from the BIU to PS2 was constructed in two days.

Two days before the fill and test, all pipeline operators attended a fill and test brief, which outlined the primary responsibilities of each team throughout the fill and test process. Quartermaster teams were assigned to pump stations, the scraper team, and remediation support. Engineer teams, as well as the repair team, were assigned to the different valve

locations. The fill and test brief also outlined the specific features of the TS23 JPOTS trace, the anticipated timeline of events, and a summary of contingency operations. A walkthrough of the pipeline trace was also conducted with the QM company, engineer support company commanders, and subject matter experts to validate the pipeline and identify any corrections needed. The following day, two iterations of rehearsal of concept drills and rehearsal walkthroughs were conducted while engineers made final corrections to the pipeline. A last-minute decision was made to

add an additional 3K bag at the BIU as an additional contingency due to concerns with being able to prime the 600-GPM pump directly from the 4-inch hose from the Bandicoot.

Results

The IPDS was successfully filled with product in 8 hours and 56 minutes. Due to the time of day, the system remained blocked overnight. After 14 hours, the entire pipeline was reviewed for signs of major leaks or failures. At 8:30 a.m., July 23, no significant leaks were visible, and the pipeline was successfully certified for operation. By 9 a.m., all gate valves, vent valves, and drain valves in the entire system were fully opened to facilitate clearing the pipeline of all product. Any remaining fresh water in the pipeline was later released as the pipeline was deconstructed. The equipment was cleaned, inventoried, loaded on the vessel, and returned to APS-4.





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The major highlight of the JPOTS mission was the realistic training conducted by all participants. This training, comprised of Service Members from the active duty and Reserve components, provided lifelong experience on employing JPOTS in an austere environment.

Lessons Learned

Throughout the construction, operation, and certification of the JPOTS proof-of-concept, several opportunities for improvement were identified. All recommended improvements are categorized below:

Training

1. Hydraulics – Historically, quartermaster companies were responsible for the Army IPDS design, construction, and operation. However, in FY22, doctrinal changes resulted in engineers being responsible for the design and construction, while quartermaster companies would manage pipeline operations. This change resulted in a knowledge gap. Completing the TS23 JPOTS proof-of-concept would not have been successful without embedding quartermaster subject matter experts with the engineers to facilitate the pipeline construction. Ensuring thorough hydraulics training for engineer units supporting future pipeline builds is critical.

2. Dispatching – In-depth dispatcher training for all personnel serving as part of the dispatch team, with a broader familiarization course for leadership as well as radio operators receiving commands from the dispatch team, would significantly improve communication during pipeline operation.

Planning

Site Selection – During initial planning, the expectation was for the Bandicoot to be no

further than 1,200 feet from the shore. As the exercise began and the Bandicoot arrived in Weipa, further analysis revealed that the vessel could not get closer than approximately 3,000 feet due to the shallow draft and the tidal cycles. This last-minute adjustment added to the pressure loss through the hose line into the 600-GPM pump at the BIU, reducing the anticipated flow rate.

Conclusion

JPOTS is a critical operation in the theater. It is crucial in sustaining the joint force with predictable and on-time CL III(B). Talisman Sabre 23 provided an excellent opportunity to train the joint force and conduct ship-to-shore operations in an austere environment similar to what is expected during an island fight against a near-peer competitor. The JPOTS proof-of-concept successfully met its intent of distributing fresh water from ship-to-shore. This operation demonstrated the capability of deploying APS equipment to any location in the Indo-Pacific. TS23 was essential in improving readiness and deterring aggression, key in maintaining a free and open Indo-Pacific.



STRENGTHENING THE PROFESSION

Tackling information overload: The Sustainment Leader Rucksack website

By CSM George Camarena, Command Sergeant Major of the 59th Ordnance Brigade

FOCUS AREAS



WARFIGHTING - PEOPLE



DELIVER READY COMBAT FORMATIONS - READINESS

Sustainment Resources in one place.



CONTINUOUS TRANSFORMATION - MODERNIZATION



STRENGTHEN THE PROFESSION - EDUCATION

In the modern digital age, one of the most formidable challenges facing today's Army is the overwhelming abundance of data. This overflow often leads to difficulty in sorting, analyzing, managing, and effectively utilizing this vast data pool. Recognizing this, the Army has embarked on a groundbreaking journey with the development of the Sustainment Leader Rucksack website, a tailored solution for senior sustainment professionals.

Why the Sustainment Leader Rucksack website is a Game-Changer

The SLR website ingeniously categorizes crucial data across the Chief of Staff of the Army's focus areas: Warfighting, Delivering Combat Ready Formations, Continuous Transformation, and Strengthening the Profession. By categorizing data across the four critical lines of effort, the SLR platform addresses the most pressing needs of Army sustainment leaders.

What sets the SLR website apart is its near real-time information. The integration of SharePoint into the SLR website is a stroke of genius. By empowering content owners to manage and update their SharePoint sites, the



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SLR website ensures that the most current information is always available to those who need it. The content owners can then utilize power business intelligence to synthesize data into useful information that the SLR makes available to senior sustainment leaders across the Army. This direct control over content dissemination is vital for maintaining operational readiness.

Bridging the gap: Communication and interaction on the SLR platform

However, the SLR website goes beyond being an information repository. It serves as a hub for nominative command sergeants major, colonels, general officers, and other senior sustainment leaders to communicate and collaborate more effectively. This feature fosters a sense of community and ensures a unified approach to information management and dissemination by bringing leaders together to find and share sustainment resources in one place.

The integration of the CSM/SGM Talent Management Portal within the Sustainment Leader Rucksack website is a strategic innovation that significantly enhances the Army's ability to manage its senior Non-Commissioned Officer talent pool at every echelon from sergeants major to command sergeants major. This portal is designed to develop and identify the most capable NCOs in roles where their skills and experience will have the greatest impact. By doing so, it not only optimizes individual career trajectories, considering families and self-professed inputs, but also reinforces the overall effectiveness and readiness of Army talent management.

The SITREP module is another fundamental tool within the Sustainment Leader Rucksack

website, specifically designed to enhance the way senior sustainment leaders communicate and showcase their organization's contributions and narratives. This innovative module transforms traditional SITREPs into a dynamic, interactive chat forum, fostering an environment of collaboration and shared understanding among senior leaders.

By converting SITREPs into a chat-based format, the module streamlines the process of information dissemination. Leaders can quickly post updates, download SITREP files, respond to queries, and provide guidance, thus ensuring that all relevant parties are on the same page without the delay often associated with traditional communication methods.

The role of the SLR website in continuous learning and development

The Sustainment Leader Rucksack website may play an indispensable role in the continuous learning and development of the Army's Sustainment community. This platform, rich in resources and information, is tailored for the professional growth of Army sustainers, ensuring they are well-equipped with the knowledge and skills necessary for their challenging roles. The SLR develops the skills of sustainment leaders by making available information that would previously been compartmentalized, expanding shared understanding for the entire sustainment enterprise.

The "town halls" module on the SLR website offers an interactive space where senior sustainment leaders and personnel can engage in vital discussions about current issues, future strategies, and best practices in sustainment. These virtual town hall meetings provide a forum for open communication, allowing Army

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sustainers to share experiences, address challenges, and explore innovative solutions collaboratively. This regular interaction not only keeps the community informed, but also fosters a sense of unity and shared purpose.

Similarly, the “Sustainment Leader Summit” serves as a repository of knowledge and insights from past fora. These resources provide in-depth analysis and expert perspectives on various aspects of sustainment, ranging from logistical advancements to leadership development. By accessing recordings, presentations, and documents from these events, sustainment professionals can gain valuable insights into the strategic direction of the sustainment community, helping them stay current and relevant in their field.

A Beacon of Efficiency

The Sustainment Leader Rucksack website is a significant advancement in the Army's

efforts to tackle the challenge of information overload. By harnessing the power of SharePoint and focusing on the approved lines of effort, it provides senior sustainment professionals with the tools they need to make informed decisions swiftly and effectively. The SLR website is more than just a technological solution; it represents a paradigm shift in how the Army approaches information management, positioning it as a beacon of efficiency in the digital age.

Looking forward, the SLR website is just the beginning. As technology evolves, so will the ways in which the Army manages and utilizes information. The SLR platform sets the foundation for future innovations in this field such as the integration of artificial intelligence and machine learning to synthesize data. This initiative is an impressive first step to compile sustainment resources and bring senior sustainment leaders together in one place to fill their figurative rucksack with relevant tools and information.



STRENGTHENING THE PROFESSION

Modernization and transformation of PME at the LNCOA: Innovative training to sustain the force across multiple domains

By Sergeant First Class Fernando D. Ramirez

SHARP
Small Arms Training Center

BOLC

IMSO

LOGPRO

Welcome to the Army Sustainment University.

ASU is a composite campus for DoD uniformed and civilian leader education. This "state of the art" learning center provides professional military education, civilian education, and joint, multinational, and interagency education supporting America's DoD logistics, capability development, and operations research/systems analysis leaders of today and tomorrow.

The Army Sustainment University comprises three distinct colleges and an academy: the Logistics Leader College (LLC); the College of Applied Logistics and Operational Studies (CALOS); the Technical Logistics College (TLC), and the Logistics Non Commissioned Officer Academy (LNCOA).

Transforming Army Sustainment for a Contested Strategic Environment

The evolving strategic landscape poses growing concerns for the United States, particularly in dealing with contested Sustainment across diverse domains. Consequently, professionals in Army sustainment are undergoing training aimed at transitioning beyond the parameters outlined in the Army Design of 2028. The Logistics Noncommissioned Officer Academy (LNCOA) at the Army Sustainment University (ASU) stands as a vanguard in this transition. It prioritizes the development of a forward-thinking, contemporary, and certified Sustainment NCO cohort, geared towards achieving success across various operational landscapes.

Advancing Military Training: Innovating Deployment Strategies for Modern Combat Operations

The LNCOA's Army Virtual Learning Environment initiatives stands as a pioneering for force in cutting-edge training methodologies. Collaborating closely with the academy, the Transportation Corps is actively engaged in crafting an integrated Joint Battle Command-Platform and Command Post Computing Environment Deployment Exercise. This exercise is strategically designed to replicate the intricate process of deploying equipment into an operational theater, constituting a hands-on Professional Military Education (PME) initiative tailored to address the evolving needs of our students. Its primary objective is to equip our forces for Large Scale Combat Operations and streamline brigade deployment procedures.

STRENGTHENING THE PROFESSION

Through a unified endeavor, students will engage in practical training via virtual reality platform within an immersive learning setting. This simulation aims to familiarize participants with the inherent challenges of Reception, Staging, Onward Movement, and Joint Logistics Over the Shore scenarios. Successful completion of this comprehensive training program will yield highly proficient multifunctional logisticians, equipped to navigate, and effectively manage the complexities of transporting forces in today's fiercely competitive sustainment landscape.

Empowering Data-Centric Military Operations

As part of the modernization drive in the fiscal year 2024, there is a specific focus on the Automated Logistical Specialist (MOS 92A) field. Both the Senior Leader Course and Advanced Leader Course are presently undergoing revisions, incorporating advanced Data Analytics and Visualization processes into their Program of Instruction.

This strategic shift aims to equip NCOs, including strategic planners, combat medics, and leaders, with comprehensive skills in data analysis. This initiative fosters a unified

understanding of operational insights and enhances the collective capacity to predict, monitor, and effectively provide critical logistical resources. By integrating data analysis within PME, students will gain knowledge in efficiently retrieving and analyzing data, empowering them to assist commanders in the decision-making process.

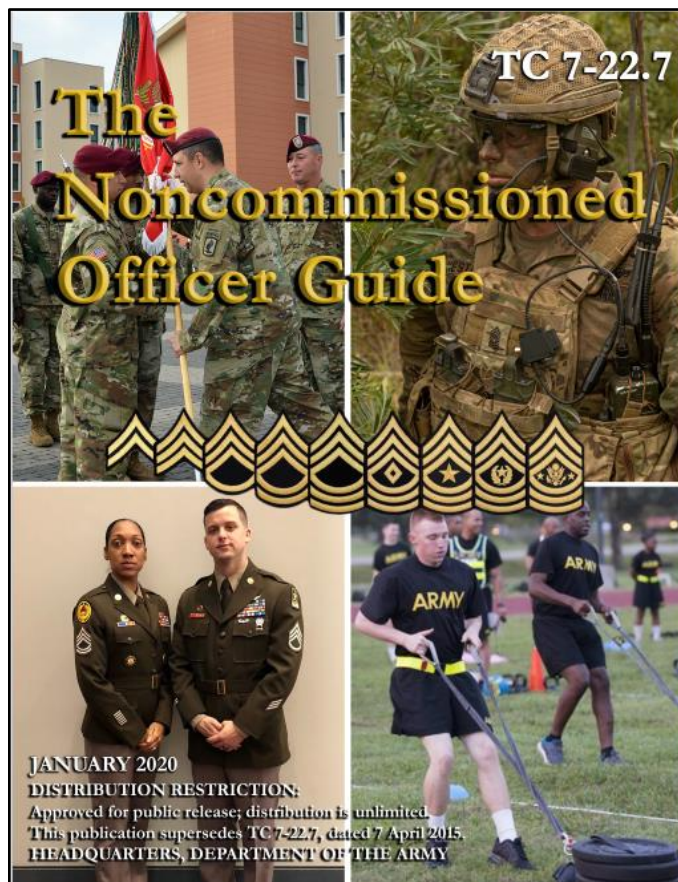
This progressive approach aligns with the Army G4's goal of cultivating analytical expertise and fostering a culture valuing intelligent data utilization. The revised POI will incorporate training modules covering statistics,

data visualization, and data analysis. Ultimately, our objective is to cultivate the caliber of NCOs equipped to elevate sustainment forecasting and predictive logistics within the Army's operational framework.

Revolutionizing Education and Credentialing

The LNCOA and ASU are spearheading a paradigm shift in educational approaches. The traditional pursuit of graduate certificates no longer suffices in our contemporary challenging environment. There's an increasing demand for

multifunctional Noncommissioned Officers (NCOs) not only proficient in their career domains but also holding recognized





STRENGTHENING THE PROFESSION

credentials to immediately contribute effectively to the Army's mission.

Our academy has collaborated extensively with the Ordnance, Quartermaster, and Transportation Corps, devising innovative methods to enhance skill sets and confer industry-recognized credentials to our graduates during their academic tenure. A noteworthy partnership between LNCOA and the Transportation Proponent has led to providing Maritime 88K (Watercraft Operator) and 88L (Watercraft Engineer) students with vouchers for the Transportation Worker Identification Credential. This credential, mandated by the Maritime Transportation Security Act, is essential for individuals needing access to secure maritime facilities.

Similarly, the LNCOA, in collaboration with the Ordnance Proponent, facilitated the Automotive Service Excellence credentialing through localized testing for its students and cadre. ASE accreditation attests to a maintainer's proficiency and expertise in vehicle

service repairs, also correlating with higher wages in the private sector.

During the fiscal year 2023, LNCOA effectively accredited more than 2,100 students and cadre across a range of certifications, encompassing Certified Logistics Associate/Technician, Demonstrated Logistician, and various electronic and maintenance credentials. These collective endeavors are geared toward cultivating highly skilled and well-prepared Sustainers equipped for the demands of today's operational scenarios.

Evolution Beyond Traditional Training for Operational Victory

The Army Sustainment University, housing the largest Noncommissioned Officer Academy, is steadfast in its commitment to furnishing a prepared force aligned with our nation's objectives. Our collective pursuit involves innovative Sustainment training, ongoing modernization, and the integration of credentialing. This shift in training

methodologies beyond the vision outlined for the Army in 2028 is imperative to develop agile and competent Sustainers proficient in navigating the complexities of contested combat situations, thereby ensuring a path to victory.

The LNCOA and ASU's groundbreaking educational strategies and emphasis on credentialing underscore the necessity to evolve beyond traditional educational paradigms. The goal is to equip NCOs with domain expertise and recognized credentials to effectively contribute in today's challenging operational environments.



STRENGTHENING THE PROFESSION

Enhancing NCO careers: A deep dive into the Army's Project Warrior Program

By MSG Oswaldo Maldonado, U.S. Army Ordnance Corps and School

The United States Army's new Project Warrior talent management and leader development program is specifically designed to capture and channel the expertise of exceptional sergeants first class within the sustainment community. This article delves into the program from the perspective of noncommissioned officers and outlines how it aligns with the Chief of Staff of the Army's focus areas and Army Materiel Command's lines of effort, also known as the sustainment leaders' big four.

Understanding Project Warrior

Project Warrior is a strategic initiative that's primary objective is to bring insights and

lessons learned from combat training centers back into the force through Training and Doctrine Command and all of the centers of excellence and to disperse tacit knowledge gained by sergeants first class during their developmental assignment as platoon sergeants. Historically, the flow of NCOs from CTCs to TRADOC based on Project Warrior has been inconsistent, necessitating a renewed emphasis on regulatory guidance and program awareness aimed at the goal of increasing the feedback loop of lessons learned between CTCs and institutional training.

In accordance with Army Regulation 614-200, only exceptional sergeants first class who have completed their critical developmental assignment as platoon sergeants are qualified for Project Warrior. These individuals, identified



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based on merit and demonstrated excellence, undergo a meticulous selection process managed by branch talent management offices in collaboration with the operating force. After completing a two-year tour as an observer controller/trainer at one of the CTCs, successful candidates transition into a two-year utilization tour as training developers or instructors at designated TRADOC schools.



Expanding opportunities through Army Career Tracker career maps

Project Warrior is seamlessly integrated with the Army Career Tracker, specifically utilizing career maps to provide participating NCOs with a visual representation of potential career paths and progression. This addition ensures that NCOs can benefit from the Project Warrior framework and have a clear roadmap for their broader career development within the Army.

The eligibility criteria for Project Warrior include completing a critical developmental assignment, consistently demonstrating superior performance and competitiveness for promotion, as evidenced by NCO evaluation reports. Preference is given for NCOs who have had deployments in support of combat operations. For those selected, the benefits are

multifaceted. The program provides a unique opportunity for these NCOs to contribute to developing doctrine and programs of instruction, enriching their skill set and enhancing their leadership capabilities by providing experience in force generation.

Project Warrior is a four-year commitment, including two years assigned to a CTC followed by two years at TRADOC schools, which positions Project Warrior NCOs as critical players in disseminating gained expertise throughout the Army as doctrine writers or instructors who contribute to the education and training of the broader force. The program also aligns with the Army's transition from counterinsurgency operations to a more versatile force by emphasizing the development of adaptive and agile leaders in preparation for the complex environments found in large-scale combat operations and contested sustainment during multi-domain operations.

Integration with CSA focus areas and AMC's lines of effort

Project Warrior is intentionally designed to support the CSA focus areas. These strategic priorities include warfighting, delivering ready combat formations, continuous transformation and strengthening the Army profession.

Warfighting

Project Warrior aligns with warfighting by focusing on developing highly trained and experienced sustainment Soldiers. The program contributes to regionally aligned mentorship and provides feedback to AMC, which sustains a robust sustainment panel that ensures the enhancement of the Army's warfighting capabilities through the knowledge

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and skills imparted by Project Warrior participants.

Delivering ready combat formations

By infusing observations, insights and lessons learned from CTCs into TRADOC schools, Project Warrior directly contributes to delivering ready combat formations. The program utilizes and exposes NCOs to informative tools like ACTION / EPIC, the Sustainment NCO Initiatives Guide and situation reports, ensuring information is available which helps combat formations be well-prepared and equipped for any mission.

Continuous transformation

Project Warrior is not linear in its approach to leadership development; the program actively transforms the NCO throughout their

four-year commitment by combining CTC assignments and TRADOC school roles. These NCOs may experience lateral assignments while at TRADOC between instructing or training development which will make their leadership development radial in its approach centered around their experience at CTCs. Thus, the program aligns with the Sustainment Senior Enlisted Council and the Transformation Initiatives Group recommendations, contributing to the ongoing transformation of the Army's sustainment capabilities.

Strengthening the Army profession

As Project Warrior participants progress through the program and integrate their experience into institutional training, they enhance the strengthening of the Army profession. NCO town halls, sustainment leader seminars and articles in publications like

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Sustainment Times/Snapshot are avenues through which Project Warrior participants share their knowledge, experiences and insights, contributing to the professional development of the Army's sustainment community, especially in the quartermaster, transportation and ordnance corps.

Opportunities and benefits for NCOs

As NCOs engage with Project Warrior, incorporating ACT career maps ensures they have a comprehensive view of potential career trajectories beyond the program. This tool facilitates informed decision-making, empowering NCOs to navigate their professional journeys with clarity, purpose, confidence and predictability.

Beyond the specific advantages mentioned, participating NCOs gain a wealth of knowledge on doctrine and programs of instruction. This knowledge becomes valuable as they progress into future multi-functional sustainment NCO roles and significantly contribute to the formations in which they serve.

The program bridges the experiences gained at CTCs and the educational responsibilities at TRADOC schools and ensures a well-rounded and knowledgeable cadre of NCOs return to the operational force with a comprehensive understanding of multi-functional sustainment operations. These individuals, having undergone Project Warrior, are poised to play pivotal roles in the ever-evolving landscape of the U.S. Army by bringing to bear a unique combination of experiences that will return highly developed Multi-Functional Sustainment NCOs to the operational force and enhance training in operational units.

Conclusion

Project Warrior underpins the Army's steadfast dedication to talent management, leader development and cultivating agile leaders. This innovative initiative strategically leverages the expertise of exceptional sergeants first class, seamlessly weaving their experiences from CTCs into the fabric of TRADOC schools, in alignment with the outlined focus areas of the CSA and lines of effort of AMC. The advantages for NCOs span from substantial professional growth to the invaluable opportunity to directly contribute to the Army's warfighting capabilities.

As the Army navigates the complexities of a dynamic and uncertain future, initiatives like Project Warrior are critical in sculpting the leaders poised to steer the force ahead. It stands as a strategic investment in the ongoing professional development of the Army's sustainment community. This ensures that its leaders are well-prepared and equipped for continuous transformation, ready to meet the evolving demands of tomorrow's battlefield with resilience and foresight. The incorporation of ACT career maps further amplifies the impact, providing NCOs with a roadmap to navigate their careers with precision within and beyond the transformative journey of Project Warrior.



