

SUSTAINMENT TIMES



Greetings from Redstone Arsenal,

I hope this edition of the Sustainment Times finds each of you well and in good spirits!

It has been some time since our last bulletin, and many significant achievements have come to fruition across the sustainment community. I encourage you to stay informed about these initiatives and take the time to understand their impact.

I am particularly excited about the work being done to deliver ready combat formations and enhance Soldier experiences in the Strategic Support Areas (SSAs). As we say in AMC, "All of what we do for 'Big Army' is officer-led, NCO-driven, and staff-enabled." One initiative that stands out is the streamlined property accountability initiative. This initiative exemplifies the trust placed in the NCO Corps to develop, pilot, and deliver solutions to the Army, specifically for company commanders and supply sergeants. The goal is to automate change of command and cyclic inventories, reducing the time spent on these tasks. As a career-long supply sergeant, I appreciate the Chief of Staff of the Army's challenge to AMC to unburden commanders by reducing excess property and the time required to account for it. We are committed to enhancing the Soldier experience in this area and are confident in our success through GCSS-A.

Another key initiative is the development of a more agile and adaptive sustainment NCO in support of LSCO. While the concept of multifunctional NCOs, also known as M1F, has been discussed for years, recent progress has demonstrated its benefits for the entire community. This progress includes redesigning the Sustainment Common Core (SCC) program of instruction, implementing mergers at the sergeant major and master sergeant levels, and developing the multifunctional logistics NCO (M1F) and Contracting Officer Representative (C6N) Professional Development Skill Identifiers. Additionally, we are identifying multifunctional positions across different levels, which will be coded and recorded as positions for our most qualified and experienced NCOs to serve at the senior level.

I urge you to stay informed about these initiatives and understand their implications for your role. You can do this by tuning into our Sustainment NCO Townhalls, announced through Army Career Tracker, and by becoming a member of the Sustainment Leader Rucksack, which is limited to sergeants first class and above. These resources provide valuable information and updates.

Lastly, I want to express my gratitude for all that you do for our nation and our Army. Your efforts do not go unnoticed. If you have any thoughts or ideas on how to improve our processes, please do not hesitate to send me an email directly. I look forward to your feedback and suggestions.

This We'll Defend!



Jimmy J. Sellers

CSM, USA

Command Sergeant Major



AMC Command Sergeant Major Suggestion Box - amcsuggestionbox-csm@army.mil

Sustainment Leader Rucksack (SLR) - <https://cascom.army.mil/asrp/SLR/index.html> (SFC and above)

*The Sustainment Times is intended for digital viewing. As such, some imagery may have been compressed and may not be optimal for enlargement or print distribution.



Strengthening the Profession

NCO Sustainment Town hall kicks off Army Sustainer 250

by Sgt. Maj. Alexander Croteau



Five of the U.S. Army's senior enlisted leaders conduct opening remarks during a Sustainment Noncommissioned Officer Town Hall (U.S. Army photo by Alyssa Crockett).

FORT GREGG-ADAMS, Va. – Five of the U.S. Army's senior enlisted leaders addressed an in-person and virtual audience Jan. 22, during a Sustainment Noncommissioned Officer town hall at Beaty Theater.

The event marked the official kickoff of Army Sustainer 250, a year-long campaign highlighting the role of sustainment throughout the Army's 250-year history. Sustainer 250 is also an opportunity for sustainment leaders and Soldiers to hone their occupational skills, leadership and increase their warfighting lethality by being brilliant at the basics.

Command Sgt. Maj. Jimmy Sellers, AMC senior enlisted sustainer, set the stage by stressing the importance of having a solid foundation of physical readiness and understanding the Soldier and leadership core competencies.

"I am proud to be here in this packed auditorium surrounded by motivated sustainers and leaders from around Fort Gregg-Adams as well as dialed in virtually. I am truly excited about celebrating the Army's 250th birthday."

Other panelists included Command Sgt. Maj. Marco Torres, Combined Arms Support Command senior enlisted leader; Sgt. Maj. Damarco Wyatt, XVIII Airborne Corps G-4 senior enlisted leader; Command Sgt. Maj. T.J. Skelton, Army Sustainment University senior enlisted leader; and Sgt. Maj. Jacinto Garza, Army Futures Command G-4 sergeant major.

Torres spoke about the importance of military occupational specialty competency, saying that mastering tactical and technical fundamentals gives commanders the operational edge whether in large-scale combat operations or multi-domain operations.

"Military Occupational Specialty competencies are essential for sustaining the Army's operational readiness. By investing in soldiers and NCOs, the Army can ensure that it remains adaptable, resilient and effective in the face of emerging challenges and threats," he said.

Other topics discussed included the basics of leadership competencies, PRACTICE and combined arms competency.

Skelton introduced and expanded on an article written last year by command Sgt. Maj.



Sustainment Soldiers fill every seat of Beaty Theater, Fort Gregg-Adams, Va. for a Sustainment Noncommissioned Officer Town Hall (U.S. Army photo by Alyssa Crockett).

Christopher Doss, senior enlisted advisor for U.S. Army Aviation and Missile Command, titled “Mastering tasks through PRACTICE.” This article and its accompanying acronym, PRACTICE, weave together eight sustainment concepts and ideas into a prompt to help Soldiers and leaders remember, recall and utilize as a tool to develop themselves and their Soldiers.

“PRACTICE is a framework that is designed to elevate our Army, our leaders and every Soldier to the next level,” said Skelton.

Garza added that the eight principles of sustainment are crucial to the success of combined arms warfare by highlighting the eight principles of sustainment.

“These principles in my mind, are essential to maintaining combat power, providing freedom of action, extending operational

reach and prolonging endurance for our forces,” he said. During closing remarks, Garza reiterated the theme of the town hall to acknowledging that leaders, even at this level need to be brilliant at the basics.

“We had to rehearse to make sure we put on a good display for you we make sure that we have our facts and our script and answer your questions.”

Sellers closed by saying MOS competencies, the leadership competencies and the combined arms competencies were the three foundational things that noncommissioned officers need to be, know and do.

“When every single leader looks at you, they should be able to see a warfighter first, and expert sustainers second. That’s the goal, right? Professional warfighters who are expert sustainers.”

Follow the link below to read the article

“Mastering tasks through PRACTICE” by Command Sgt. Maj Christopher Doss

<https://www.dvidshub.net/news/471775/mastering-tasks-through-practice>



ARMY BIRTHDAY / ARMY SUSTAINER 250

Branch Birthdays

Adjutant General's Corps	16 June 1775
Finance Corps	16 June 1775
Quartermaster Corps	16 June 1775
Ordnance Corps	14 May 1812
Transportation Corps	31 July 1942
Logistics Branch	1 January 2008



For more information, visit the U.S. Army Center of Military History
<https://history.army.mil/Research/Reference-Topics/Army-Birthdays/>



ARMY BIRTHDAY / ARMY SUSTAINER 250



"Centuries of Sustaining Freedom" painting by artist Larry Selman

The Combined Arms Support Command and Sustainment Center of Excellence commissioned the creation of a painting that depicts sustainment professionals and equipment.

The painting, unveiled May 23, 2017, predates to World War I and showcases the major branches of sustainment: adjutant general, finance, logistics, medical, ordnance, quartermaster, and transportation. It is a tribute to the sustainment warriors that have sacrificed for more than a century and continue to give their all today to "sustain freedom."

The next time you are in the CASCOM Headquarters, see if you can spot this framed painting. It is a powerful visualization of the sustainment community's dedication to delivering ready combat formations, driving continuous transformation, and strengthening the very foundation of our Army.

For more on the artist and this print, visit <https://www.larryselman.com/>



The Evolution of Culinary Specialists in the Army: A New Era of Battlefield Readiness

by Command Sgt. Maj. Kelvin Windham

The role of culinary specialists in the Army is undergoing a profound transformation, driven by a shift in focus from traditional garrison feeding operations to enhanced field feeding proficiency. This evolution is not merely a response to changing needs; it is a strategic redefinition aimed at preparing culinary personnel for large-scale combat operations while simultaneously improving their battlefield readiness.

Embracing Change: Modernizing the Army's Food Service Program

The Army's food service program has embraced modern trends and innovative digital strategies to meet the evolving expectations of Soldiers. Recent initiatives, such as the launch of the Army's



U.S. Army's Outpost logo. The Culinary Outpost Food Truck is a program designed to bring fresh, healthy food to U.S. Army Soldiers while they support missions that make it difficult to travel to a dining facility (U.S. Army photo by Command Sgt. Maj. Kelvin Windham).

Outpost Food Trucks, the introduction of kiosks and the implementation of credit card machines in Warrior Restaurants, reflect a commitment to modernization. Perhaps most notably, the Army Meal Prep Program has emerged as a significant advancement that utilizes a hub-and-spoke-method, allowing Soldiers to order and pick up meals at centrally located dining facilities or kiosks, offering greater flexibility and convenience. It aims to improve Soldier nutrition and readiness by providing healthy, pre-made meal options.

However, these enhancements have also highlighted core deficiencies in field operations.

Time constraints have hindered training opportunities, leading to a gap in the abilities of culinary specialists to effectively manage their responsibilities in the field. This discrepancy raises critical questions about the dual roles of Army culinary specialists: the provision of food service in garrison versus the essential task of battlefield feeding.

Addressing Gaps: Leadership and Realignment

The Army Food Program Strategy, overseen by a Board of Directives (BOD) including the Army Materiel Command, Headquarters Department of the Army G-4, and the Combined Arms Sustainment Command, is actively addressing these challenges.

The Board of Directives aims to refocus culinary priorities on field operations by emphasizing the field-specific skills of culinary Soldiers. This strategic focus is designed to enhance the competencies of culinary specialists and provide them with the necessary skills and confidence to succeed in combat situations.

The BOD has laid out a comprehensive plan to transform the culinary specialist culture, initiating changes in phases that build upon one another. This gradual approach aims to shift the mindset of culinary Soldiers away from traditional practices towards a more adaptive and responsive operational framework.

Phase I: A Cultural Shift

The first phase of this transformation involved a subtle yet significant cultural shift. The renaming of Culinary Labs to Culinary Arts Readiness Training Centers symbolizes this change, inviting all culinarians to engage in training and development. This move encourages a departure from the outdated mindset of "we have always done it this way," pushing leaders to innovate and tackle contemporary challenges.

Phase II: Tactical Field Readiness Training Centers

The most impactful change occurred in Phase II with the establishment of the Tactical Field Readiness Training Center. These centers are designed to hone skills related to squad-level Mission Essential Task List tasks that may have been overlooked in everyday garrison operations. By fostering battle-focused training, culinary specialists can practice their skills under realistic conditions, preparing them for various conflict scenarios.

This tactical approach emphasizes the importance of real-time training, supported by resources and Soldier Training Publications, which guide culinary specialists through both theoretical instruction and practical execution. Performance measurement tools will further ensure that Soldiers are proficient in their tasks, providing commanders with confidence in their food service teams' capabilities.



Soldiers with the 238th Quartermaster (Field Feeding) Work together to set up a tactical field feeding kitchen. Units such as this train to deploy in support of military operations to provide convenient and nutritious food options in austere environments (U.S. Army Photo by Scott T. Sturkol).

A Future-Oriented Vision

Command Sgt. Maj. Sellers, Army Materiel Command senior enlisted sustainer, expressed optimism about the future of sustainment within the Army, stating that tactical field readiness training centers will significantly enhance field feeding operations. By certifying field feeding teams in both equipment handling and the logistical elements of military operations, the Army is investing in a more capable and confident culinary force in preparation for Large-Scale Combat Operations.

However, Sellers cautioned that this evolution will not happen overnight. It requires a commitment to continuity and an understanding that growth is a process. Five divisions have been selected to pilot the transformation, with lessons learned being communicated to ensure a successful rollout to the broader force.

Conclusion: Redefining the Role of Culinary Specialists

The evolution of culinary specialists within the Army signifies a crucial shift in how food service is approached in both garrison and combat settings. By redefining their roles and enhancing training, the Army is preparing its culinary personnel not just to serve but to excel in challenging environments.

As the new culinary specialists are trained to navigate the complexities of LSCO and adapt to future battlefield demands, they will embody a renewed vision of readiness and service. This transformation will not only improve individual competencies but will also strengthen the Army's overall operational effectiveness in the face of evolving challenges. The future of Army culinary operations looks promising, with a focus on adaptability, proficiency, and a commitment to excellence in every meal served.



U.S. Army culinary specialist serves a hot meal to fellow Soldiers in a battlefield kitchen. The battlefield kitchen is a full-service mobile field kitchen for feeding up to 300 Soldiers three meals per day (U.S. Army photo by Command Sgt. Maj. Kelvin Windham).



ARMY BIRTHDAY / ARMY SUSTAINER 250

The Army Food Service Program: Then and Now

Ever since the U.S. Army drew its first “line in the sand” at Lexington, MA, in the days of the American Revolution, commanders have been responsible for providing their soldiers with quality subsistence in a variety of environments and tactical situations. From the establishment of the first formal military food program in 1775 by the Continental Congress to a Class I (ration) breakdown point in Operation Desert Storm, the Army Food Service Program has undergone drastic modifications in an ongoing attempt to adapt to the soldier's needs on the ever-changing battlefield.....

For the rest of the story and more, visit the U.S. Army Quartermaster Museum website!

<https://qmmuseum.army.mil/research/history-heritage/subsistence/The-Army-Food-Service-Program-Then-and-Now.html>



Sustainment Leader Development

by SGM Damarco Wyatt

Stewardship by definition is the conducting, supervising or managing of something; our profession of arms is that “something.” Non-commissioned officers are commonly known as the “Backbone of the Army” because they are charged with being good stewards of the Army’s profession. They have an inherent responsibility to foster a culture of growth and accountability as guardians of standards and discipline, expert trainers of subordinates and technically and tactically proficient Soldiers. NCOs must fully embrace the role they play in personnel development of their subordinates through sequential and progressive developmental programs.



XVIII Airborne Corps has a rich and extensive history dating all the way back to 1942. Appropriately named “America’s Contingency Corps,” XVIII Airborne Corps rapidly deploys Army forces anywhere in the world by air,

land, or sea through forcible entry, if necessary, to shape, deter, fight and win. The corps headquarters provides mission command as an Army, Joint or Combined Task Force Headquarters. The Corps G-4 plays a pivotal role in ensuring operational reach and endurance of the team, harnessing all elements of the sustainment enterprise to support the XVIII Airborne Corps.

In January 2024, the Corps G-4 team began developing a leader development program for sustainment NCOs that will facilitate the transfer of knowledge, skills and experiences among XVIII Airborne Corps sustainment

professionals. Sustainment Leader Development is designed to enhance professional development for division and brigade level G-4/S-4s who operate in an ever-evolving environment with multi-faceted logistical challenges.

“Senior enlisted sustainment professionals must be prepared to meet current, surge and future Army requirements by continuously modernizing sustainment operations to ensure sustainers are positioned to build the bench with the right talent, in the right position, and in the right place at the right time” said Command Sgt Maj. Jimmy Sellers, Army Materiel Command’s senior enlisted leader.

Leader development is an important attribute that makes any organization flow or function at a high level; especially in the Army when conducted with consistency and relevance. The XVIII Airborne Corps G-4 Senior Enlisted Sustainers are committed to the coaching, teaching and mentoring of all sustainers within their division and brigade separates.

The XVIII Airborne Corps G-4 team conducted the first of quarterly leader professional development sessions available to their downtrace title The State of Sustainment April 11 at the Mission Training Center in Fort Bragg, North Carolina. The LPD allowed Soldiers to hear from senior leaders from the sustainment enterprise, including the command sergeants major from the XVIII Airborne Corps, 3rd Expeditionary Sustainment Command, Army Medical Logistics Command, and the 406th Army Field Support Brigade along with the U.S. Forces Command G-4 sergeant major.

Connection to Sustainment Initiatives Guide

Achieving excellence in the fundamentals of sustainment is crucial to empower non-commissioned officers to accomplish missions successfully by synchronizing, taking action and building momentum of resources at tactical and strategic levels. By harnessing the diverse skills, knowledge, and warfighting experience of sustainment NCOs, in conjunction with the Sustainment NCO Initiative Guide, logistics NCOs can streamline, enhance and equip themselves with the knowledge to advise their commanders on sustainment operations to achieve successful mission outcomes.

Connection to Army Chief of Staff (CSA) Four Focus Areas

It is essential to prioritize leader development, talent management and stewardship of the profession to ensure a sustainable path to warfighting for the Army of 2030. In 2023, General Randy George, Chief of Staff of the Army, outlined his four key focus areas to guide the Army's efforts for the future: warfighting, continuous transformation, strengthening the profession, and delivering ready-combat formations. The operational force plays a crucial role in delivering ready-combat formations, providing freedom of action, extending operational reach, and increasing lethality. Sustainment NCOs utilize data analysis to provide decision dominance to commanders with sustainment information systems.

It is crucial for leaders to promote continuous learning through resident and distance learning opportunities to stay relevant and maintain Army effectiveness. Investing in leaders, talent management and the profession is vital to ensuring readiness for any challenge. Furthermore, leaders must be resilient and adaptable in the face of change and transformation. The Army is transforming how sustainers develop ready-combat in a large-scale combat environment.



Conclusion

As the Army and the NCO Corps undergo transformation, it is imperative that we focus on developing endurance, flexibility and a sturdy foundation of sustainment doctrine, roles, and functions. Sustainment leader development programs identify specific tasks that must be accomplished for the NCO corps to progress and evolve. It is critical that leaders at every echelon have a thorough understanding of their roles and responsibilities to fortify the profession and effectively transition into the future. By embracing these challenges and committing to the development of sustainment leaders, we can ensure a stronger and more successful NCO corps for years to come.



Using Technology in Competition

by Master Sgt. Timothy Edgerton

REDSTONE ARSENAL, Ala. – At last year's Army Materiel Command (AMC) Best Squad/Best Warrior Competition on Fort Novosel. Soldiers' real-time geographical location and health status were tracked for the first time using state-of-the-art commercial technology.

The vendor's support team provided support during the competition by conducting a baseline assessment, including six vertical jumps on a force plate, a grip-strength test, and a balance test on both the left and right foot. The vertical jump assessment, broken down into three categories: load, explode, and drive, creates a unique jump signature for each competitor, explaining their movement strategy. The balance test measures the competitor's ability to maintain their center of mass over the center of pressure, while the grip strength test measures recovery speed. The team also conducted body weight screening for each competitor, ensuring a comprehensive understanding of their physical condition.



The Soldier Monitoring System is the U.S. Army's solution for Soldier tracking. It provides persistent, real-time geo-tracking with automated alerts, including no-motion, boundary breaches, and Soldier-initiated alerts (U.S. Army photo by Master Sgt. Timothy Edgerton).

The application significantly reduced the screening time for body weight assessments. The digitization of Army Body Composition Program data streamlines the generation of the DA Form 5501 and the transfer of body composition results into Army enterprise systems such as the Digital Training Management System, tremendously reducing the time required for manual data entry and processing.



A competitor weighs in to ensure he meets the Army's body composition requirements. This system reduces the screening time for body weight assessments (U.S. Army photo by Master Sgt. Timothy Edgerton).

The first screening took place before the physical events began. During the screening, one competitor's jump signature showed that the left leg score was significantly lower than the right leg. After identifying the raw score, the competitor informed the team of his previous torn ACL. Once all competitors were screened, the team identified the top physically fit competitors with the cadre. After every physical event, the Soldiers were screened for more data while fatigued. This data was collected continually over 72 hours.

The use of the monitoring system was recommended during an initial in-progress review by AMC organizers to maximize training with the Soldiers and cadre conducting the competition. AMC contacted the Soldier Monitoring System provided support during the event.

AMC provided the competitors' names and overlays of the training areas to upload into the monitoring system, which s were then fed into an AMC website created for the event. Each competitor had two tracking devices assigned to them, while and the cadre was equipped with 40 GPS tracking devices, emergency notification capability and two custom portable cases.

The AMC website contained all overlays, including medical stations, water points and the land navigation site with all points, and was accessible on any device with internet capability, including cell phones, making it a versatile and convenient tool for the cadre.

The benefits of the Soldier Monitoring System were immediate. First, a competitor identified as a potential heat casualty used the emergency notification button, a crucial feature of the system, allowing the cadre to send a medic to the Soldier's location.

According to the senior medic on-site, this incident underscored the life-saving potential of the technology and helped provide a sense of reassurance and security to all involved.

During night land navigation, leaders used the technology to identify a squad of Soldiers drifting off course and guide them back to the starting point.



A competitor conducts the vertical jump assessment. This can provide an overall digital picture of each competitor's physical state (U.S. Army photo by Master Sgt. Timothy Edgerton).

Accessing each competitor's real-time data allowed the cadre to stay one step ahead when planning follow-on events and adhering to the timeline. The real-time data access ensured the cadre was always well-informed and prepared, empowering them to make rapid, confident decisions by providing an overall digital picture of each competitor's physical state.

The human data platform collected, analyzed, and operationalized data to serve as a decision-support tool with the goal to provide efficiency and accuracy to help leaders meet individuals where they are. The technology offered a combination of hardware and software that helped identify possible injuries and develop training plans to increase physical fitness while avoiding potential injuries.

After completing the Best Squad/Best Warrior Competition, the support team developed a follow-on training plan for the competitors tailored to the competition held at the Department of the Army level. Each competitor received data allowing them to see the daily workouts and have virtual access to the coaches. This app is compatible with multiple health applications, allowing all data to be synched. This allowed cadre to see each competitor's progress.

The tailored training plan, designed to increase the competitors' physical fitness, is a testament to the Army's adaptability in working with cutting-edge partner companies to allow competitors to be at their peak during the Department of the Army Competition. The cadre can alter this plan anytime, ensuring that the training remains flexible and responsive to the competitors' needs.

The geographical tracking devices and human health data platform have enhanced the safety, efficiency and effectiveness of the Best Squad/Best Warrior Competition for AMC. As technology progresses, these tools can become the standard in similar competitions, driving the capabilities of military training and holistic health and fitness.



ARMY BIRTHDAY / ARMY SUSTAINER 250

Medal of Honor Recipients Quartermaster Regiment

There have been over two dozen Medals of Honor awarded to quartermaster Soldiers, NCOs and Officers. This includes commissary sergeants, waggoners, blacksmiths, saddlers, and farriers during the Civil War and Indian Wars. However, between 1861 and 1918, the requirements for this award became even more strict. Since 1918, these six professionals have met the requirements of the prestigious Medal of Honor as it is known today by going beyond the call of duty.

PVT George Watson



Birmingham, AL
World War II
Action Date: March 8, 1943
2d Battalion,
29th Quartermaster Regt
KIA - Bath and Laundry Specialist

Tech5 Eric G. Gibson



Chicago, IL
World War II
Action Date: January 28, 1944
I Company
30th Inf Regt
3d Infantry Division
KIA - Company Cook

SGT Hulon B. Whittington



Bastrop, LA
World War II
Action Date: July 29, 1944
41st Armored Inf,
2nd Armored Div
Retired as an Ordnance Major

LTC John U.D. Page



St. Paul MN
Korean War
Action Date: December 11, 1950
52nd Transportation Truck Bn,
10th Corps
KIA - Artillery Officer

SGT William W. Seay



Montgomery, AL
Vietnam War
Action Date: August, 25 1968
62d Transport Co,
7th Battalion
48th Transport Grp
KIA - Resupply Driver

SP4 Larry G. Dahl



Oregon City, OR
Vietnam War
Action Date: February 23, 1971
359th Transport Co,
27th Transport Bn,
Army Support Cmd
KIA - Heavy Vehicle Driver

For more information visit <https://www.army.mil/medalofhonor/index.html>



Petroleum Quality Analysis System-Enhanced: A Critical Enabler for the Army

by SSG Shanice Walker

Introduction

The Army uses the Petroleum Quality Analysis System-Enhanced (PQAS-E) for analyzing and assessing the quality of petroleum products consumed in military operations. The system is typically deployed and operated at echelons below brigade level. It serves as a critical enabling asset for commanders at the tactical level, supporting their decision-making processes related to petroleum. The PQAS-E encompasses a range of advanced apparatuses that can detect impurities and contaminants in petroleum, ensuring only high-quality fuel is used. It also offers the capability to monitor fuel storage conditions, such as temperature and humidity, to prevent degradation and ensure optimal performance.

In 2018, the 590th Quartermaster (QM) Detachment petroleum liaison received official endorsement from the Army Petroleum Center to oversee the inspection of PQAS-E correlation testing within the XVIII Airborne Corps. This endorsement granted the 590th QM Detachment the necessary authority and responsibility to conduct thorough inspections and evaluations pertaining to the PQAS-E system, its operators, and its correlation-testing activities.

The primary objective of correlation testing is to verify the results obtained by the PQAS-E and ensure their alignment with established standards. As a petroleum liaison, the 590th QM Detachment plays a critical role in facilitating effective communication and



A Petroleum Quality Analysis System-Enhanced (PQAS-E) in Kandahar, Afghanistan. The PQAS-E is a complete automated petroleum laboratory capable of performing test procedures associated with the Army's quality surveillance mission on kerosene-based and military mobility fuels (U.S. Army photo by Sgt. George W. Slaughter).

coordination between the Army Petroleum Center, U.S. Army Tank-automotive and Armaments Command, U.S. Army Forces Command, and 18th Airborne Corps units. They provide technical expertise, guidance, and support to ensure accurate and efficient correlation testing of the PQAS-E.

Through many years of correlation inspections, the 590th QM Detachment has found the PQAS-E to be a critical asset for the Army. The system enhances operational readiness by ensuring military equipment receives optimal-quality fuel, thereby maximizing performance and minimizing the risk of equipment malfunctions. This leads to increased combat efficiency and mission success. The PQAS-E also reduces maintenance costs by preventing fuel-related issues that can lead to engine failures, equipment damage, and increased downtime. By eliminating the use of degraded or contaminated fuel, the PQAS-E significantly extends the lifespan of military assets, saving valuable resources.

Issues and Recommendations

The PQAS-E system, while highly advanced, faces certain issues that can impact its effectiveness. Specifically, the apparatuses that commonly experience failures are the Jet Fuel Thermal Oxidation Tester, the viscometer, the analytical balance scale, the 25kW generator, and the environmental control unit. Although the Army is currently investing in research and development efforts to improve the design and durability of apparatuses, the following recommendations may mitigate some of the common challenges with them.

Regular and proactive maintenance schedules should be established for all apparatuses in the PQAS-E. This includes

routine inspection, cleaning, and calibration to identify and address any potential issues before they lead to complete failures. Additionally, implementing redundancy measures by having backup apparatuses readily available can minimize downtime and ensure continuous operation in the event of a failure. Furthermore, comprehensive training programs should be provided to operators and should include knowledge of supply functions, the ordering process, proper handling, and maintenance of the apparatuses.

To achieve the optimal system performance, there must also be engaged leaders at all echelons who can prioritize the readiness of this vital piece of equipment. This includes not only Petroleum Systems Technicians, but also chains of command at the company, battalion, and brigade levels. Essential players such as supply, maintenance, and supply support activity personnel are also critical to the operational readiness rate of the PQAS-E. Key personnel must ensure inoperable equipment is documented and reported on the equipment status report. This information highlights the immediate issue at hand and demonstrates the potential risks and consequences of neglecting the system's maintenance and repair. This increased visibility promotes a sense of accountability and drives action toward allocating necessary resources, prioritizing repairs, training, and ensuring the operational readiness of the system.

During deployment, it is crucial to have personnel who are knowledgeable about the supply chain and who can efficiently manage the inventory of spare parts and apparatuses. These personnel should be well-versed in the ordering process for replacements and repairs. Operators with a

comprehensive understanding of supply functions can anticipate and plan for potential failures, ensuring non-mission-capable apparatuses are swiftly addressed and minimizing system downtime. By implementing these measures, the PQAS-E system can effectively overcome its apparatus issues and maintain its accuracy and reliability in analyzing fuel quality.

The deployment/redeployment of the system also presents a challenge related to certifications/shipping methods that should be carefully considered. One significant issue is ensuring the system is certified and compliant with transportation regulations and safety standards. This includes obtaining the necessary certifications and documentation to transport the apparatuses, fuel samples, and associated equipment safely and legally. The apparatuses and fuel samples require specialized packaging and handling to ensure their integrity and functionality upon arrival at the deployment location.

Failure to comply with these requirements can lead to delays, logistical complications, and potential legal issues. In the current operating environment, units must deploy with their PQAS-E labs. Effective planning is critical to the successful deployment of this system.

Conclusion

The PQAS-E, with its advanced apparatuses and capabilities, serves as a critical asset for the Army. By ensuring the use of high-quality fuel, the PQAS-E enhances operational readiness, reduces maintenance costs, and extends the lifespan of military assets. However, overcoming the current issues associated with the system's apparatus is crucial for large-scale combat operations. With continuous improvement efforts and investment in research and development, the PQAS-E will continue serving as a key enabler for the Army, ensuring reliable fuel-quality analysis and supporting mission success.



ARMY BIRTHDAY / ARMY SUSTAINER 250

History of the Petroleum Supply Specialty

The need for extensive petroleum training facilities arose during the early stages of World War II. Before the war, military demand for petroleum products was limited and generally met by industry. However, the rapid expansion of mechanized forces and Air Force programs dramatically increased the logistical challenges of supplying "Class III" (petroleum) – which came to represent sixty percent of all cargo handled. A significant shortage of trained military personnel and dedicated training facilities existed. Engine failures caused by poor fuel quality highlighted this deficiency, prompting the Army to plan for internal training of quality surveillance specialists immediately after WWII. To address this, training courses and facilities were established in the fall of 1946 at Caven Point, New Jersey, operating under the New York Quartermaster Petroleum Field Office. The school's staff consisted of instructors and technical experts recruited from the Midwest's petroleum industry. In July 1954, the Caven Point installation was closed and relocated to what is now Fort Gregg-Adams, Virginia, becoming the Petroleum Department of the Quartermaster School. This consolidation aimed to create a centralized and robust training program for petroleum logistics and quality control within the Army.

For more information, visit https://quartermaster.army.mil/pwd/pwd_main.html



Non-Commissioned Officers Leading Change Through Continuous Transformation

by Sgt. Maj. Paul Ellis

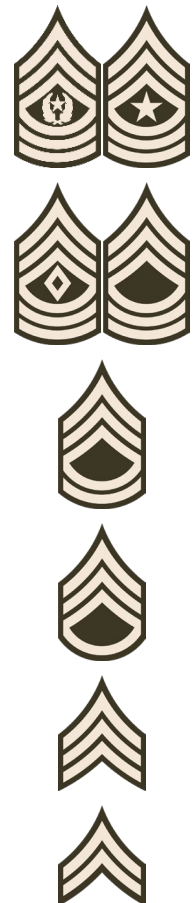
In the crucible of combat, the ability to adapt and innovate can mean the difference between victory and defeat. The Non-Commissioned Officer must remain at the tip of the spear as the Army postures to fight and win in 2030 and beyond. Chief of Staff of the Army, Gen. Randy George, , said, “dominance on the future battlefield will depend on the Army's ability to quickly adapt to new technology and transform while on the move.” Throughout the history of the Army, the NCO has played a pivotal figure in leading change. From the early days of WWI to the digital era of the 21st century, NCOs continue to adapt to the changing battlefield, demonstrating their ability to transform.

A Brief History of NCO Transformation

The evolution of the NCO's role has significantly changed over time. Traditionally, NCOs have been the cornerstone of our Army as the “backbone,” providing leadership and being master trainers of their units. However, with the technological advances in modern warfare, NCO's responsibilities have shifted to a broader range of tasks and multifunctional expertise across various domains.

While serving on the frontlines during WWI, NCOs proved to be a dominant force by guiding and motivating their troops in the face of extraordinary challenges. Their perseverance and ability to adapt to the unforgiving nature of trench warfare played a significant role in the war's outcome. WWII presented NCOs with a similar array of challenges, including high casualty rates, limited resources and evolving tactics. In response, they demonstrated resilience, flexibility and strong leadership in the face of adversity.

The character of war in the modern era constantly changes with technological advancements. NCOs must continue to play a crucial role in driving change to secure victory on the 21st-century battlefield. With the shift in the global landscape, the 21st-century battlefield is becoming increasingly unpredictable. NCOs must adapt quickly to new threats while embracing transformation in contact.



Adapting to the Shifting Environment

To dominate future battlefields, NCOs must adapt to the shifting environment of Large-Scale Combat Operations. This demands a deep understanding of emerging threats, operational requirements, technological advances, and fostering cohesive teams. The NCO's proactive approach to identifying challenges and innovating solutions is paramount to enhancing the overall lethality of units on the battlefield.

In the current operational landscape, possessing continuous learning and tech-savviness is imperative for NCOs to excel in modern warfare. Staying abreast of technological advancements and evolving tactics is crucial in the fast-paced battlefield. Continuous learning enables NCOs to remain ahead, swiftly adapting to changes, while embracing technology enhanced capabilities for improved situational awareness and decision-making. By integrating these traits, NCOs effectively lead their units, ensuring readiness and effectiveness on the battlefield.



The six NCO Common Core Competencies: readiness, leadership, training management, communications, operations, and program management as objectives for the Roles and Responsibilities of the NCO. (Graphic courtesy of NCO Leadership Center of Excellence)

Agile and Adaptive Leadership

In today's dynamic military landscape, agility and adaptability are essential qualities for effective leadership. NCOs must be able to respond quickly to changing circumstances and make informed decisions under pressure – embodying the NCO core competencies of leadership, communication, and readiness. This requires a flexible leadership style that empowers subordinates and encourages disciplined initiative, reflecting sustainment principles such as anticipation, integration, and responsiveness.

By fostering a culture of agility and adaptability within their units, NCOs can ensure that their organizations at echelon are well-prepared to meet the demands of

modern warfare. This may involve implementing new training programs, adopting innovative technologies, or restructuring operational processes to enhance efficiency and effectiveness. Embracing continuous learning and fostering open communication channels enables NCOs to anticipate changes, proactively adapt strategies, and lead their units through continuous transformation while remaining agile and adaptive in the face of evolving challenges.

Championing Change

NCOs should champion change in support of leading continuous transformation for several reasons. By championing change, NCOs can drive improvements in operational processes, equipment utilization, and training methods, enhancing the unit's overall effectiveness and readiness for mission success. The modern battlefield is dynamic and unpredictable, requiring

units to be adaptable and responsive. NCOs who advocate for change foster a culture of adaptability within their units, enabling them to respond quickly and effectively to evolving threats and challenges. Embracing and advocating for change encourages teams to think outside the box, explore new ideas, and develop innovative solutions to complex problems.

Furthermore, leading change provides opportunities for professional growth and development. NCOs who actively drive transformation demonstrate leadership qualities valued to the commander on the battlefield. Ultimately, continuous transformation aims to enhance the unit's ability to accomplish its mission. NCOs who champion change play a critical role in achieving this objective by ensuring their units remain agile, adaptive, and capable of meeting the demands of modern warfare.

Disciplined Force

As NCOs lead continuous transformation, they must uphold the timeless principles that have defined the Army's excellence throughout history. Grounding our Soldiers and units in the fundamentals, standards, and discipline is paramount for success in modern warfare. By instilling a culture of discipline, NCOs ensure that Soldiers are proficient in their basic skills, adhere to established standards, and maintain accountability in all endeavors. This disciplined approach not only fosters individual readiness but also provides commanders with operational flexibility across multi-domain environments. Disciplined units are better equipped to adapt to dynamic situations, respond effectively to emerging threats, and execute mission objectives with precision, thereby enhancing overall operational effectiveness.

Building cohesive teams is essential aspect of nurturing a disciplined force. NCOs play a pivotal role in fostering trust, camaraderie, and mutual respect among Soldiers, regardless of rank or position. Through effective leadership and mentorship, NCOs create an environment where every member feels valued, supported, and empowered to contribute to the mission. By emphasizing teamwork and collaboration, NCOs forge bonds that transcend individual differences and unite Soldiers toward a common purpose. In doing so, they lay the foundation for a disciplined force capable of overcoming adversity and achieving victory in the face of any challenge.

Conclusion

NCOs are pivotal in adapting to evolving warfare, leading transformation through agile leadership, and embracing change. George underscores the necessity of swift adaptation for future battlefield dominance. Success hinges on NCOs' ability to innovate and adapt, ensuring readiness and effectiveness in modern conflicts. By championing change and fostering cohesive teams, NCOs fortify our forces for victory in 2030 and beyond, ensuring their readiness and lethality. Grounding Soldiers in the fundamentals, standards and discipline further solidifies this readiness ensuring our forces are prepared to face any challenge.



ARMY BIRTHDAY / ARMY SUSTAINER 250

To promote the NCO core competency of communication across the enlisted sustainment force the U.S. Army Materiel Command developed the Command Sergeant Major (retired) Daniel K. Elder writing award. This award will recognize U.S. Army Non-Commissioned Officers between the ranks of sergeant and master sergeant / first sergeant who have embraced the Army's commitment to improve leadership dialogue through professional writing.

At this year's annual Association of the United States Army (AUSA) Global Force Symposium and Exposition, two Soldiers received the CSM (RET) Troy Welch ACTIONS Award for their contributions.

CSM (RET) Daniel K. Elder Writing Award



MSG Anthony Cainion

2nd Armored Brigade Combat Team
1st Cavalry Division
Fort Cavazos, Texas



SSG Shanice Walker

Sustainment Brigade
3rd Infantry Division
Fort Stewart, Georgia



ARMY BIRTHDAY / ARMY SUSTAINER 250



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SATCO implements equipment divestiture program to streamline readiness and efficiency

By Staff Sgt. Mya Edwards

The Security Assistance Training Management Organization Company (SATCO) has launched a proactive program to eliminate inoperable and outdated equipment, restoring order and efficiency within the organization. Over time, SATCO accumulated a significant amount of equipment, much of which had become either inoperable or irrelevant to mission requirements. This accumulation created logistical challenges, consuming valuable storage space and resources.

One of the key drivers of the program is the need to reinforce the principles of the(CSDP). The CSDP is an essential component of the Army's property accountability framework, designed to enforce supply discipline, ensure proper resource utilization, and prevent waste or mismanagement of equipment. Governed by Army Regulation (AR) 710-2, AR 735-5, and AR 710-4, the program provides commanders with tools to establish and maintain accountability throughout their units. By prioritizing accountability and effective resource management, the divestiture initiative ensures that all equipment within SATCO meets operational standards and contributes to the mission's success.

A recent inspection revealed that inoperable and outdated equipment occupied valuable storage space in the unit. The new program addresses these challenges by establishing a

process for identifying, evaluating, and disposing of unserviceable items. These challenges set the foundation, and the following key components ensure an efficient and effective divestiture program:

- Equipment Review
- Training and Compliance
- Leveraging Technology



Sgt. 1st Class Christopher Hollins and Sgt. 1st Class Dominic Rosario of the Security Assistance Training Company quality check inventory in an equipment storage room at Fort Bragg, N.C. The organization recently implemented an equipment divestiture program to eliminate inoperable and outdated equipment, restoring order and efficiency within the organization (U.S. Army photo by Staff Sgt. Mya Edwards).

Equipment Review

SATCO teams have thoroughly reviewed all equipment to identify non-mission-capable (NMC) assets. This review process involves collaboration between unit supply personnel, maintenance teams, and the property book office (PBO) to ensure accurate assessments and timely action. During the review and organization-wide sweeps, SATCO identified equipment that had not been recorded in the

organization's property book. This overlooked or misplaced equipment was promptly accounted for, assessed, and turned into the Fort Bragg Defense Logistics Agency Disposition Services where the equipment is either disposed of or recycled according to the DEMIL code assigned by Global Combat Support System-Army (GCSS-Army).

Training and Compliance

SATCO has integrated supply discipline training into its routine operations, ensuring all personnel within the organization are familiar with the latest property accountability protocols and regulations. Conducting regular inspections and audits reinforces compliance and identifies areas for improvement.

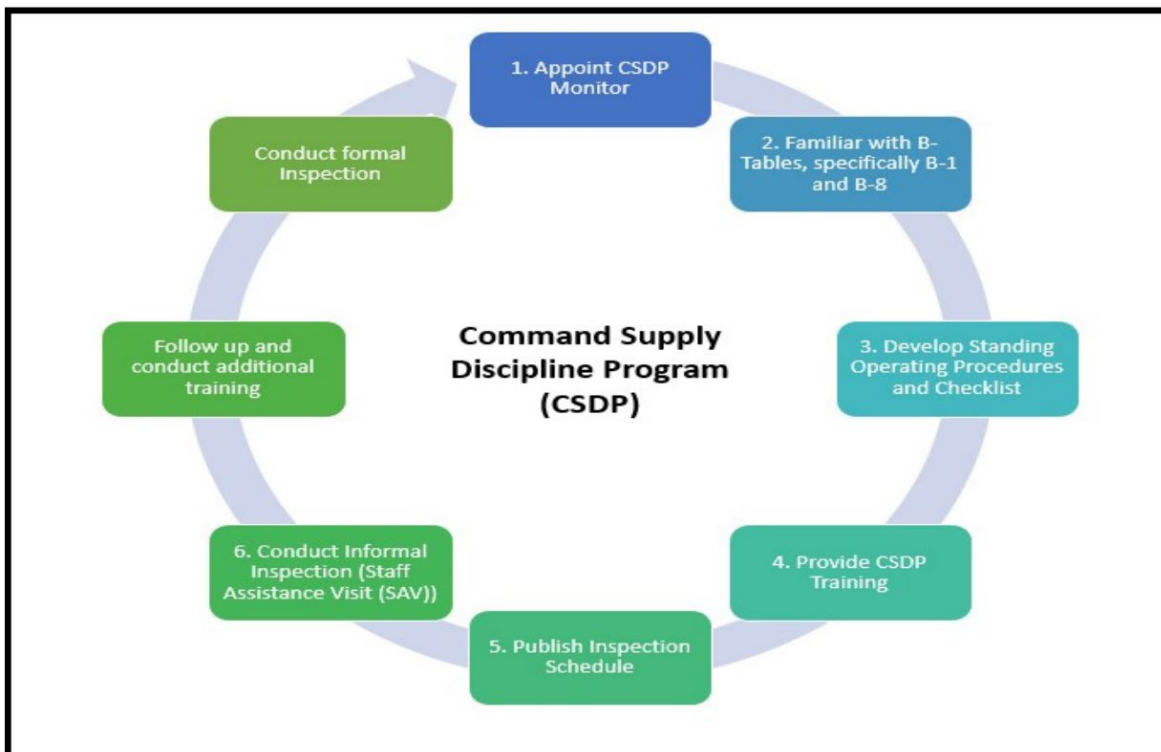
Leveraging Technology

Tools such as the GCSS-Army play a crucial role in tracking equipment status and maintaining accurate records. GCSS-Army

enables real-time visibility and accountability throughout the divestiture process.

The equipment divestiture program has already delivered measurable benefits to SATCO. The organization has turned in approximately 30% of its total property, including items not previously recorded in the property book. By addressing these issues, the program ensures that only mission-critical assets remain. Overall, the program enhances mission readiness and ensures compliance with Army supply chain management and property accountability standards.

By focusing supply chain operations on maintaining critical assets that directly enhance mission readiness, there is a culture of accountability. Personnel are better equipped to actively engage in proper supply management to achieve organizational goals, which improves support for foreign military sales (FMS) and international security assistance missions.



Command Supply Discipline Program cycles (U.S. Army illustration from the U.S. Army Command Supply Discipline Program (CSPD) "How To" Reference Handbook https://cascom.army.mil/g_staff/g3/TTD/Products/QM-How-to-Handbook/CSDP%20Inventory%20Types%20and%20Procedures%20Handbook%20Final%202022%20November%202021.pdf)



Army Commitment to Improving Overall Nutrition 2.0

by SGM Kelvin Windham

In an era where Soldier wellness is paramount, the U.S. Army is doubling down on its commitment to nutrition through the revamped Army Commitment to Improving Overall Nutrition (ACTION) 2.0 initiative. Building upon the foundational framework established in 2019, ACTION 2.0 seeks to create a more comprehensive, innovative, and Soldier-centric food ecosystem that enhances readiness, performance, and overall health.

The original ACTION initiative launched in 2019 under the guidance of the Sgt. Maj. of the Army, SMA Grinston and managed by the then SGM Sellers, the Headquarters Department of the Army, Deputy Chief of Staff, G4 Sergeant Major. Originally, The ACTION initiative aimed to improve Soldiers nutrition, readiness, and lethality. By aligning with the Holistic Health and Fitness program, ACTION focused on fostering improved nutritional fitness, supporting both the physical and mental well-being of Soldiers, and enhancing unit lethality and combat effectiveness.

The initiative emphasized four critical areas:

- culinary training
- menu development
- modernization of food service facilities
- improving customer satisfaction

By implementing the Army Go for Green® (G4G) menus, the Army established a clear path toward healthier eating, promoting sustained performance and readiness.

With ACTION 2.0, Army Senior Leaders with the Sergeant Major of the Army, SMA Weimer and CSM Sellers at the tip of the spear is dedicated to revolutionizing how we feed Soldiers. The Army is revolutionizing its food strategy to give Soldiers access to modernized and flexible feeding options that meets the needs of Soldiers. This expansion of the food installation food ecosystem looks at the installation as the campus where service members have increased access to meal options where they can use their meal entitlements to access meal options across the installation.



To meet the diverse nutritional needs of soldiers, the U.S. Army has embraced innovative food preparation methods that enhance accessibility and convenience. These initiatives are designed to ensure that every soldier has access to nutritious meals that fit their busy lifestyles and operational demands. Here's a closer look at some of the key developments in Army food service.

These innovative food preparation methods—ranging from kiosks and food trucks to healthy dining options like Victory Fresh and the Army Meal Prep Program—illustrate the Army's commitment to enhancing soldier nutrition. By providing flexible, accessible, and nutritious food options, the Army is not only supporting the health and well-being of its soldiers but also ensuring they remain ready and capable of meeting the demands of their roles. As these initiatives continue to evolve, they play a crucial role in maintaining a fit, healthy, and effective fighting force.

The campus style dining venues is an Army initiative lead by the Army Materiel Command that are designed to create an inviting atmosphere that encourages Soldiers to gather, eat, and connect with one another. These venues are not just places to eat; they are community hubs that foster camaraderie and trust among Soldiers, enhancing team dynamics and morale. The Campus Style Dining Venues will have made-to-order Action cooking stations to allow Soldiers to customize their meals, promoting healthier eating habits and providing fresh, nutritious options. From vegetable stir fry to fruit smoothie bars, Soldiers can choose what fits their dietary needs and preferences, all while enjoying the camaraderie of shared dining experiences. The Army plans to launch the pilot concept for the Campus Style Dining Venues in 2025.

The Army has also implemented 28 kiosks across various installations, providing Soldiers with a

flexible feeding option that supplements traditional dining facilities. These kiosks offer prepackaged meal items, making it easy for Soldiers to grab nutritious food on the go. Sourced from the Defense Commissary Agency, the meals available at these kiosks are designed to meet Soldiers' dietary needs while



U.S. Army Soldier selects a grab-and-go meal from a local dining facility. To meet the diverse nutritional needs of soldiers, the U.S. Army has embraced innovative food preparation methods that enhance accessibility and convenience (U.S. Army photo from Sgt. Maj. Kelvin Windham).



A variety of grab-and-go meals available in a U.S. Army dining facility. To meet the diverse nutritional needs of soldiers, the U.S. Army has embraced innovative food preparation methods that enhance accessibility and convenience (U.S. Army photo from Sgt. Maj. Kelvin Windham).

accommodating their busy schedules. This initiative not only enhances convenience but also supports Soldiers in maintaining a balanced diet, even when time is tight.

In addition to kiosks, the Army currently operates 27 food trucks that serve as mobile feeding units, delivering hot, freshly prepared meals directly to Soldiers at the point of need. These food trucks are a vital resource for Soldiers who may not have the time to visit a dining facility, ensuring that they receive nutritious, hot meals whenever and wherever they need them. The food served from these trucks is sourced from the same prime vendors that supplies the dining facilities, maintaining high standards of quality and nutrition.



The Culinary Outpost food trucks are one of the ways the U.S. Army is using to provide food to Soldiers who may be unable to get to their local dining facility. The Army currently operates 27 food trucks that serve as mobile feeding units, delivering hot, freshly prepared meals directly to Soldiers at the point of need. (U.S. Army photo from Sgt. Maj. Kelvin Windham).

Another exciting development in Army nutrition is the introduction of Victory Fresh, a concept that focuses on providing fresh, made-to-order meals. Inspired by Chef Robert Irvine's original concept of Fresh Kitchen, located in the Pentagon, Victory Fresh offers an array of healthy choices, including sandwiches, wraps, salads, power bowls, and fresh fruits. This initiative allows Soldiers to enjoy nutritious meals that are not only delicious but also cater to their health and wellness goals.

To further support Soldiers in their quest for convenient and healthy eating, the Army has implemented the Army Meal Prep Program. This initiative allows installations to provide meal prep services, enabling Soldiers to place orders for nutritious meals that can be picked up and taken to their rooms or workplaces. Once they receive their meals, Soldiers can simply heat and eat at their convenience. This program is particularly beneficial for those with demanding schedules, as it allows for flexibility while ensuring that Soldiers have access to nutritious food options.



U.S. Army Culinary Specialist displays a meal as part of the Army Meal Prep Program. This program is beneficial for those with demanding schedules, as it allows for flexibility while ensuring that Soldiers have access to nutritious food options. (U.S. Army photo from Sgt. Maj. Kelvin Windham).

In recognizing the connection between nutrition and overall wellness, ACTION 2.0 emphasizes holistic health within the dining experience. By embedding Armed Forces Wellness Centers (AWCs) within dining facilities to support organizations that have organic Holistic Health and Fitness Specialist, Soldiers gain immediate access to nutrition education and personalized meal planning. This integration allows for real-time guidance, ensuring that Soldiers make informed choices that enhance their performance and health.



AFWCs alongside H2F trainers support Soldiers by targeting risk factors associated with chronic diseases, injuries, and performance issues. By offering health assessments, fitness evaluations, and personalized nutrition education, these centers play a crucial role in maintaining a medically ready force. Embedding AWCs in dining venues allows Soldiers to receive this vital support during key mealtimes, reinforcing the connection between nutrition and readiness.

The modernization of dining facilities is a significant focus of ACTION 2.0. By updating facilities, equipment, and menus, the Army aims to create dining environments that rival industry standards.

Changes include:

- **Removal of Deep-Fat Fryers:** Replacing them with air fryers to promote healthier cooking methods.
- **Wi-Fi Accessibility:** Installing internet capabilities to support Soldiers' educational pursuits and increase dining facility utilization.
- **Diverse Menu Options:** Incorporating vegan and pescatarian choices to meet the diverse dietary needs of all soldiers.

These enhancements ensure that dining facilities are not just places to eat but are also conducive to team building and personal growth.

To ensure Soldiers receive well prepared nutritious meals even in austere environments, ACTION 2.0 introduces Tactical Field Readiness Training Centers. These centers will certify field feeding teams, through a lesson plan that focuses on critical mission essential task for the Culinary Specialist to provide field feeding from the Joint Strategic Area to the tactical edge of the battlefield Large Scale Combat Operations. This initiative guarantees that Culinary Specialist are prepared to feed the force and have the necessary skills but also the warfighter has access to nutritious food, regardless of their operational environment.



Soldiers look on as U.S. Army Culinary Specialist prepare a treat during a field training exercise. Field feeding enhancements ensure Soldiers have access to meals (U.S. Army photo from Sgt. Maj. Kelvin Windham).

The annual award to recognize excellence in support of the ACTION initiative and to continue to drive revolutionary change of Army foodservice, the Army Materiel Command presents the Command Sgt. Maj. Troy Welch (Retired) ACTION award that recognizes excellence and is awarded annually to Soldiers who have achieved significant contributions in promoting and enhancing nutritional standards across the Army. The award exemplifies leadership and dedication to improving the overall health and wellbeing of Soldiers through better nutrition practices using innovative feeding techniques to provide Soldiers with the best dining experience they deserve.

ACTION 2.0 represents a significant evolution in the Army's approach to Soldier nutrition and wellness. By expanding the food ecosystem, incorporating innovative preparation methods, and integrating holistic health into dining experiences, the Army is fostering a healthier, more lethal force. As Soldiers engage with these new initiatives, they will find not only nutritious meals but also a supportive community that enhances their readiness and resilience in every operational environment. Through ACTION 2.0, the Army is committed to ensuring that every Soldier has the resources they need to succeed, both on and off the battlefield.



ARMY BIRTHDAY / ARMY SUSTAINER 250

Each year, Army Materiel Command will recognize Soldiers who made significant and measurable contributions to Army sustainment operations by possessing sterling leadership and demonstrating improvement in three food service areas: operating efficiency, readiness levels, and fiscal responsibility.

At this year's annual Association of the United States Army (AUSA) Global Force Symposium and Exposition, two Soldiers received the CSM (RET) Troy Welch ACTIONS Award for their contributions.

CSM (RET) Troy Welch ACTIONS Award



SGM Kresassidy McKinney

III Armored Corps
Fort Cavazos, Texas



SFC Frantzcesca Casimir

401st Army Field Support Brigade
Army Sustainment Command
Camp Arifjan, Kuwait



Sustaining Combat Readiness by CSM Jimmy Sellers

The U.S. Army Sustainment Enterprise plays a pivotal role in ensuring combat formations are ready and effective. Gen. Randy George, Chief of Staff of the Army, tasked Army Materiel Command (AMC) with maintaining the Joint Strategic Support Area (JSSA) to deliver ready combat formations.

The JSSA is a vital component of the Army's strategy for sustaining combat operations across multiple domains—land, air, sea, space, and cyberspace. According to Army Doctrine Publication 4-0, *Sustainment*, the JSSA is responsible for the infrastructure, processes, and capabilities necessary to support joint forces from the strategic level down to the tactical edge. It ensures the seamless flow of personnel, equipment, and supplies, enabling sustained operations in complex and contested environments.

Sustainment NCOs

At the forefront of AMC's efforts to deliver ready combat formations are sustainment NCOs. They are the backbone of the Army's sustainment enterprise, responsible for ensuring that logistical and support functions are executed flawlessly.

Their expertise, leadership, and dedication are critical to driving JSSA's modernization and readiness, where military might is generated, projected, and sustained during the fight.



Soldiers conduct sling load training Sept. 26, 2024, at Fort McCoy, Wisconsin. Sling load operations are essential for delivering critical supplies and equipment to Soldiers in the field (U.S. Army photo by Scott T. Sturkol).

That means it all starts with our workforce, and two of the critical components to ensure success for Soldiers and the mission in the JSSA are equipment readiness and quality of life.

As we continue to do more to become better at Warfighting, being brilliant at the basics is essential. It requires a balance of civilian education and credentials in areas related to your MOS, as well as a strong grasp of leadership and combined arms competencies.

Equipment Readiness

Another fundamental to U.S. Army operational capability is equipment readiness. It's fundamental to its operational capability, encompassing a variety of tasks, from rapid removal of excess (R2E), to getting Soldiers and their families what they need, when they need it, to precision maintenance, and to operating Logistics Readiness Centers (LRC) and Central Issuing Facilities (CIF). Each of these elements is crucial for ensuring that combat formations are equipped and prepared to deploy at a moment's notice.



Sgt. Shayln McKenzie, 169th Field Artillery Brigade, conducts preventive maintenance on target acquisition equipment May 25, 2024. Preventative maintenance is a cornerstone of equipment readiness, involving regular inspections and servicing to prevent breakdowns and maintain performance (U.S. Army photo by Sgt. Nicholas Ramshaw).

To streamline property accountability, we are launching a pilot in August that enables us to use electronic devices such as handheld terminals to quickly, efficiently, and accurately conduct inventories. This allows us to accurately account for equipment in Army systems.

Rapidly removing excess equipment is essential for maintaining an efficient and responsive force. It can clog supply chains, consume valuable storage space, and drain resources better allocated elsewhere. We are addressing this challenge by implementing streamlined processes that identify, catalog, and dispose of excess swiftly. This not only frees up space, time, and resources but also ensures only the most relevant and mission-critical equipment is on hand and ready for use.

To get after this, AMC employs a robust logistics information system that provides real-time equipment status and visibility into inventory levels across the Army. The system quickly identifies excess items and simplifies their removal through various channels, including redistribution to units who need them, sale to allied forces, or disposal through demilitarization. By keeping the inventory lean and focused, we enhance combat formation readiness and agility.

Maintenance

Preventative maintenance is another cornerstone of equipment readiness. It involves regularly and systematically inspecting and servicing equipment to prevent breakdowns and maintain maintenance levels, ensuring optimal performance. AMC's preventative maintenance programs are proactive, addressing potential issues before they become critical problems.

Our predictive analysis program is supported by a network of maintenance facilities staffed by skilled technicians who perform routine checks and repairs on everything from vehicles and weapons to communication systems and support equipment. By adhering to strict maintenance schedules and using advanced diagnostic tools, we ensure all equipment is in peak condition, reducing downtime and enhancing combat formation reliability.

Logistics Readiness Centers and Central Issuing Facilities are integral to our support infrastructure. These centers efficiently distribute equipment and supplies to units across the Army. They serve as hubs where Soldiers draw the gear and resources they need, ensuring combat formations are always well-equipped and prepared.

LRCs enhance the Army's ability to respond quickly to emerging threats and operational requirements. CIFs, on the other hand, specialize in issuing individual equipment to Soldiers. This includes personal protective equipment, uniforms, and other essential gear. By centralizing the issuing process, CIFs ensure Soldiers receive standardized, high-quality equipment essential for maintaining uniformity and readiness across the force.



U.S. Army Soldiers pack up new equipment and gear at the Fort McCoy, WI Central Issue Facility. Soldiers were able to quickly turn in excess and obsolete items but also draw new equipment (U.S. Army photo by Scott T. Sturkol).

Quality of Life

While equipment readiness is crucial, Soldier quality of life is equally important. It ensures combat formations' overall readiness. Well-maintained equipment alone is not enough; Soldiers must also have access to safe and comfortable living conditions, healthy food, and other quality-of-life services. These factors contribute significantly to the morale, health, and overall effectiveness of the force.

One of our primary responsibilities in this regard is provisioning and maintaining housing and barracks. Quality housing is essential for Soldiers and their families' well-being.

AMC oversees housing facilities' construction, renovation, and maintenance on military installations. This includes ensuring barracks are safe, clean, and comfortable, with modern amenities and adequate space for Soldiers to live and relax.

By investing in quality housing, AMC provides a supportive environment, allowing Soldiers to focus on their training and mission without worrying about living conditions. To do this, it leads the Army's annual Facility Investment Plan process to prioritize limited funding for critical infrastructure needs.

Food Program Strategy

AMC also leads the Army's quality of life, which ensures Soldiers have access to healthy meals. This involves overseeing dining facilities, contracting food services, and managing supply chains that ensure a consistent and high-quality food supply while exploring future feeding options based on Soldier feedback and industry best practices.

Nutrition is an important aspect of quality of life that directly impacts readiness. Dining facilities on Army installations are designed to provide balanced, nutritious meals that meet Soldiers' dietary needs.

However, AMC's senior leaders recognize that not a lot has changed to modernize the feeding experience over the past few decades and are working hard to revolutionize implementing a campus-style dining experience that offers more choices at times and places convenient to the troops.

Beyond housing and food, AMC provides a range of other support services that enhance quality of life. These include recreational activities, educational opportunities, and family support programs. Offering a holistic support system addressing Soldiers and their families' diverse needs fosters a sense of community and well-being.

All this ties directly to the JSSA delivering ready combat formations. By focusing on both equipment readiness and quality of life, AMC ensures Soldiers are well-equipped, well-maintained, and well-supported.

This emphasis on readiness is essential for maintaining the Army's effectiveness and resilience in the face of evolving threats in complex operational environments.

Conclusion

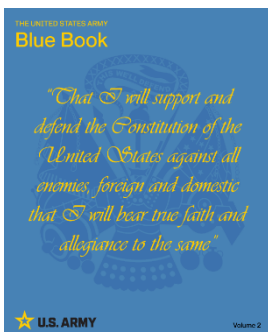
Again, the Soldiers at the forefront are the sustainment NCOs who bring a wealth of experience and expertise to their roles, after extensive training and professional development.

Their deep understanding of logistical operations, combined with their ability to lead and motivate teams, makes them indispensable in executing sustainment missions. They oversee supply chain planning and coordination, maintenance schedules, transportation routes, and other critical functions, ensuring all JSSA elements operate in harmony.

Through continuous improvement, strategic investments, and a commitment to its people's well-being, the Army Sustainment Enterprise ensures the JSSA remains a robust foundation for the Army's combat capabilities.



ARMY BIRTHDAY / ARMY SUSTAINER 250



The Army's "Blue Book" informs Soldiers why we serve, provides historical information, and prescribes standards for appearance and conduct of all Soldiers. The first Blue Book was written by Baron F. von Steuben and published in 1779. It was the original standards, tactics, and regulation manual for the Continental Army. By imposing a common set of standards and regulations, a professional Army was born and won the Revolutionary War. Laws and regulations that govern today's Soldiers create a professional, competent, and unified Army. The modern Army Blue Book continues to support our profession by providing the same foundations as the original.

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The Multifunctional Logistician

by Command Sgt. Maj. Oscar Llamas
(updated December 2, 2024)

The discussion of the multifunctional logistician, particularly in the context of the Army, were discussed many years ago by Army senior leaders. In 2008, Command Sgt. Maj. Dan Elder, wrote a publication where he discussed the need for multifunctional logistician NCOs. While the topic was not yet decided then, the concept of multifunctional logistics NCOs was established, there's a growing belief, as expressed by Elder, the former senior enlisted logistician of the Army. Traditionally, there has been resistance to the idea, with some arguing for specialized NCOs. However, with the evolution of Army logistics, especially in formations like the brigade combat team, which now operates with multifunctional support battalions, there's a growing recognition of the need for multifunctional skills.

Currently, enlisted leaders for these roles are drawn from specific career fields, but there's a call for more multifunctional expertise, particularly in key positions such as support operations sergeant and battalion sergeant major. The establishment of the Logistics University and supercenter at Fort Gregg-Adams, Virginia is seen as a positive step in developing and establishing multifunctional NCOs.

The Army aims to develop its NCO corps, warrant officer corps, and officer corps more jointly and across branches for better

cohesion. However, there's a gap in specialized training for logistics NCOs, as the current courses, like the Battle Staff NCO Course, focus more on general staff duties rather than logistics-specific skills. There's a suggestion to enhance training to include proficiency in logistics systems and reports, which are crucial for effective logistical operations. Overall, there's a push for a more multifunctional enlisted force to meet the demands of modern logistics effectively.

Most agree that much of what a sustainment noncommissioned officer does is accomplished through the lens of a multifunctional logistician. What is a multifunctional logistician? A multifunctional logistician is an NCO with broad knowledge and experience who is qualified to fulfill several functions or roles within the sustainment warfighting functions. This

“A multifunctional logistician is an NCO with broad knowledge and experience who is qualified to fulfill several functions or roles within the sustainment warfighting functions.”

definition was determined and established early in 2023 by nominative command sergeants major and sergeants major across the Army.

The NCO Corps currently has NCOs assigned to multifunctional positions, performing multifunctional tasks in multifunctional organizations. What we did not have, until now, was a codified process to bridge education and experience. The educational aspect is delivered through Sustainment Common Core (SCC) by all logistics NCOs, who attend professional military education at the Logistics Noncommissioned Officer Academy on Fort Gregg-Adams, Virginia. Education is received through SCC, however, leaders needed to identify the experience to codify what constituted a multifunctional logistician.

**Personal Development Skill
Identifier**

PDSI M1F

In May 2022, a directive was issued to incorporate SCC within the Senior Leaders Courses for our logistic NCOs attending PME at the LNCOA. The course's intent is to offer senior NCOs attending their respective SLC with 58 hours dedicated to logistics common core.

Since the educational aspect was established, we needed to codify the experience. This is where we focused our efforts at Army Sustainment University. SCC is the foundation of our multifunctional NCOs. The required education exists and is currently delivered to our logistics senior NCOs at the LNCOA. Through the right education, SCC, and identification of accurate experience, we are able to identify and certify our senior logistics NCOs within the sustainment enterprise as multifunctional logisticians.

The implementation of the Personnel Development Skill Identifier (PDSI) of the

multifunctional logistician encourages leaders within the sustainment enterprise to seek to become multi-skilled. The PDSI would also identify trained and experienced senior logistics NCOs for multifunctional positions in multifunctional organizations. In doing so, this would provide a baseline understanding of mission planning within each sustainment warfighting function. With the implementation of the PDSI, positions would then be coded as multifunctional logistician positions, placing the right person in the right position, at the right time.

A trained, educated, and certified multifunctional NCO provides organizations with a more confident and knowledgeable logistics NCO. Establishing the multifunctional NCO PDSI allows for a formal program of self-guided professional development. The end state would be to prepare senior NCOs to serve in multifunctional positions throughout the sustainment enterprise. Doing so will develop our Senior NCOs within the sustainment enterprise in obtaining the ability to perform duties in a myriad of multifunctional roles and responsibilities in support of large-scale combat operations and multi-domain operations.

In December 2023, the Logistics Proponent office within the Army Sustainment University submitted a PDSI requesting the establishment of the multifunctional logistician NCO. Senior NCOs were to be graduates of their respective SLC within the SCC, 12-24 months successfully performing duties in a leadership role, graduate of the Support Operations Course - Phase I, successfully served in, but not limited to, Support Operations Course commodity manager, S3/Operations NCOIC, G4/S4 minimum of 12 months (validated through

NCO evaluation reports (NCOERs)), Associates Degree/60 accredited college hours, one credentialing certificate via Army Ignited, and one completed functional course at Army Sustainment University. The request for the multifunctional NCO was actioned by the Headquarters, Department of the Army G1 and approved and released on February 1, 2024.

With the approval of the PDSI earlier this year, LOGPRO will determine whether the boards meet quarterly or monthly once PDSI packets are submitted.

We currently have logistics NCOs assigned to multifunctional positions, in multifunctional organizations performing multifunctional tasks. A senior multifunctional NCO possesses broad knowledge and experience and is qualified to fulfill several functions or roles within the sustainment warfighting function. The education portion of being an multifunctional NCO is delivered through SCC presented to senior leaders who attend their respective SLC at the LNCOA. However, we did not have the codified process to certify our multifunctional logistics NCO; this is where we focused our efforts on codifying the process. The implementation of the multifunctional NCO PDSI will allow our NCO Corps to identify and certify our logistical senior NCOs in performing multifunctional duties in multifunctional organizations, becoming a multifunctional logistician.

The Army leader development model is woven into the fabric of the multifunctional logistician. The institutional domain is seen through the educational aspect of the SCC received by senior leaders attending their respective SLC at the LNCOA. The operational domain is seen in the myriads of multifunctional positions senior NCOs

currently serve throughout multifunctional organizations. The self-development domain is grafted into a multifunctional logistician through various functional courses, civilian education, and a myriad of certifications and credentialing. The multifunctional logistician models the leader development model in that leader identification and certification is a deliberate, continuous, sequential, and progressive process grounded in the Army values and the Army's four major priorities.

In June of 2024, the first M1F board was held within Army Sustainment University, Logistics Proponent Office (LOGPRO), to select its first multifunctional logisticians. To date, over 280 packets have been submitted to Army Sustainment University, LOGPRO's office, and 91 logisticians have earned the PDSI, M1F, earning the identification of a Multifunctional Logistician. The M1F boards convene monthly, once approved, permanent orders are created and published through the LOGPRO office. Disapproval emails are also distributed with reasons for disapproval. The M1F PDSI serves as a talent management tool for senior leaders to quickly identify those Senior NCOs who possess broad logistics knowledge, experience and are qualified to fulfill several functions or roles within multifunctional organizations.

The implementation of the multifunctional logistician meets the intent of the four major priorities of the Army's Chief of Staff. Identifying and certifying multifunctional logistical senior NCOs to meet the demands of the sustainment enterprise allows for continuous transformation through the delivery of ready combat formations while strengthening the profession of arms. We are a transformational Army winning the challenges of an increasingly complex world.



Transforming Maintenance for the Army of 2030: The Technician Badge

by MSG Oswaldo Maldonado

Abstract

The purpose of the Ordnance Corps' Technician Badge is to enhance the technical expertise of the Ordnance Corps by incentivizing self-development focused on technical certifications ensuring a solid foundation to generate readiness for the Army of 2030 and beyond. This article explores the initiative's importance, planned timeline, and potential implications.

Amidst a rapidly evolving global security landscape, the U.S. Army finds itself at a crossroads, demanding a profound transformation to meet future challenges such as near peer threats in Large Scale Combat Operations and fifth generation warfare in multi domain operations. Part of this transformation includes the creation of the Technician Badge, a replacement for the Mechanic's Badge, which in accordance with AR 600-8-22 and AR 670-1, will transform today's maintainers into the technician of the future. This article provides a comprehensive exploration of the "who, what, when, where, why, and how" of the Technician Badge initiative, focusing on the benefits for the Army's Ordnance professionals.

The Technician Badge initiative is a direct response to the evolving needs and challenges the U.S. Army faces. This effort is tied to multiple Chief of Staff of the Army Focus Areas and developing our sustainment warfighting professionals to be technically proficient in support of LSCO, it's part of an effort to transform continuously, and because it's tied to both TRADOC and the Operational Army- it's all about strengthening the Army profession in and out of the institutional domains. It is a manifestation of the call to "think outside the box," a directive that



Senator Kristen Gillibrand emphasized during a Senate Armed Services Committee hearing in 2022 (Chessman, 2022). The initiative is aligned deliberately with the Army's visionary outlook for 2030 and beyond, aspiring to produce versatile technicians with a comprehensive understanding of a wide range of systems who can thus transcend the confines of the battlefield geography in which they may be the only maintainer in the immediate area.

The central focus of the Technician Badge initiative is initial entry and Junior enlisted Soldiers, whose roles are pivotal in shaping the Army's maintenance and munitions force as we approach 2030. Initially, the initiative will encompass the entire spectrum of Army Career Management Fields (CMF) 89, 91,

and 94. However, the opportunity exists for the initiative's expansion to include other centers of excellence and branches such as Quartermaster (QM), Aviation, and Transportation Corps (TC), thus broadening the scope of career opportunities available to Army personnel.

Technician Badge replaces the Mechanics Badge with an Achievement program.

The Technician Badge, a replacement for the Mechanics Badge, is purposefully designed to acknowledge and reward the exceptional skills possessed by drivers, maintainers, technicians, specialists, repairers, and special equipment operators. Eligible individuals are those who exhibit a high degree of expertise in operating and maintaining motor vehicles and equipment as enumerated in the comprehensive AR 600-8-22 Military Awards. The current standards for Driver's badges will remain the same but the Technician Badge leaves room for the Transportation Corps to determine how it may further define expertise for CMF 88 in the future.

The development of the Technician Badge initiative progressed along a precise timeline. The formal approval of the Technician Badge occurred on July 5, 2023; The expected publication of the MILPER message is anticipated in the second quarter of fiscal year 24; and Soldiers can expect the availability of the Technician Badge in clothing and sales outlets starting in January 2024. Furthermore, updates to AR 600-8-22 and DA PAM 670-1 regulations, incorporating the Technician Badge standards, are anticipated to be published in August 2024.

Several influential military leaders lend their voices to underscore the significance of the Technician Badge initiative. Lieutenant General Ross Coffman, Deputy Commanding General, United States Army Futures Command, envisions a dynamic alignment between the Army and corporate industry. This alignment aims to create a synergy where both entities mirror each other's efforts in shaping the Army of 2040 (Coffman, 2023).

General Edward Daly, while serving as the Commanding General of the U.S. Army Materiel Command, placed emphasis on the criticality of sustaining equipment and systems on the future battlefield. He underscored the ongoing transformation of the Army, and the need to adapt to a rapidly changing security environment (Daly, 2022).

Brigadier General Steven L. Allen, the 44th Chief of Ordnance and Commandant for the US Army Ordnance School, articulates the initiative's core objective. This initiative of seeking to craft more knowledgeable soldiers, who are adept at assessing and maintaining complex platforms, who thereby bolster support for Large-Scale Combat Operations (Allen, 2023).

A Focus on Experience

In the civilian sector, industry certifications typically require two years of intensive institutional training coupled with associate degrees in applied science, entailing the acquisition of eight to ten certifications for entry-level technicians. Conversely, the Army's approach places greater emphasis on experience.

Within CMF 89 (Ammunition), over 15 proponent-approved certifications offer Army personnel a diverse spectrum of professional growth opportunities. CMF 91 (Mechanical Maintenance) offers over 85 proponent-approved certifications, further enhancing the skillset of Army technicians. CMF 94 (Electronic Maintenance) introduces over 35 proponent-approved certifications, contributing to the versatility of Army maintenance personnel.

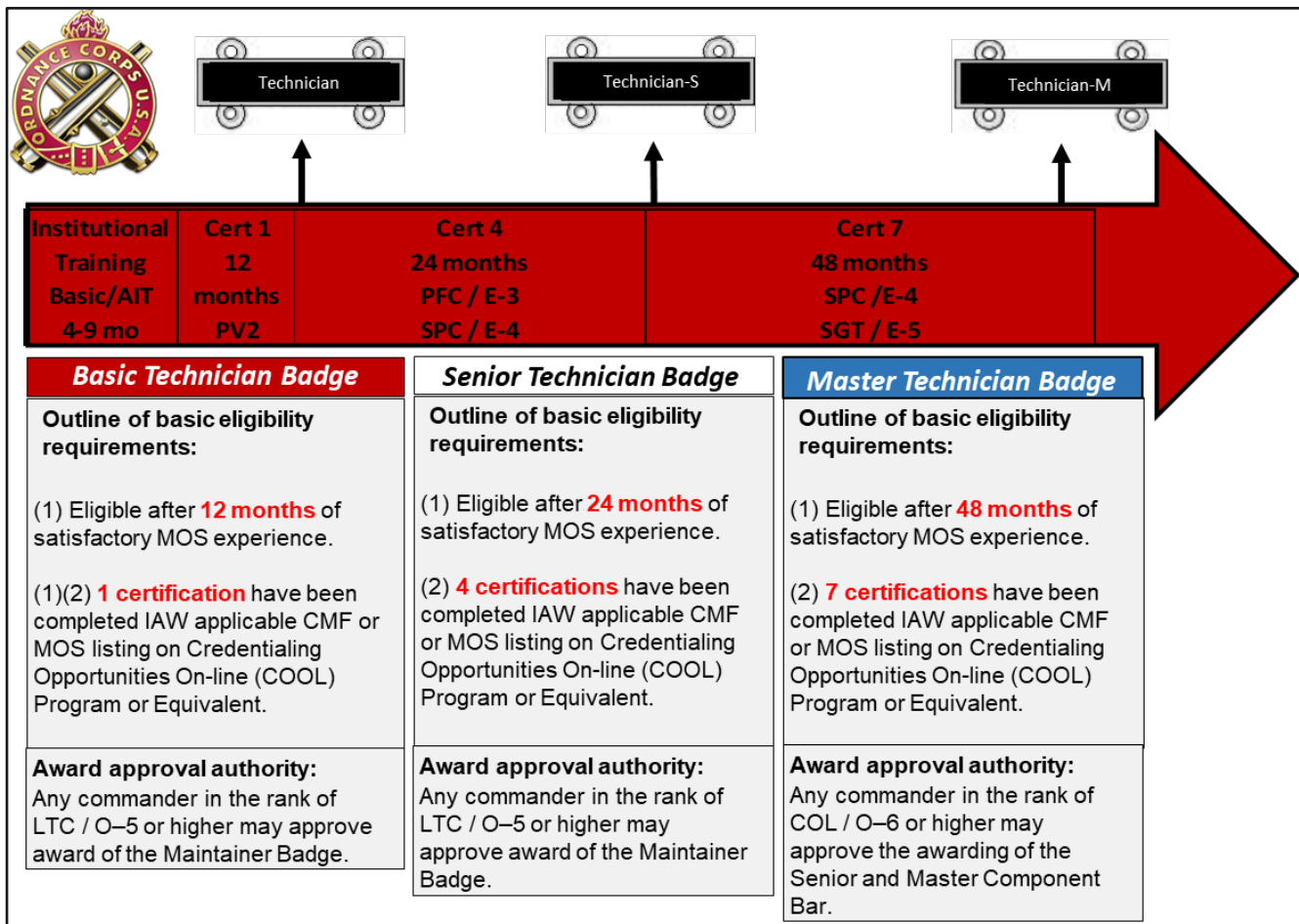
The technician's journey begins with the Basic Technician Badge, awarded after a Soldier accumulates 12 months of MOS experience in an operational environment and completes one certification in accordance with applicable CMF or MOS listing on Credentialing Opportunities On-Line (COOL).

The next level is the Senior Technician Badge is conferred no earlier than achieving 24 months of operational experience and, accompanied by the acquisition of at least four certifications in accordance with applicable CMF or MOS listing on COOL certifications.

The highest level, the Master Technician Badge, is awarded after achieving 48 months of operational experience, along with the acquisition of at least seven certifications in accordance with applicable CMF or MOS listing on COOL.

COOL helps Army service members find information on certifications and licenses related to their military occupation and civilian careers.

For more information on COOL, visit <https://www.cool.osd.mil/army/index.html>





Strengthening the Profession

Honoring Tradition Adapting to the Future: The Joint Force Award for Water Excellence Program

by Sgt. Maj. Eduardo I. Carranza

As we delve into the dynamic field of liquid logistics, it is crucial to recognize the rich history of the Sgt. Maj. John C. Marigliano Award of Excellence competition, better known as the U.S. Army Forces Command's (FORSCOM's) Reverse Osmosis Water Purification Unit (ROWPU) Rodeo. This is a tradition that symbolizes the unwavering commitment to excellence in water support operations. The threat of conflict and instability remains ever present, requiring us to be prepared to operate in austere and challenging conditions. Extreme events like the global pandemic disrupted supply chains, causing shortages of critical supplies and equipment. Moreover, many scientists believe climate change may be leading to more frequent and severe natural disasters, which may devastate water infrastructure and disrupt the supply of clean, safe water.

As the Army continues to prioritize readiness in water support operations, it is important to note the transformation of quartermaster petroleum, oils, and lubricants (POL) groups into theater petroleum and water groups (TPWGs), which will take place in the near future. This shift recognizes the critical importance of water in support of large-scale combat operations (LSCO) in a multidomain environment, and the need for a dedicated focus on water production, storage, and distribution. TPWGs will be responsible for ensuring troops have access to clean, safe, and reliable water in support of operation plans and concept plans. The transformation of POL groups into TPWGs is a testament to the growing recognition of the importance of water in military operations. It also underscores the need for continued investment in training, equipment, and technology to ensure we are ready to meet the challenges of the future.



Soldiers from the 10th Mountain Division Sustainment Brigade, 10th Mountain Division, Fort Drum, New York, prepare to conduct a turbidity test at the 2023 Reverse Osmosis Water Purification Unit Rodeo at Fort Story, Virginia, May 2023 (Photo by Master Sgt. Benari Poulten).

This article celebrates the ROWPU Rodeo's past while emphasizing the need for innovation and preparedness in a continuously evolving landscape. The objective of the ROWPU Rodeo is to train and educate water production teams and foster confidence and esprit de corps within the professional water community.

The Legacy of the ROWPU Rodeo

The ROWPU Rodeo, an event that goes back to 1997, is steeped in military tradition. It has long served as a testament

to the dedication and expertise of water experts within the armed forces. Originally conceived to showcase the skills of military water production units, this event has evolved over the years to become a forum for knowledge sharing, innovation, and camaraderie. Today, the ROWPU Rodeo stands as a symbol of the enduring commitment to delivering clean and safe water to troops in the most challenging environments, whether in times of conflict, humanitarian missions, or disaster response.

Transforming the battlefield challenges of liquid logistics remains rooted in the ever-evolving nature of modern warfare and the critical role of water supply and distribution in military operations. These challenges have undergone significant changes over the years and continue to present new complexities. The water community continues to make progress in transforming liquid logistics across the key areas discussed below.

Changing Operational Environments

Modern military operations encompass a wide range of environments. Bulk water sustainment in the Arctic has been the Achilles' heel of the Army and is considered extremely challenging. Equipment readiness is a key determinant for overall mission success in LSCO. Although -60 Fahrenheit (F) is at the lower end of temperatures, the Army's new strategy touches on operations below -60 F and more specifically on having the right mobility assets able to operate under these extreme conditions. A common theme in historical literature dealing with military operations in extreme cold weather conditions is the lack of infrastructure and its impact on operations. Access to road networks, airfields, seaports, and shelters for personnel, power grids, communications assets, fiber optic networks, water, and all classes of supply is typically constrained well beyond all normal planning guidelines.

Bulk water production: Water-based systems are typically rated for -25 F with the ability to store empty at colder temperatures. Water equipment specifications normally stay in the range of -25 F. For example, the HIPPO 2,000-gallon water tank rack contains an integrated freeze protection system rated to -25 F. Additionally, the CAMEL II 800-gallon water pod system contains an integrated freeze protection system also rated to -25 F. Each environment presents unique challenges for sourcing, purifying, and distributing water. Adapting liquid logistics to these diverse conditions is essential.

Therefore, observations from previous Arctic Warrior exercises led to the development of the arctic fuel glove technology from the Quartermaster Corps' board of directors, which defined Arctic as -60 F, not -25 F. Adapting to these transforming battlefield challenges requires a combination of comprehensive training, technological integration, strategic planning, and a deep understanding of the operational environment. Liquid logistics experts within the military must continuously evolve their approaches to ensure clean and safe water remains readily available in the complex and dynamic landscape of modern warfare.



Soldiers from the 10th Mountain Division Sustainment Brigade, 10th Mountain Division, Fort Drum, New York, prepare to conduct a turbidity test at the 2023 Reverse Osmosis Water Purification Unit Rodeo at Fort Story, Virginia, May 2023 (Photo by Master Sgt. Benari Poulten).

Transition to the Joint Force Award for Water Excellence Program

In response to Headquarters, Department of the Army, G44S Troop Support's proposal for establishing a comprehensive joint water sustainment training and competition, FORSCOM has concurred and decided to rebrand the ROWPU Rodeo as the Joint Force Award for Water Excellence (JFAWE) Program. This strategic shift allows for broader joint force participation in sustainment training, promoting the use of interoperable water purification equipment. The eventual incorporation of the JFAWE into Army Regulation 700-136, Tactical Land-Based Water Resource Management, will solidify its place within the military framework. Embracing a total joint program approach, the JFAWE extends its reach to encompass the Army (Regular Army, Army National Guard, and Army Reserve), Marine Corps, Navy, and Air Force.

The primary objective of the JFAWE program is to elevate water readiness and effectiveness by acknowledging and honoring outstanding performance in water purification operations across all branches. This initiative serves as a positive motivator, recognizing superior contributions made by military components to water operations within the DoD. Additionally, the program aims to heighten awareness of and adherence to water operations guidelines, fostering a sense of camaraderie and dedication within the joint force water community.

“Brilliance at the basics sets the foundation to tackle complex problems”

Training and Readiness: Back to the Basics

-SMA Michael Weimer

While the JFAWE provides a platform to demonstrate technical skills, true expertise as a water treatment specialist encompasses a broader spectrum of proficiencies. Participating in the JFAWE competition is undoubtedly a valuable component of showcasing competency and expertise as a water treatment specialist, yet it is just one facet of the comprehensive skill set necessary for success in this field.

Success in water treatment operations demands a commitment to ongoing learning and professional development. While the JFAWE highlights current competencies, true expertise requires staying updated on emerging technologies, regulations, and best practices through continuous education and training. The history of the water treatment specialist role, much like the NCO Corps, boasts a legacy of diligence, adaptability, and technical expertise. Amid the modern complexities and advancements in water treatment technology lies a crucial aspect that is often overlooked: a deep understanding of the foundational history and principles shaping this essential profession.

Presently, many water treatment specialists might possess surface-level knowledge acquired during advanced individual training or through routine military education. However, this gap raises concerns about potentially repeating past mistakes or failing to optimize systems due to a lack of historical context and understanding. Fostering a deeper appreciation for the historical evolution of water treatment could pave the way for enhanced proficiency, innovation, and problem-solving within the field. Much like the camaraderie and unit cohesion built on understanding NCO history, water treatment specialists can benefit from a shared heritage, enabling them to face contemporary challenges more effectively.

Leveraging Advanced Technology for Water Purification and Storage



Soldiers from the 14th Quartermaster Company set out water lines in preparation to purify water during the Quartermaster Liquid Logistics Exercise at Joint Base McGuire-Dix-Lakehurst (U.S. Army photo by Steven Roussel).

While technology offers solutions, it also introduces complexities. Advancements in water purification and storage technology provide more efficient methods but require well-trained personnel to operate and maintain these systems effectively. Integrating these technologies into military operations is crucial.

Innovations in technology offer unprecedented opportunities to enhance military liquid logistics capabilities. Advancements in water

purification technologies, encompassing new methods for treating contaminated groundwater, seawater, and even wastewater, present more efficient and effective solutions. By encouraging personnel to think creatively and work together, we can develop new solutions to complex challenges and improve overall readiness. This requires strong leadership and a willingness to embrace new ideas and approaches. Moreover, the development of robust and resilient water storage and distribution systems is pivotal in ensuring a consistent water supply, even in the face of operational disruptions. Investment in research and development can greatly enhance our preparedness to face future challenges.

One key area where we can improve readiness is in the development of new technologies and techniques for water purification, distribution, and storage. By investing in research and development, we can find more efficient and effective ways to purify water from a variety of sources, including contaminated groundwater and seawater. Additionally, we are exploring atmospheric water extraction, or water from air, to be able to have water available at the point of need and reduce the need for water distribution, which will be challenging in multidomain operations. We are also developing new approaches to water storage and distribution that are more resilient to disruptions and better able to respond to changing conditions. Systems like the Marine Corps' Lightweight Water Purification System and the Army's 3,000-gallons-per-hour ROWPU are systems that work and that operators can fix without requiring more advanced training or more specialized tools.

Training and Education

Another critical area of focus is training and education. We must ensure personnel have the skills and knowledge they need to operate and maintain complex liquid logistics systems. This means providing regular training and refresher courses and developing specialized training programs for specific scenarios and environments. We now have reach-back sustainment training tools that can go after individual and team proficiency.

The experience of recent global events has further highlighted the imperative of well-prepared, resilient logistics systems. Training is not a one-off endeavor but an ongoing commitment. Water purification teams must constantly refine their skills, staying updated on the latest technologies and methodologies. No technological advancement can replace the value of a well-trained military

workforce. Ensuring personnel possess the skills and knowledge required to operate and maintain complex liquid logistics systems is an absolute necessity. Water teams must have access to regular training and refresher courses tailored to address the scenarios and environments they may encounter.

Nurturing a Culture of Innovation and Collaboration

In the realm of military liquid logistics, innovation and collaboration are paramount. By cultivating a culture that fosters creative thinking and teamwork, we develop adaptive solutions to complex problems. Water experts should be encouraged to think outside the box, embrace new ideas, and work collectively to attain shared objectives. Collaboration across military units and allied forces is essential, tapping into the wealth of collective knowledge and expertise. Integrating Army Virtual Learning Environment modules into training programs or offering online courses on the evolution of water treatment could serve as the cornerstone for a more robust, well-rounded training regimen. Leveraging FORSCOM's water purification sustainment training courses, which are already a part of contemporary military education, offers a viable and cost-effective means to disseminate historical knowledge across the community.

Conclusion

In essence, the resurgence of historical education within water treatment training not only enriches the understanding of its evolution but fortifies the profession's legacy. By arming today's water treatment specialists with a comprehensive understanding of the historical context, we equip them to be more adaptable, innovative, and efficient in safeguarding the world's most vital resource: water.

Our responsibility to deliver clean and safe water underpins operational success and troop well-being. The challenges we face today require enhanced readiness, technological innovation, and collaborative efforts. The JFAWE and its rich tradition serve as a reminder of the enduring commitment to excellence in liquid logistics. Investment in training and preparedness, the use of the latest technologies, and the cultivation of a culture of innovation are vital for ensuring military readiness in an ever-changing world. Together, we can confront the fluid challenges of today and those that await us in the future, carrying forward the legacy of the ROWPU Rodeo. Our joint force continues to move forward in Force Design 2030 to design the right capability needed in LSCO. Our armed forces stand ready to meet these future demands.



ARMY BIRTHDAY / ARMY SUSTAINER 250



Did you know, the 14th Quartermaster Detachment from Greensburg, Pennsylvania suffered the greatest number of casualties of any allied unit during Operation Desert Storm due to a SCUD Missile attack on February 25, 1991?

For the rest of this story and more, visit the U.S. Army Quartermaster Museum <https://qmmuseum.army.mil/research/history-heritage/water/14th-QM-Detachment.html>

Members of the 14th Quartermaster Detachment receive a hero's welcome at Latrobe Airport, Pennsylvania, March 9, 1991 (Photo from U.S. Army Quartermaster Museum).