

SUSTAINER



311th ESC Newsletter

Keeping you informed



Standing Ready

Soldiers assigned to the 311th Expeditionary Sustainment Command stand ready to deploy in support of Operation Enduring Freedom at West Los Angeles United States Army Reserve Center.

.....

In this issue

Page 2 - Command Page

Page 3 - Safety Notes

Page 4 - APFT Update, Drug Demand Reduction

Page 5 - Inspector General, History

Page 6 - Chaplain Corner

Page 7 - Around the Command

Page 8 - Question on the Street

Command Page

Col. Andrew Wichers, Deputy Commander, 311th Expeditionary Sustainment Command

Greetings Force Sustainers! It has been a fast and furious summer with good training. As the 311th ESC HHC embarks upon deployment, I want to thank everyone for answering the call to serve and continuing to serve. While the ESC moves forward, the 311th MSE stands ready to support everyone stateside. I want to introduce Col. Richard A. Lamb and Command Sgt. Maj. Winsome Laos as your 311th MSE Command team. Over the next year, I expect to hear and see great things, CONUS and OCONUS. Furthermore, this is an election year and I encourage every Soldier and civilian to exercise your right to vote. During this busy and exciting year of accomplishments and missions, let's not forget about our families and loved ones as we perform our duties at battle assemblies, annual training and special missions stateside and overseas. I encourage families to get involved in Family Support programs. Families are the nucleus for all we do. Lastly, let's not forget your employers. Take time to inform your command of your employer's support, so the employer can be properly recognized.



Sustain the Force, Secure the Victory!

Command Sgt. Maj. Ted Copeland, 311th Expeditionary Sustainment Command



Make no doubt, the past five months have been challenging but, we have learned a lot about our capabilities and areas for improvement. We must stay mission-focused, motivated and highly proficient. I expect senior NCOs to continue to develop, mentor and train future leaders. You are tasked with maintaining a top-tier NCO leadership within the 311th. I expect every NCO to hold the line on customs, courtesies and, most importantly, safety.

Things will get interesting with budget cuts, downsizing of active-duty forces, our new domestic emergency response mission and events around the world. We must be ready to answer the call to support needs of our government and our foreign strategic partners. As we prepare for anything, anywhere and anytime, we must not compromise the NCO standards. I expect to hear great news about Best Warrior, Connelly Competition, APFT, SGT Audie Murphy boards and NCO promotions. As I depart downrange, we must remember that NCOES is very important. Every Soldier must conduct the Structured Self-Development (SSD) training and use the Army Career Tracker(ACT). Lastly, I challenge all units to get involved in community engagement. This should not fall solely on the officer corps.

Sustain the Force, Secure the Victory!



The Sustainer Staff

Lt. Col. James Billings

Maj. John Reynolds

Sgt. 1st Class Walter Talens

Sgt. Phillip Valentine

Spc. Ivanova Jimenez

The Sustainer welcomes
story ideas, photographs
and any information of
interest.

e-mail submissions to
sce311escpao@usar.army.mil

All submissions are subject to
editing by the 311th
Public Affairs Staff



Safety Notes

Composite risk management (CRM) is the Army's primary decision-making process for identifying hazards and controlling risks across the full spectrum of Army missions, functions, operations and activities. (Field Manual 5-19)

This sentence lays the foundation for one of the most misunderstood doctrinal concepts in the Army. Designed to be a fully integrated process which facilitates the Military Decision Making Process, CRM is all too often an administrative afterthought to operational planning and execution. The CRM worksheet becomes just another piece of paper stapled to a mission packet, another slide to e-mail to higher and another block to check before we can cross the line of departure.

Five simple steps define the process: identify hazards, assess hazards to determine risk, develop controls and make risk decisions, implement controls, and supervise and evaluate. We do this already, intuitively, every day.

The culture of our organization is such that we don't like to admit there's anything we can't do. We don't like to admit we don't have what's needed to get the job done. We're a goal-oriented, mission-driven organization. We should be. We also need to be realistic enough to know that sometimes we don't have everything we need to do the job and sometimes we need to let someone else decide whether we should do it.

I've had the opportunity to talk about CRM to NCOs and officers of all ranks on many occasions. I've come to realize that the process is misunderstood across all ranks and components. With the help of other safety professionals, I've developed techniques to try to better communicate the process.

Stress the risk we're really trying to mitigate. The CRM process was designed to mitigate risk to mission accomplishment. Many Leaders have what I call "range syndrome." All our careers, we've been told that anyone can call a cease-fire on a range. That's absolutely correct. Does that mean the whole range is going to be canceled because one individual observes one unsafe act? No. The range is being conducted as the result of a legal order approved by a commander with legitimate training requirements. The unsafe act will be corrected and the conduct of the range will continue. The commander has not been handcuffed from executing a training requirement, an unsafe act or condition has been corrected and we all move on.



The CRM process identifies resource requirements. We can develop all the risk-mitigation measures we want. If we don't have the ability to resource those measures, how have we helped mitigate our risks? Can we lower our residual risk? No. Does that mean we can't ask for what we don't have? We absolutely can. There's no reason why we can't go back to the boss and say, "I have a high risk of mission failure with my available resources, but if I get this ... I can lower my risk of mission failure to a low risk." So we have created a statement of need.

Not every risk level can be eliminated. The risk assessment matrix defines risk level based on probability and severity. In many cases, we have to decrease both in order to decrease our overall risk level. Sometimes, we'll only be able to reduce one. If we've reduced the probability of an event occurring but not the severity, have we failed? What if we can only accomplish the opposite? I would submit that reducing either factor, even if it doesn't reduce our residual risk level, is worthy of the effort.

Sometimes the boss has to make the decision. No one really wants to go to the boss and say, "I need you to make the call." Most of us feel that we look indecisive if we kick the decision upstairs. However, sometimes the decision to proceed is way above our pay grade or rank. We have an obligation to let those above us know when a mission they're expecting to be accomplished may not be because it's gone beyond our ability to control. We're not "crying wolf"; we're giving the leadership a realistic picture of our capabilities and limiting the exposure to overall mission failure.

CRM has the ability to be a force multiplier like no other. Moving beyond institutional and organizational barriers to CRM increases the possibility of mission success exponentially.

T. James Mahoney
Safety and Occupational Health Office
New York Army National Guard



Army News

Three-event APFT retained pending baseline Soldier physical readiness study

FORT EUSTIS, Va. (Aug. 26, 2012) -- The Army will retain the current three-event Army Physical Fitness Test, pending a study to determine the best method to measure baseline Soldier physical readiness.

"We anticipate that the baseline Soldier physical readiness study, linked to Warrior Tasks and Battle Drills, may generate new information that affects how we develop and test physical fitness," said TRADOC Command Sgt. Maj. Daniel A. Dailey.

WHY RETAIN THE THREE-EVENT APFT?

In separate reports, the panel of fitness experts from the Department of Physical Education at the U.S. Military Academy, the U.S. Army Medical Research and Development Command, and California State University-Fullerton recommended against moving forward with the proposed five-event APFT and that TRADOC further study the issue.

The panel of subject-matter experts agreed that the five-event Army Physical Readiness Test has "face validity" only, meaning that although it appears to measure what it claims to measure, further study would be required to confirm. Additionally, experts agreed that TRADOC should consider other events that may better predict baseline Soldier physical readiness. Soldier baseline physical readiness is the ability to meet the physical demands of combat and duty position, and accomplish the mission while conducting unified land operations.

TRADOC has determined that baseline Soldier physical readiness would be most effectively measured if linked to Warrior Tasks and Battle Drills, known as WTBD -- tasks and drills determined over the last decade of war to be critical while conducting unified land operations.

Decisions to change long-standing and proven systems of physical fitness are not made lightly, or prematurely, said the TRADOC command sergeant major.

"Emerging factors and changing combat environments demand a thorough understanding before changes are implemented, and thus the decision to retain the current test," Dailey said. "Whatever the new test looks like, it must accurately evaluate fitness levels for all Soldiers to decisively win in combat."

WHAT'S NEXT?

TRADOC is preparing to reestablish the master fitness trainer program. Targeting noncommissioned officers, this program, discontinued in 2001, will eventually provide commanders at all levels certified fitness advisers. A pilot master fitness training course, or MFTC, begins Aug. 27, 2012, to ensure that the appropriate steps are taken to restore this previously successful physical fitness asset to all units.

"It's time to break the culture of 'training to the test' and focus instead on preparing all Soldiers for the physical challenges of the current and future operating environment. Executing physical training in accordance with the doctrine [TC 3-22.20] will also reduce injuries and improve Soldier performance on the APFT," Dailey said.



by Stephanie Slater, TRADOC

Drug Demand Reduction

CHARLOTTE JENNINGS, ALCOHOL AND DRUG CONTROL OFFICER

Listed below are the newest changes to the Army Drug Demand Reduction Program.

If a Soldier tests positive for illicit drugs, is subsequently retained by the separation authority, then tests positive again, the Soldier chain of command will initiate administrative separation and forward the case to the first general officer in the chain of command for decision as to the disposition of the action. This disposition decision authority may not be delegated.

Article 112a, Uniform Code of Military Justice; specifically prohibits the unlawful use of the following substances: opium, heroin, cocaine, amphetamine, lysergic acid diethylamide (LSD), methamphetamine, phencyclidine, barbituric acid, marijuana, and any compound or derivative of any such substance.

Article 112a, UCMJ, also prohibits the unlawful use of any other substance prescribed by the President or listed in Schedules I through V of section 202 of the Controlled Substances Act (21 USC 812).

In addition, this regulation prohibits Soldiers from using Hemp or products containing Hemp oil. It also prohibits using the following substances for the purpose of inducing excitement, intoxication, or stupefaction of the central nervous system. This provision is not intended to prohibit the otherwise lawful use of alcoholic beverages.

Continued on Page 6





From the Inspector General Office

As the 311th ESC prepares to mobilize and conduct its wartime mission, the Inspector General Section wanted to take a moment to review its scope and responsibilities to the command and all those within our military family. We work as the eyes, ears, voice, and conscious of the commander as independent and impartial fact-finders. What does that mean? We ensure that personnel and family members are heard and understand standards. We work proactively with leadership to address issues, trends, and systemic findings to enhance mission readiness and care for the resources within our command.

Our goal is to prevent widespread issues through assessments, visits, inspections, and training opportunities, so that investigations become something of an anomaly. We are all deploying away from our loved ones this next year. How do you want to remember your year away? How do you want to be remembered? You have a choice right now to ensure you are counseled on expectations of your job, ask questions during training to ensure you are prepared to execute your duties, and make an ethical decision that you will not violate policies, laws, and regulations. Trends over the past five years indicate deploying personnel are continuing to commit adultery, contract fraud, sexual assaults and harassment, fraternization, fail to properly support family members, and improper documentation for performance, among others. It is your choice as an individual Soldier and a leader how we perform, how we develop the next generation, and how proud we make our families.

Let's remain respectful and honor our duty as Soldiers by adhering to our obligations to know and follow policies, provide support to our families, report through the chain of command perceptions of fraud, waste, and abuse, and to counsel those we lead so they understand expectations for them to succeed. You won't go wrong making the hard, right decision at the decision point.

If you have any questions or, are experiencing any issues, please address them to your chain of command to help resolve them. The chain of command has an obligation to address your concern without fear of reprisal. The Inspector General is a confidential tool to help the command resolve issues and trends, but our first goal is to allow the chain of command an opportunity to address your issue. Some issues have a redress system (like evaluations) and are not IG appropriate. We can help clarify if you have questions and steer you in the right direction.

Those of you covering the mission support element duties within the United States this next year have the same obligations and responsibilities, and we provide the same support for you. Soldiers should clarify expectations and required duties, and leaders should counsel, train and mentor. If issues are addressed, and Soldiers are treated fairly and held accountable by leaders, most of the current trends we see would become a thing of the past. Let's work together to make that happen. That means we communicate with each other; we listen, clarify, understand, teach, mentor, help and follow-up.



Historical Info



The three arrows, interwoven and moving in accord around a vital area, represent the elements and functions of the organization, that of transport, quarantening, and supply of troops.

Buff and scarlet are the colors used by Support units. The organization's mission is expressed briefly in the words of the motto, "PROVIDE, SUSTAIN, MAINTAIN." The key, a traditional quartermaster symbol, refers to the word PROVIDE; the word SUSTAIN is represented by the chevron or rooftree, a symbol of support and the wrench is for maintenance, alluding to the last word of the motto. The wings in the background refer to the city of Los Angeles (The Angels) where the unit headquarters is located.



Chaplain's Corner

As we come to the end of summer and begin to move into the autumn months, it makes me think of "preparation". All of nature, both plants and animals, are working hard to prepare for the upcoming winter months. As Soldiers, we spend a lot of time preparing too. Preparing and developing our personal lives as well as mentoring and preparing others. What does the next generation of the Army look like to you? And how are we, as today's leaders, shaping the Army to look better tomorrow?

Rickey Henderson is believed to be baseball's greatest leadoff hitter and base runner. Henderson holds the Major League Baseball record for the most career stolen bases, runs scored, unintentional walks, and leadoff home runs. Not only that, but he's been ranked as the sport's top 100 all-time home run hitters. He's also been selected as an American League All-Star ten times, and in 2009, was inducted into the Baseball Hall of Fame.

When Henderson broke Lou Brock's record of career stolen bases on May 1, 1991, Lou Brock was on hand to congratulate Henderson. When asked if he had any reservations or sadness about no longer holding the record, Brock replied, "Rickey did in 12 years what took me 19. He's amazing."

Apparently, all throughout his career, Brock has been an inspiration and constant source of support for Rickey. From the first time they met in 1981, Brock knew Henderson was his heir. He even asked Rickey, "How are we going to break [my record of career steals]?" In fact, Brock even helped him write the speech he gave after his record-breaking 939th steal. Afterward, Brock commented that Rickey's words were "from his heart".

Lou Brock was an encouragement to Henderson over the course of his career. Even after tough games, Brock would encourage Henderson to keep going, keep trying, and play harder. Rickey knew that even if all the fans of baseball turned on him, Lou would be there to encourage him.

Sometimes all people need in life is a friend who'll encourage them. We all hear when people mess up. The news is plastered with mistakes people have made, but who notices when someone does right? Who encourages someone to keep on despite failure?

Ephesians 4:29 gives us all a good model for how to speak: "Let no corrupt communication proceed out of your mouth, but that which is good to the use of edifying, that it may minister grace unto the hearers."

Our words are so easy to form that we sometimes forget how powerful their affect is. God warns us that our words should be used to edify, uplift, and encourage others; rather than used for destruction.

Chaplain (CPT) Jason W. Heneise

Drug Demand Reduction Continued...

- (1) Controlled substance analogues (designer drugs).
- (2) Chemicals, propellants, or inhalants (huffing).
- (3) Dietary supplements that are banned by the United States Food and Drug Administration.
- (4) Prescription or over-the-counter drugs and medications (when used in a manner contrary to their intended medical purpose or in excess of the prescribed dosage).
- (5) Naturally occurring substances (to include but not limited to Salvia Divinorum, Jimson Weed, and so forth).

However, the use of Peyote Cactus as a religious sacrament in connection with the bona fide practice of a traditional religion by Soldiers who are members of Native American tribes recognized by the Federal Government shall be accommodated (see AR 600-20, para 5-6 for procedures). Reasonable limitations on use, possession, transportation, and distribution of peyote shall be imposed in accordance with the American Indian Religious Freedom Act Amendments of 1994 to promote readiness, safety, to comply with international law, and the ensure unit morale and discipline.

REMEMBER- IF YOU HAVE A PROBLEM ,CALL MS JENNINGS AT 310-400-9840. I AM HERE TO HELP YOU.



Around the Command



Col. Roy Jewell, deputy chief of staff and director of support operations, 311th ESC, briefs a group of 311th Expeditionary Sustainment Command Soldiers during a mobilization training exercise at the West Los Angeles United States Army Reserve Center.



Staff Sgt. Leticia Mendez, a Los Angeles native assigned to 311th Expeditionary Sustainment Command, is promoted to sergeant first class by her sons during a ceremony at West Los Angeles US Army Reserve Center.



Brig. Gen. Theresa O'Brien, commander, 311th Expeditionary Sustainment Command, presents the Purple Heart Medal to Sgt. 1st Class Jesus Rueda De Leon during a ceremony at West Los Angeles United States Army Reserve Center.





Sgt. Jose Rivera, a Los Angeles native assigned to 163rd Ordnance Company, 419th CSSB, 311th Expeditionary Sustainment Command and Spc. Karrine Williams, a Waddell, Ariz., native assigned to 348th CSB, 311th ESC, serve fellow Soldiers assigned to the 311th ESC at West Los Angeles United States Army Reserve Center.

Question on the Street

What will you miss while on deployment?



Spc. Joshua Cason, Human Resource Specialist, 311th ESC, Blythewood, Calif.

I'll miss...Riding my Motorcycle. I ride with a club and I'll miss riding together. I'll also miss my Family.



Spc. Nathaniel Cargill, Generator Mechanic, 311th ESC, Oceanside, Calif.

I'll miss...My technical theater life as a stage hand. Setting up for big events, seeing celebrities and the people I work with. They are like a Family.



Sgt. 1st Class Christina Rodriguez, Medical NCOIC, 311th ESC, Van Nuys, Calif.

I'll miss...My children and missing the opportunity to see their introduction into college...and my cats.



2nd Lt. Kelsey Daoust, Executive Officer, HHC, 311th ESC, San Diego, Calif.

I'll miss...My Family. The little day things like hanging out with them. While I'm in a stressful environment, it'll be weird not having them around.

Remember to check out the 311th ESC Facebook page!

<http://www.facebook.com/311th.ESC>

