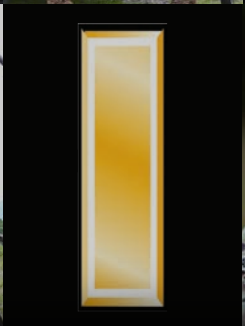


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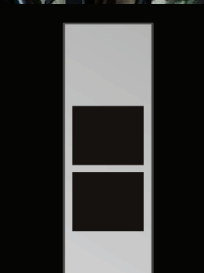
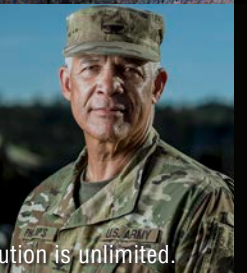
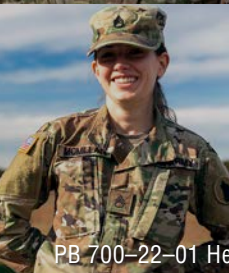
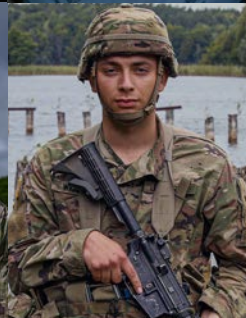
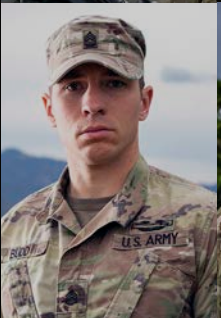
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INSIDE



MANAGE YOUR CAREER



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"The Army talent management system is a 21st-century, data-rich and people-centric approach to leveraging the right diverse talents to fight and win our nation's future wars."

Gen. Ed Daly

Task Force Ohana Soldiers fill containers with potable water for Aliamanu Military Reservation residents (AMR) at a water supply point Dec. 15, 2021, in AMR. (Photo by Sgt. 1st Class Richard Lower)

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ON THE COVER

The theme of the Winter 2022 *Army Sustainment* is Manage Your Career. The collage graphic includes Soldiers and Army Civilians along with insignia examples for the officer, warrant officer, enlisted and civilians. (Graphic by Sarah Lancia with U.S. Army photos)

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JAMES C. MCCONVILLE
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Official:


MARK F. AVERILL
Administrative Assistant
to the Secretary of the Army
2205405



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The editorial staff from *Army Sustainment* is seeking submissions from the community. As with all content submitted to *Army Sustainment*, it should be sustainment focused, provide professional development information, and should not contain any classified or sensitive information.

Submissions should be well-developed narrative articles and can be opinions, techniques, tactics, and procedures (TTPs), lessons learned, exploration of new technologies or emerging trends, or other similar content of a valuable nature to fellow sustainers.

General public affairs style coverage or content on units, exercises, initiatives and events that do not otherwise hold additional professional development

value are typically not as strong as those submissions that offer real, actionable sustainment information.

While the editorial staff here at *Army Sustainment* do conduct our own review and editorial process and have authority to approve content submitted to us for public release, we recommend at least some basic professional coordination between the submitting author and their organization's public affairs or public information office, especially for U.S. personnel working in NATO or other multinational organizations.

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Find more information: www.alu.army.mil/alog/submissions.html

TALENT MANAGEMENT

REQUIRES CONTINUED EFFORT, FOCUS



■ By Gen. Ed Daly

A year has passed since Army senior leaders declared that we are in a war for talent. We have implemented new initiatives, unveiled innovative programs, and challenged the status quo of how we recruit, hire, train, promote, and retain our greatest asset: our people. These efforts are paying off, and we have made great

strides—across the Army and the materiel enterprise—to ensure that our ranks are filled with diverse, skilled, educated, and ready officers, NCOs, Soldiers, and civilians.

The Army talent management system is a 21st-century, data-rich and people-centric approach to leveraging the right diverse talents to fight and win our nation's future wars. As our Chief of Staff of the Army, Gen. James McConville, said, "The goal is to create a comprehensive culture of talent development and management that will span Soldiers' entire careers rather than just cropping up at key moments."

Talent management is one of the most important things we do as an Army, key to ensuring the U.S. continues to be the best military in the world. Every one of us plays a significant role in talent management, regardless of rank or position—for ourselves,

our peers, and our successors, and it spans well beyond just assignments. Managing talent correctly at the echelon means providing predictability throughout service members' careers, coaching, counseling, mentoring, promoting training and education, and offering professional development opportunities. We must train leaders on Army talent management programs and processes through professional military education, so they fully understand the Army's intent and how to implement it for themselves and their subordinates' careers.

To that end, within our uniformed ranks, the Colonel and Battalion Command Assessments Programs have proven so successful that the Army is expanding them to now include sergeants major, acquisition leaders, and chaplains. These programs allow the Army to take a multidimensional look at its top talent for selection into command and general staff

billets. When compared to a legacy system's selection list, leaders chosen through these programs continue to demonstrate that they are better communicators, more mentally and physically fit, and cognitively capable.

From the Integrated Personnel and Pay System—Army to the Army Talent Alignment Process (ATAP), the integration of new technologies across the Army is expanding the career choice, skill sets, and promotional opportunities for our people. ATAP matches skills, knowledge, and behaviors required for positions to officer preferences; it is not about chasing 1-to-1 assignment matches, but aligning the right person to the right position—for the Army and the officer, and using data to do so. We are using technology to manage the entire life cycle of talent management. As another example, the Army expanded access this year to Project Athena, a personal and professional online self-development program. Project Athena offers a framework for officers and Soldiers to identify those attributes they will need for key leadership positions. While Project Athena is particularly beneficial for junior and mid-grade officers and NCOs to develop self-awareness, I encourage leaders at all levels to embrace the program as a key enabler to see themselves and identify areas for personal growth and development.

In the pages that follow, you will find articles from the materiel enterprise's senior enlisted advisor Command Sgt. Maj. Alberto Delgado and senior civilian Lisha Adams, along with many other leaders in our field. They

will deep dive into talent management efforts and initiatives for Soldiers of all ranks and Army Civilians. I encourage you to take the time to read and understand all that is going on across our Army to personally and professionally develop the force.

Our effort to win this war for talent is an enduring fight, and our focus on talent management must be in perpetuity. Talent management is not a buzz phrase or something we do once a year and check off a list. It is incumbent upon us all to make talent management an intrinsic part of our profession, grounded in doctrine and outlined by Army Doctrine Publication 6-22, which sets the foundation of Army leadership.

Gen. Ed Daly serves as the commanding general of the U.S. Army Materiel Command. He served three years as the deputy commanding general of AMC in his previous assignment. He managed the day-to-day operations of the Army's logistics enterprise and served as the senior commander of Redstone Arsenal, Alabama. He served as the commanding general of Army Sustainment Command at Rock Island Arsenal, Illinois, and as AMC's deputy chief of staff, overseeing the roles and functions of the headquarters staff.

We must train leaders on Army talent management programs and processes through professional military education, so they fully understand the Army's intent and how to implement it for themselves and their subordinates' careers.

Managing Your Career Development



■ By Maj. Gen. Mark T. Simerly and Lt. Col. John Mitchel

You are always your best career manager. This simple and timeless adage continues to ring true. Yet, many junior leaders are unfamiliar with the tools designed to manage their careers. This is partially due to a lack of experience and awareness of the intricacies of career management. The Army is cognizant of this shortcoming and is continuously devising new ways to assist leaders with planning and managing their careers. Junior leaders can consult useful resources, including Department of the Army (DA) publications, branch proponent offices, Human Resource Command (HRC) career managers,

a Soldier's chain of command, and senior mentors.

Junior leaders seeking to manage their careers can leverage the Army's professional development guides for commissioned officers and noncommissioned officers DA Pamphlets 600-3 and 600-25, respectively. These publications provide foundational information to support active career management. Specifically, they describe the pathway for the education, certification, operational experience, broadening opportunities, and timelines for each branch or career management field. Additionally, each branch and career management field have career pathway maps that outline key milestones, positions, and opportunities. The career maps provide a sequential timeline in a Soldier's career to include professional military education, critical assignments, and self-development opportunities at each grade.

Through their proponent offices, the sustainment branch commandants are responsible for the annual revisions of DA Pamphlets 600-3 and 600-25, ensuring each is current and includes updates to Army policy alignment of career

maps, developmental initiatives, and requirements for each grade. Senior leaders should use these publications to guide subordinates' developmental, counseling, and individual development plans. Soldiers should also proactively monitor updates to ensure familiarity with the latest career pathways, updates, and opportunities.

Junior officer leaders can now leverage an additional career management resource, the HRC Career Managers' Assignment Interactive Module 2.0 (AIM 2). Every Soldier has an assigned HRC career manager who provides individual career assistance, including assignment management. Career managers interact directly with Soldiers as they progress through their careers and provide specific recommendations on future assignments. AIM 2 is HRC's recent groundbreaking tool in career management, which was implemented a few years ago for Army active-duty officers and warrant officers to preference their next assignment. AIM 2 provides greater transparency for leaders moving to their next assignment and units looking to recruit specific talents. AIM 2 also provides an interactive environment for junior

leaders and organizations to engage and determine talent fit. Leaders get the most out of the AIM 2 process by actively participating during their movement cycle. The individual completes the AIM 2 resume adjacent to the Soldier record brief during this time. At this point in the process, the individual will preference as many positions as possible and subsequently interview with units with requisitions in the marketplace. In the future, the Army will integrate all active-duty NCOs into the AIM 2 marketplace.

Unit leaders and mentors also serve an important role in the career management of junior leaders. Due to their proximity to the junior leader, leaders have unique insights into performance, talent, and potential. Unit leaders can provide informed career development advice to support the junior leader's continuous improvement and advocate for career opportunities on behalf of the Soldier. Mentors can also help junior leaders navigate their career paths. Every junior leader has access to senior mentors who can provide guidance, advice, feedback, and support to their mentee throughout their career. A mentor does not have to be in a Soldier's direct supervisory role, and often it is best if they are not. This allows the Soldier to gain a separate assessment and point of view beyond the perspectives of their immediate chain of command/unit leadership.

What is next for Army Career Management? The Army Talent Management Task Force, partnering with the Logistics Proponent Branch,

is developing a groundbreaking tool to help officers and leaders to make better career and talent management decisions. The Career Mapping and Succession Planning Tool (CM/SP-T) is an automated capability that allows Soldiers to take ownership over their career development and displays best-fit positions and career potential. The CM/SP-T aligns a Soldier's individual knowledge, skills, behaviors (KSBs), preferences, and experiences against the requirements of each position in the selected pathway. Following the development of a personal profile, the CM/SP-T assists officers by allowing them to use their career assessment feedback to understand their strengths and growth opportunities. The assessments also help identify opportunities that align with the individual's career goals and determine the individual's fit for the assignment. Over the next few months, selected Logistics Captains Career Course students will begin to navigate the CM/SP-T pilot competency and preference surveys, engage in focus groups, and provide feedback to the Army Talent Management Task Force regarding the utility of the CM/SP-T and recommend improvements before scaling to other branches and functional areas.

Ultimately, junior leaders must manage their own careers to achieve their professional goals. Pursuing life-long learning activities to develop KSBs through civilian education, military education, and professional reading lists offer distinct opportunities for self-development. For example, junior

leaders may leverage CASCOM's recently published 2022 Reading List that promotes professional discussion on leadership, sustainment, and innovation. Managing one's career supports not only career advancement but also career agility. To view the reading list, go to <https://cascom.army.mil/About/CGRL/index.html>.

There are numerous available resources to assist a Soldier in taking an active role in managing their own career. Leaders should take advantage of the available resources to make the best career decisions.

Branch and Career Management Field Specific Chapters of DA Pamphlet 600-3 and 600-25 can be found at:

<https://www.milsuite.mil/book/groups/smartbook-da-pam-600-3>

<https://www.milsuite.mil/book/groups/smartbook-da-pam-600-25>

Maj. Gen. Mark T. Simerly serves as the commanding general of the Combined Arms Support Command at Fort Lee, Virginia. He previously served as the commander of the 19th Expeditionary Support Command. He was commissioned as a lieutenant of Air Defense Artillery and awarded a Bachelor of Arts Degree as a Distinguished Military Graduate from the University of Richmond. He holds a Master of Science in National Resource Strategy from the National Defense University and a Master of Military Arts and Sciences Degree from the Army Command and General Staff College.

Lt. Col. John Mitchel is the Logistics Branch Proponent chief at CASCOM. He recently commanded the Army Field Support Battalion - Drum. His previous assignments include duty with the 4th Infantry Division, 2nd Cavalry Regiment, and the 10th Mountain Division. Mitchel has earned a bachelor's degree from the University of California, and a master's degree from the University of Texas, El Paso. He also completed the U.S. Army High Performance Leader Development Program at the Center for Creative Leadership, Greensboro, North Carolina.

Parallel Paths, Mirrored Legacies



Honoring Sustainment Excellence Comes Full Circle
Between Retired Gen. Dennis Via and Retired Lt.
Gen. Arthur Gregg

■ By Maj. Jamie Hickman and Mike Crozier

In 2015, the Office of the Deputy Chief of Staff, G-4, established the Lt. Gen. Arthur J. Gregg Sustainment Leadership Award to recognize those who've demonstrated lifelong excellence in their logistics craft. First awarded to its namesake in 2016 by then-Gen. Dennis L. Via, Commanding General (CG) of Army Materiel Command (AMC), the Gregg Award honors contributions to Army sustainment operations made by leaders across the enterprise as voted on by a board of senior military and civilian representatives. In a Nov. 1, 2021, ceremony at Fort Lee, Virginia, the Gregg Award came full circle, as Via became its sixth recipient, with Gregg present for the day's ceremonial events.

Speaking to a combined in-person and virtual crowd of more than 1,000 active service members, veterans, family, and friends, Via was quick to honor and reflect on Gregg's trailblazing efforts, from his first days in the Army as a private in 1946 to his ascension to lieutenant general in 1977. The Army was racially segregated for Gregg's first four years of service, so opportunities for promotion and new assignments for African Americans were extremely limited. When Gregg first arrived at Fort Lee, Virginia, in the early 1950s, he was assigned to an all-black company as an assistant platoon leader. No other assignments were available at the time, but Gregg would soon serve as an instructor of junior enlisted Soldiers and officers at Fort Lee's Quartermaster Leadership School. Even in the face of adversity and injustice, Gregg committed himself to a mission of selflessly and passionately leading his Soldiers. In his own words, an effective leader must "put the mission

first, and put himself or herself last". Throughout a 35-year career which culminated in his promotion to Deputy Chief of Staff, G-4, Gregg proved time and again his ability to transform those words into actions as an unpretentious enabler of the Army warfighter. His service set the foundation for the next generation of leaders who rose through the Army's ranks both during and after his illustrious career ended.

Via concluded his acceptance remarks by positing that, in a different time and a different Army, Gregg may very well have been the first African American to achieve the rank of general. That distinction would be reserved for retired Gen. Roscoe Robinson, a 1951 graduate of the United States Military Academy and the first African American to command the 82nd Airborne Division, who earned his fourth star in 1982 as the U.S. Representative to the North Atlantic Treaty Organization Military Committee. Gregg's influence and legacy, however, would not be hamstrung by a missing star upon retirement, as his efforts in service—from the expansive plains of Fort Riley, Kansas, to the vaunted halls of the Pentagon—offered a playbook in success for Via and countless others, including the first African American logistics four-star general and former Gregg Award recipient, retired Gen. Johnnie Wilson.

A native of Martinsville, Virginia, Via's auspicious journey to sustainment excellence began in 1980 when he was commissioned as an officer after earning his bachelor's from Virginia State University as a Distinguished Military Graduate at the tail-end of Gregg's career. While Virginia State boasts a

rich history in military science, having trained and educated twelve general officers to date, it is nearly happenstance that Via ended up matriculating to its campus 170 miles northeast in Petersburg. He had planned on becoming a brick mason after high school, citing a perceived lack of prerequisites on his transcript necessary to attend college, but a high school teacher and veteran who recognized Via’s leadership potential had other plans. With his natural capabilities identified from an early age, Via was encouraged to attend Virginia State and explore its Reserve Officers’ Training Corps (ROTC) program. Via took this advice to heart and joined the ROTC program at the end of his sophomore year of college, honing his leadership and technical competencies under the tutelage of Virginia State’s esteemed Military Science professors.

While recognized as a lifelong logistician, Via’s Army career began immediately after graduating from Virginia State University at Fort Bragg, North Carolina, as a member of the Signal Corps. Like Gregg, his impact and legacy extend beyond the sustainment enterprise, and his career followed a similarly precocious trajectory as evidenced by his numerous technically complex, highly visible command and staff assignments, culminating as the CG of AMC. When Via served on the Joint Staff in 2009, he would often walk the halls of the Pentagon on especially stressful days to glean inspiration from the portraits of former members of the Joint Staff adorned on the walls. His favorite picture to admire and ruminate upon was that of Gregg. Conflating challenges he faced at that point in his career in the early- to mid-2000s to those experienced by Gregg in the 1970s served as an exercise in perspective. The lasting impression from Gregg’s background, journey, and staggering accomplishments

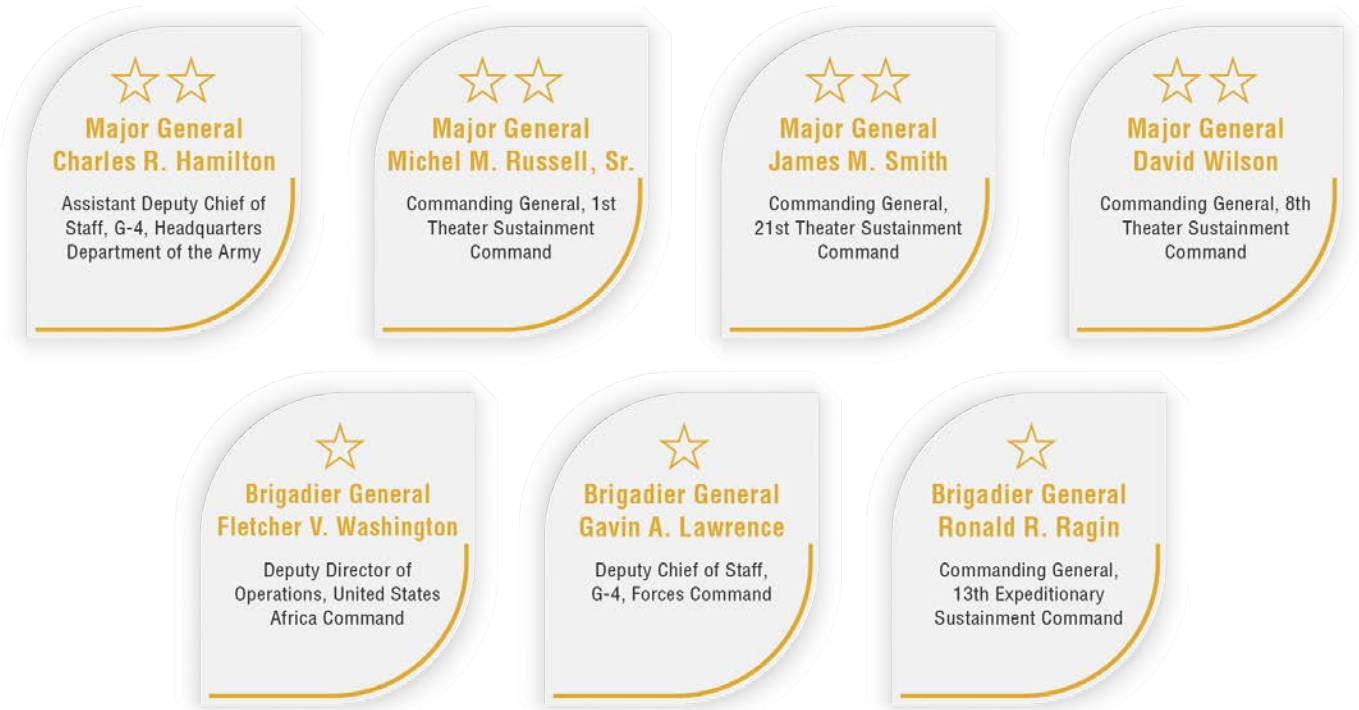
left on Via would serve as a boon for the career of the first Signal Corps officer to achieve the rank of general.

“General (Retired) Via was a master at preparation who boasted a deep understanding of the Army’s processes, believing wholeheartedly that preparation and opportunity equaled success. He was an impactful leader who engaged his people on a personal level, connected with them, found common ground, and empowered them to succeed in their mission to sustain the Army,” said Maj. Gen. David Wilson, 8th Theater Sustainment Command Commanding General, and former executive officer to AMC’s Commanding General, about Via’s service.

Throughout a career defined by—as asserted by those who worked alongside him—humility, grace, and a dedication to others, Via demonstrated the same aptitude for engaging and empowering his workforce initially set forth by Gregg. Always first to give credit, take blame, and put the mission and the people working toward its completion over himself, Via espoused the exact leadership ideals which carried Gregg throughout his years serving the Army and beyond. Their shared character, competence, and commitment to steadfast servant leadership has set an unparalleled precedent for the Army’s future logistics leaders.

Members of the sustainment community gathered at the Lee Club to honor Via and laud his accomplishments in a room that once forbade entry to Gregg due to his skin color. A physical space that was once marked by pernicious exclusivity now plays host to a celebration of the very best Army logisticians—regardless of certain immutable characteristics—by the ones who they lead and inspire. The Gregg Award was established to

Throughout a career defined by—as asserted by those who worked alongside him—humility, grace, and a dedication to others, Via demonstrated the same aptitude for engaging and empowering his workforce initially set forth by Gregg.



Army’s currently serving African American logistics general officers. (Graphic by Sarah Lancia)

recognize leadership and technical excellence, and its aperture will be widened in the future to ensure the global community of Army logisticians can celebrate more of its own who’ve dedicated their careers to doing more for others than for themselves.

The Gregg Award’s charter has been amended for 2022 and beyond to most effectively recognize leaders who have left an indelible impression on the Army’s Sustainment Enterprise. Moving forward, it will be presented across three distinct categories annually, which any given Army Command, Army Service Component Command, or Direct Reporting Unit can nominate an individual for evaluation board consideration:

- Active-duty service member
- Department of the Army Civilian
- Veteran or retiree

Since its inception in 2016, the Lt. Gen. Arthur J. Gregg Sustainment Leadership Award has been presented to retired Lt. Gen. Robert Dail, retired Gen. Johnnie Wilson, retired Maj. Gen. Aundre Piggee, and retired Lt. Gen. Darrell Williams.

Each February since 1976, the United States has collectively celebrated Black History Month to, in the words of then-

President Gerald R. Ford, “honor the too-often neglected accomplishments of black Americans in every endeavor throughout our history.” The Army has committed itself to continually advancing those critical diversity, equity, and inclusion initiatives that will ensure a Total Army most reflective of the Nation it is called to defend. This edition of *Army Sustainment* has been published and disseminated during 2022’s observance, and a list of the Army’s current African American logistics general officers can be referenced above for both celebratory and educational purposes.

Maj. Jamie L. Hickman is the Military Assistant to the Army Deputy Chief of Staff G4 and a Doctoral Student at Columbia University. She holds a Master of Education from Columbia University, a master’s degree in Strategic Studies from the Naval War College, and a Master of Business Administration from the University of Maryland University College.

Mike Crozier is a strategic analyst in the Army G-4’s Logistics Initiatives Group. He holds bachelor’s and ’master’s degrees from Georgetown University.

Feature Photo
Retired Lt. Gen. Arthur Gregg and retired Gen. Dennis Via are joined by retired Col. Porcher Taylor, Jr. (seated, center), a former member of the 555th Parachute Infantry Battalion who served in World War II, Korea, and Vietnam. Taylor was Via’s Professor of Military Science and Tactics at Virginia State University. (Photo By U.S. Combined Arms Support Command, Public Affairs Office)

Visibility & Opportunity

Put Soldiers First to Modernize Talent Management for the Future Force

An Interview with Maj. Gen. Thomas Drew and Command Sgt. Maj. Anthony McAdoo

■ By Lt. Col. Altwan Whitfield and Mike Crozier

The Army's readiness relies upon its people and their collective capability to drive mission success. Effectively developing and leveraging the unique and far-ranging knowledge, skills, and behaviors (KSBs) of Soldiers and civilians is the modus operandi of Army Human Resources Command (HRC). From strategic talent management to targeted modernization of its enterprise data capabilities, HRC's military, civilian, and contractor workforce span across more than 40 operational elements and is tasked with Soldier recruitment, development, distribution, and retention under the guidance of the Deputy Chief of Staff for Personnel, G-1.

After assuming the role of HRC's 26th commanding general in July of 2021, Maj. Gen. Thomas Drew has worked in tandem with Command Sgt. Maj. Anthony McAdoo to drive forward the slate of Total Army programs and services that enable the command's mission as nested within the Army People Strategy. *Army Sustainment* sat down with Drew and McAdoo to learn more about HRC's key initiatives undertaken in 2021 and those slated for 2022, which will posture the Army's people to meet the joint force's needs in the evolving state of future warfare.



HRC's key initiatives run the personnel gamut, from configuring the Integrated Personnel and Pay System-Army (IPPS-A) to expanding its command assessment programs. How does HRC approach foundational efforts which enable progress in this area?

Drew: I was the former director of the Army Talent Management Task Force, so we've integrated the Army People Strategy into everything that we do here at HRC—this guides progress on our initiatives which are rooted in the information we have access to. We've made huge progress modeling and projecting the Army's needs based on our ability to acquire, develop, distribute, and maintain talent across the globe stemming from our information management efforts, such as with the future deployment of IPPS-A. This means that we have much greater visibility into the unique KSBs of our Soldiers—this allows us to be more agile in how we pair them to jobs they prefer. Soldier preference is now far more dynamic than it used to be, meaning we can leverage short-, medium-, and long-term preferences that best reflect where a Soldier is in their career. These integrated systems and their supporting framework ensure that the Army can interact with its Soldiers to ensure a job pairing that is in the best interest of both. We can accommodate personal, professional, and family goals within the same system, which is a huge step from where we were 5, 10, and, certainly, 20 years ago.

CSM McAdoo: As mentioned, 2021 really has been a year of great strides. Perhaps the most exciting progress

we've made deals with our flexibility. We're driving toward system convergence because historically we had to look through disparate data sources to make personnel decisions in the past. For example, with the Assignment Satisfaction Key – Enlisted Module marketplace, we've used that integration to increase our ability to communicate back and forth with Soldiers on assignment possibilities and have them provide their preferences. This communication allows Soldiers to make informed decisions with various courses of action to best care for themselves and their families. We were also able to travel to different stations and posts this year to garner direct feedback and ensure we are moving in the right direction. We received valuable comments and concerns from Soldiers to help us better shape processes and decisions. Resoundingly so, we want to continue these efforts, which support our focus on responsiveness and transparency as more capabilities are fielded.

Career and talent management is a complex, continual process as outlined by the Army People Strategy's four lines of effort—acquire, develop, employ, and retain—which will support the ability to build cohesive mission-ready teams. Which of these tends to be the most challenging to execute?

Drew: We aim to focus on smaller pilots to most effectively assess follow-on impacts and respect that complexity as it's folded into policy across all of our talent management initiatives. The biggest challenge across those four lines is

We want to see the whole Soldier and their family all within one unified system—this will allow us to forecast for the whole family and get ahead of any issues or challenges that may arise when thinking about any piece of talent management, namely the moving process.



Command Sgt. Maj. Anthony McAdoo, the U.S. Army Human Resources Command senior enlisted advisor, provides a back-brief of HRC initiatives to members of the Mission Support Battalion on Dec. 15, 2021, during a tour of U.S. Army Marketing and Engagement Brigade at Fort Knox, Kentucky. (Photo By Victoria McAdoo)

the change itself because, simply put, change is difficult and lengthy. Additionally, the way we approach the entire problem set of human and talent management must evolve to meet the needs of our personnel as they begin their Army journey. Across the Army and military services in general, there's a huge focus on ensuring that we're operating in the Information Age instead of the Industrial Age—meaning we are using our expanse of enterprise data to be more proactive in making a career decision. From an Industrial Age perspective, there existed a structural barrier to managing talent—nothing was dynamic. For example, instead of seeking out great officers or NCOs there was a tendency to pigeonhole based on a relatively narrow set of KSBs. While certain experience is important, there also needs to be room for new learning and growth that we feel is best postured for the Information Age.

McAdoo: We're focused on making those changes necessary to help us forecast and be more proactive in that

managerial sense. We're dealing with policy, not law, so that flexibility is something we want to be intentionally aware of as we adapt and educate our workforce here at HRC and beyond moving forward.

What key measures or metrics of success does HRC leverage to ensure that talent is effectively managed?

Drew: At the foundation of all our initiatives is our data and the environment it resides in that allows us to see every Soldier in their current and future form as clearly as possible. Right now, when we talk about progress in this space, that tends to be the crux of the matter. An accessible, data-rich environment will help us focus on the individual, which will be the major differentiator when saying things like “develop the future force.” Right now, the people we have here ensure we're able to do this effectively, so the



Maj. Gen. Thomas Drew, commanding general, Human Resources Command, offers talent management advice for Fort Polk leaders during a visit May 7, 2021, at Fort Polk, Louisiana. (Photo by Fort Polk Public Affairs Office)

capability exists in its current form. However, we've done the internal legwork to show that expanding our reach using our data will only strengthen that capability. We want to see the whole Soldier and their family all within one unified system—this will allow us to forecast for the whole family and get ahead of any issues or challenges that may arise when thinking about any piece of talent management, namely the moving process. As an example, I can see how many children you have with our present ability, but I cannot see their age or school district. If I have that information, I have a more robust look into what your best month available to move may be to make that process more predictable, reliable, and agreeable for you and your family. When we're looking at a staff sergeant, sergeant first class, captain, or whoever is preparing to move for a career development opportunity, we want to make sure that the time of move and location of reassignment is as closely

or exactly aligned with that service member's preferences across the board. Is your kid one year away from their high school graduation while you're at the culmination of a career development tour? We want to know that so, in this instance, we can work to extend that to give your family a host of options to improve stability without throwing a big speed hump in your career development.

McAdoo: To the general's point, world-class talent management must involve the whole family, and that's a measure of success. Involving the entire family boils down to a Soldier having options to do what is best for themselves and those they love. If we do this effectively, then retention as a metric of success is naturally controlled. We aim to remove any negative administrative distractors a Soldier may face so they can focus on performing their job at the highest level. We have a great handle on how our efforts

impact the holistic view of Soldiers and unit readiness. Still, we also want to make sure we consider the retention aspect on the back end. As mentioned, providing flexibility through options—things like family stability considerations in concert with the Exceptional Family Member Program assignment process—will give Soldiers greater control and foresight over their trajectory and what's best for them at a given stage in life. If Soldiers continue to serve because they believe that and see the benefits from the Army actively taking care of them and their families, then that's a huge success.

Industry collaboration has proven itself as a modernization force multiplier for the Army, such as our efforts to implement Advanced Manufacturing. How does HRC approach these partnerships?

Drew: For several years now, we've had robust working relationships with those members of the industry who we feel are leading the way in data management and analytics. Companies like Google, Amazon, and IBM, to name a few. We're invested in these relationships because they help us determine the art of the possible to turn our analytical capabilities from reactive to, at the very least, predictive and, in the ideal state, prescriptive.

Last year's Talent Management edition of Army Sustainment provided detailed insight into the genesis of the Battalion Commander Assessment Program (BCAP). What does the way forward look like in spearheading similar programs, like the Sergeant Major Assessment Program (SMAP), for the NCO corps?

McAdoo: All these programs are derived and governed through an extremely deliberate process, so we know we're identifying and managing high-level talent across both officer and NCO cohorts. With SMAP, we're taking lessons learned from BCAP to make sure that, on the NCO side, we are identifying the best leader for the right job based on a holistic, all-encompassing process. We've learned from this process that these assessments go beyond just being a learning tool for NCOs to identify areas to improve, as they also show us what aspects we need to continually assess—such as communication

skills. This process enables talent to be assessed at current levels while also enabling avenues for growth.

How has talent management evolved and adapted since you both began your Army careers?

Drew: It's changed dramatically. I joined the Army in 1982, and I've been on active duty ever since. I would say the biggest thing that has changed is transparency and opportunity. Decades ago, as an individual Soldier, it was difficult to discern and advocate for the various opportunities that were available as you charted your career path. In a sense, what you did and were going to do was dictated to you in no uncertain terms. There was information asymmetry between the system or systems and the Soldier, so the sergeant major and I have made breaking those silos down a key initiative. If you want to acquire, develop, and retain exceedingly talented people, you must build that trust through transparency. Soldiers must be able to operate with the belief that their Army is going to be transparent and advocate on their behalf throughout their career.

McAdoo: Even as a career-long HR professional, I never knew where I was going until I got the assignment notification from HRC. In the past, the system was set up to be purposefully rigid, but we are now focused on providing added flexibility by soliciting and considering critical input from both sides of the coin. That symmetry is foundational to our mantra of putting Soldiers First.

Lt. Col. Altwan Whitfield is currently serving as the deputy director of the Army G-4's Logistics Initiatives Group. Previously, she was the commander of the 841st Transportation Battalion at Surface Deployment and Distribution Command. She holds a bachelor's degree in Special Education from Converse College in Spartanburg, South Carolina, and a master's degree in Public Administration with a concentration in Education from Troy University in Montgomery, Alabama.

Mike Crozier is a strategic analyst in the Army G-4's Logistics Initiatives Group. He holds bachelor's and master's degrees from Georgetown University.

Feature Photo
Maj. Gen. Thomas Drew and Command Sgt. Maj. Anthony McAdoo, command team for Human Resources Command at Fort Knox, Kentucky, visited human resources troops Nov. 16, 2021, at Fort Hood, Texas, to find out their questions and concerns as they prepare to roll out the Army's newest program to integrate HR capabilities across the Army. (Photo by U.S. Army)

Managing Your Career



A Perspective from an Ordnance Warrant Officer Career Manager at HRC

■ By Chief Warrant Officer 4 Alex Blain

As with all assignments, performance is essential, and being the best subject matter expert in your organization is the key to success.

The U.S. Army is transforming personnel management from an industrial age personnel system to a 21st-century system of managing talent to enable readiness to support large-scale combat operations. The Integrated Personnel and Pay System–Army (IPPS-A) will replace legacy practices of personnel management and systems, allowing better talent management of Soldiers with the right knowledge, skills, behaviors, and preferences (KSB-P) to be effective on the battlefield now while also looking to the future and modernization. Active-duty officers and warrant officers have transitioned to receiving their next assignment through a marketplace operationalized by the Assignment Interactive Module 2.0 (AIM-2).

AIM-2 supports the Army Talent Alignment Process (ATAP) as an interim solution to fully implementing IPPS-A. Additionally, IPPS-A will be used across all three components (Active, National Guard, and Army Reserve) and will affect total Army readiness by ensuring strength managers, Human Resources Command (HRC) career managers, and commanders have a common operating picture of talent in their formations. IPPS-A is the needed change that aligns with the Army People strategy for the Army of tomorrow, today.

Career Management

Department of the Army Pamphlet 600-3, Officer Professional Development and Career Management, dated April 3, 2019, states, “warrant officers (WO) in the Army are accessed

with specific levels of technical ability. They refine their technical expertise and develop their leadership and management skills through tiered progressive assignment and education.” Each proponent-designed professional development model for each military occupational specialty provides additional resources for WOs to utilize regarding assignments, level of professional military education, and civilian education commensurate to rank. These important references can be found at the Army Career Tracker (ACT) website: <https://actnow.army.mil/> and Smartbook DA PAM 600-3 at <https://www.milsuite.mil/book/groups/smartbook-da-pam-600-3>.

As with all assignments, performance is essential, and being the best subject matter expert in your organization is the key to success. Lastly, know that not every WO will have the opportunity to serve in all types of assignments (i.e., Armored, Stryker, Aviation, Air Defense Artillery, etc.). However, doing something different—working under different commands or various installations—will make you a well-rounded warrant officer as you progress through the ranks, building upon your experience to provide sound advice to your command.

Recommendations

Keep in mind raters focus on performance and senior raters focus on potential when writing evaluation reports. As a recommendation, senior raters should always utilize the enumeration, schooling, promotion, next level model. The senior rater narrative is by far the most important section of an officer evaluation report (OER).

Civilian Education: Complete any degrees before the promotion selection board. If you have 1-2 courses remaining before degree completion, consider writing a letter to the board president. This is only a recommendation, not a requirement.

Military Education: Complete your career progressive professional military education per DA PAM 600-3. As for other military education, continue to complete at least 1-2 courses annually (some suggested courses are listed below).

Recommended Defense Acquisition University online courses found online at <https://www.dau.mil> are:

- ACQ 101 Fundamentals of Systems Acquisition Management
- LOG 101 Acquisition Logistics Fundamentals
- LOG 102 Systems Sustainment Management Fundamentals
- CLL 008 Designing for Supportability in DOD Systems
- CLL 011 Performance Based Logistics

Recommended resident courses at the Army Logistics University (found at <https://alu.army.mil/cpce/courses/index.html>) are:

- GCSS-Army Middle Manager
- Maintenance Manager’s Course
- Joint Logistics Course
- Support Operations

The Institute for Defense and Business I (found at <https://www.idb.org/programs>) offers the Industry Based Broadening: Logistics course. Check

with the Combined Arms Support Command for specifics.

Department of the Army (DA) Photo: Although no longer used for promotion boards, photos are still required every five years or no later than 60 days after promotion per Army Regulation (AR) 640-30. See Military Personnel Message 21-418 titled Update and Clarification to Usage of DA Photos, and Filing Requirements dated Oct. 28, 2021, for additional information.

Medical Readiness (Per AR 40-502): Maintain your physical capacity/stamina (P), upper extremities (U), lower extremities (L), hearing (H), eyes (E), and psychiatric (S) – PULHES rating by completing the Periodic Health Assessment annually.

Security Clearance: Top secret clearances are valid for six years, and secret clearances for ten years.

Overseas / Deployment / Combat Duty: Make sure this section is nested with AR 614-30.

Awards and Decorations: Make sure awards/decorations on your Officer Record Brief (ORB) are the same as your Army Military Human Resource Record (as applicable). See AR 600-8-22 & AR 614-30 for specifics. Lastly, ensure your ORB assignment information duty titles match your OER duty titles.

Conclusion

The ORB and AIM-2 resume are the documents you can control. They represent your KSB-P and are working documents (constantly updating). Additionally, ensure your OER bullets

are strong and well-written using the enumeration, schooling, promotion, and next-level model as a guide when evaluating your OER. Having an open dialogue with your rater and senior rater for your career is key to success and aligns with your “5 Year Plan.”

In summary, pursue progressive and diverse assignments, as the ATAP is a decentralized, regulated, market-style hiring system that aligns officers with jobs based on preferences per Headquarters Department of the Army Execution Order 241-21. Similarly, DA PAM 600-3 and ACT are additional resources. Subsequently, complete your professional military education, a military education course at least every year, and civilian education to remain competitive. Lastly, your HRC career manager is always readily available to assist, as they are an added resource/mentor at your disposal for managing your career. People First!

Chief Warrant Officer 4 Alex Blain is the senior ordnance career manager at U.S. Army Human Resources Command (HRC), at Fort Knox, Kentucky. He is responsible for the career management of MOSs: 890A, 913A, 914A, 948B, 948D, 948E. He holds a Master of Science degree in Management from Troy University and is a Warrant Officer Senior Service Education (WOSSE) graduate.

Feature Photo
Chief Warrant Officer 3 Shekura Gopie, senior ammunitions warrant officer, Support Operations, 1st Theater Sustainment Command, and her husband, Chief Warrant Officer 3 O'niel Gopie, engineer equipment warrant officer, Support Operations, Material, Management, Maintenance, 1st TSC, and Lt. Col. Michael Huber, distribution integration branch officer in charge, Support Operations, 1st TSC, pin on the rank of chief warrant officer 4 at Shekura Gopie's Feb. 26, 2021, promotion ceremony, held at Fort Knox, Kentucky. (Photo by Spc. Kaylee Harris)

Ready Civilians

Developing Army Civilians Vital to the Success of the Future Force

■ By Lisha Adams

As logisticians and sustainers, we enable the best-equipped and sustained fighting force in the world, providing warfighters with what they need to fight and win, anytime, anywhere. But the Army is not tanks, weapons, or other equipment; rather, it is people, and they are our most valuable resource and top priority. It is our people who provide us with an enduring advantage to remain the world's most ready, lethal, and capable land combat force.

Army Civilians form the institutional backbone of the Army and are an integral part of the Army enterprise providing leadership, stability, and continuity during war and peace. The materiel, installation, and sustainment enterprise employs a third of Army Civilians, with nearly 96,000 working for Army Materiel Command (AMC) alone. How we manage, grow, and care for our

people throughout their careers directly affects and enables our ability to support warfighters and accomplish the Army mission now and in the future.

We are in a war for talent and want the best and brightest to work for our Army. To build and sustain a high-caliber civilian workforce, the Army must hone its talent management practices and processes and ensure the readiness of Army Civilians to support a multi-domain capable force during competition, crisis, and conflict. Talent management integrates all people practices, generating a positive effect on organizational outcomes and leveraging each individual's knowledge, skills, behaviors, and preferences (KSB-Ps) for the mutual benefit of both the Army and the individual.

The Army People Strategy and the civilian implementation plan outline the talent management life cycle through four key phases: acquire, develop,

employ, and retain. While there are ongoing initiatives and programs in all four phases, AMC is leading the way in developing the civilian workforce through the Ready Army Civilian (RAC) initiative. RAC will posture our civilian workforce to support the future force by providing civilians with the training, education, and professional development opportunities needed throughout their careers to achieve maximum readiness.

The purpose of RAC is to develop civilians who actively choose to use their skills and experience to improve Army readiness, with the desired outcome being a trained and ready workforce committed to the Army mission. A RAC is a high-caliber employee that is resilient, educated, innovative, and trained to address vastly complex situations. A RAC possesses the job-related skills and experiences to manage, lead, and adapt in a multifaceted, readiness-based atmosphere. The RAC initiative equips



employees with the tools they need to excel in the workplace, including education, experience, and leadership opportunities.

How the Army effectively uses its civilians, each of whom possess unique KSB-Ps, is critical to achieving maximum readiness. The Army has several means by which to measure the readiness of Soldiers, teams and units, but until recently, has not measured the readiness of the civilian workforce. To do this, we must collect, analyze, and harness data that enables human resource managers and supervisors to identify and make real-time decisions to manage their internal talent. This data drives a dynamic and accurate long-term workforce planning system which reduces talent gaps and increases overall Army readiness.

AMC is currently implementing across the enterprise a RAC tool created

to enable supervisors and employees to gauge overall civilian readiness. For our professional workforce, the development tool considers tangible—or hard skills—such as degrees, certifications, and other completed technical training; and required physical and travel demands in support of the mission. Intangible—or soft skills—measured that are not required for the job but accentuate an employee’s ability to meet organizational goals, including time management, critical thinking, communication, and listening skills. We are currently planning the next phase of RAC to expand to our industrial artisans and wage grade employees by fiscal year 2023.

RAC drives a valuable, outcome-based conversation between employees and supervisors, with an increased focus on career goals, training, organizational needs, and readiness. Using the RAC

tool, employees assess the readiness level of their own tangible and intangible skills based on the requirements for their position, and supervisors evaluate each of their employees for the same. Employees and supervisors then come to a consensus evaluation, identify any potential gaps, and determine which skills, education, training, or developmental opportunities employees need to increase their readiness level for their current position and posture them to advance in the future.

Our ready and resilient workforce across the materiel, installation, and sustainment enterprise includes highly skilled and uniquely qualified professionals, from industrial artisans to senior logisticians and business analysts, guided by proficient leaders, with knowledge, capabilities, and expertise. The data and feedback collected through the RAC initiative allows AMC to look

holistically at everything from individual position descriptions to organizational structures to ensure we are best aligned and match the right people with the right skills required for every position. From the enterprise to organizational levels and down to the individual employee, the Army must continue to leverage data and improve processes that help ensure we are properly aligned and effectively utilizing civilian talent to maximize readiness. The bottom line is more effective talent management, aligning skills to the mission, and identifying training requirements and opportunities to enhance individual, unit, and Army readiness.

Similarly, the Army is modernizing and streamlining how civilians are organized and managed at the enterprise level. As part of the civilian implementation plan, the Army is consolidating 32 civilian career programs into 11 career fields. This move will provide for more developmental opportunities and better cross-training, allowing talented civilians to more easily move into, between, and out of civilian employment opportunities best suited to their skills and interests. Career field functional chiefs and functional community advisors will provide the enterprise-level planning, management, and guidance to Army Civilians within each functional community, allowing civilians to better understand their career progression path, objectives, and timelines, and for supervisors and workforce managers to conduct succession planning and ensure there is an upward pathway for highly skilled and talented employees.

At AMC, we are leveraging new outreach initiatives to academic institutions, including historically black

colleges and universities, and technical schools, to seek out and build the pipeline for new talent. For example, Aviation and Missile Command’s Corpus Christi Army Depot uses the Pathways Program to build the entry-level electroplater workforce with DEL MAR College, and Tank-automotive and Armaments Command’s Anniston Army Depot has cooperative agreements with the Gadsden State Community College and Central Alabama Community College. This includes the establishment of a three-phased program: high school, technical college, and career progression where participants are recruited from local high schools. These students are afforded the opportunity to earn a high school diploma and an Advanced Career and Technical Education endorsement with college credit towards a Career Technical Certificate. These programs offer amazing opportunities for recent graduates to gain invaluable training, experience, and insight into the Army and set them on a path for a successful and rewarding career. I started my civil service career as an intern in the AMC Materiel Maintenance Management Intern Program, and now more than 35 years later, I am still proud to serve as an Army Civilian supporting our Soldiers, civilians, and families worldwide.

Going forward, we must continue to be deliberate and think creatively about how, where, and who to engage with to more quickly identify, hire, and onboard qualified and talented individuals ready to serve as Army Civilians in support of our Soldiers and nation. Hiring managers need to maximize the use of several programs and authorities already in place to quickly bring in the best talent from the outside, including direct

hire authorities for scientific, technical, or other specialty jobs, military spouse preference, and other non-competitive hiring actions.

I know we cannot achieve our mission without our people—dedicated and talented military, civilians, and contractors. They make a difference by exercising their abilities, skills, and knowledge to create innovative solutions. In view of the challenges ahead, we must focus on our people and empower our workforce by ensuring they have the right skills, training, education, and developmental opportunities needed in a modern, 21st-century environment.

The time is now to hone our processes and people to achieve the transformational change needed within our workforce to best support the future force and enable the Army priorities of People, Readiness and Modernization. AMC is proud to lead the way in this important effort to enhance the skills, training, education, and professional development opportunities for all Army Civilians and increase the overall readiness of the Army.

Lisha Adams currently serves as the executive deputy to the commanding general of AMC. She has earned her Bachelor of Arts in economics from Birmingham-Southern College and received her Master of Business Administration from the Florida Institute of Technology.

Feature Photo
Lawrence Hill, a Joint Munitions Command Logistics Assistance Representative (Quality Assurance Specialist Ammunition Surveillance) assigned to the 405th Army Field Support Brigade’s Army Field Support Battalion Germany, in Vilseck, Germany, provides an ammunition storage briefing to Soldiers assigned to 12th Combat Aviation Brigade on Dec. 7, 2021, at an aircraft forward arming and refueling point in the field. (Photo by Cameron Porter)



Rail workers load vehicles from the 101st Airborne Division, 101st Combat Aviation Brigade onto rail cars July 12, 2020, in La Rochelle, France. The 101st CAB is the sixth aviation rotation for Atlantic Resolve, and the 101st will deploy approximately 2,000 personnel, 50 UH-60 and HH-60 Black Hawks, four CH-47 Chinooks, 25 AH-64 Apaches and more than 1,800 wheeled vehicles and pieces of equipment. (Photo by Staff Sgt. Benjamin Northcutt)

AGILE & ADAPTIVE

Insights into the Present and Future of the Sustainment Noncommissioned Officer Corps

An Interview with Sgt. Maj. Jimmy Sellers

■ By Lt. Col. Altwan Whitfield and Mike Crozier



Sgt. Maj. Jimmy Sellers enlisted in the Army in August of 1990 and has served in his current role as the Army G-4 Sergeant Major since July of 2020. His career has been dedicated to education: he has graduated from each level of the Noncommissioned Officer (NCO) Professional Development System (PDS). He holds a master's degree in management and a bachelor's degree in business administration. Sellers formerly commanded the NCO Leadership Center of Excellence and Sergeants Major Academy, where he oversaw efforts meant to create a more sequential and progressive education system for the Army's NCOs aimed at creating adaptive, agile leaders prepared to empower their commanding officer. *Army Sustainment* sat down with Sellers to discuss updates to the sustainment noncommissioned officer strategy as it lays the framework for how the Army will most effectively recruit, develop, and retain impactful multi-functional logisticians now and in the future.

What has been the genesis or key motivation to update the sustainment NCO strategy?

The most impactful sustainment NCO strategy is one that is nested with the Army's NCO strategy writ large. To do this effectively, we had to take a good hard look at how the sustainment NCO prepares for multi-domain and large-scale combat operational environments. The aim is to make sure the strategy answers questions about how a given sustainment NCO best sees themselves and their roles within their larger community. During battle drills, they must perform as both operators and logisticians while maintaining and advancing the six common core competencies of leadership, communications, readiness, training management, operations, and program management.

What does the term "multi-functional logistician" mean? Has this archetype existed for a while?

The idea of developing multi-functional logisticians is not a new concept. However, we've set forth lofty goals and expectations for what that Soldier looks like, so we haven't fully achieved that just yet. The sustainment NCO strategy is a key guiding framework designed to help us close any

identified gaps and achieve that effect of becoming a multi-functional logistician as an NCO. Officers have been doing it for quite some time now, as that framework was baked into how they train, educate, and develop. We've developed a clearer view of ourselves as NCOs and where we're called to excel. From this, we can formulate the necessary changes to the way we train and develop this corps to ensure we're enhancing those common core competencies and posturing for evolving needs in the future.

Additionally, as we tackle modernization as a full Army, we on the sustainment side are thinking critically about what we're doing with our enterprise business systems and how converging those will enable our total multi-functionality. A successful NCO is agile and ready to adapt to meet the needs of the mission, and that comes with being willing and ready to leverage changes from modernization in a given area of expertise. A multi-functional logistician, as an NCO, will possess the domain-specific expertise and unit knowledge needed to intelligently advise their commanders on any given matter which is critical for sustainment operations across echelons.

From your career perspective, how has that archetype for what an impactful multi-functional sustainment NCO looks like evolved?

This has certainly evolved a lot since I've been in the Army, and I think we're now at a point where we have a complete definition of a multi-functional logistician as well as a road map for development. Now, however, there's a greater emphasis on leadership capabilities to ensure effective, sustained performance. We understand that certain aspects of any given job are highly technical, but each will have a critical leadership component. The NCO Leadership Center of Excellence has evolved, too, as it meets that demand to manage and implement NCO professional military education.

How is the G-4 synchronized with the G-1 and Human Resources Command (HRC) to help provide both a blueprint for a successful sustainment NCO and best outline those educational opportunities necessary for talent development and management?

Importantly, we have an excellent and collaborative working relationship between ourselves and, primarily, HRC as our talent manager within each of the different logistics branches. Working alongside HRC ensures that we in the sustainment enterprise are fully aligned and can most effectively and fairly examine our talent across the board in a holistic fashion—from the staff sergeant to sergeant major level. Just like that exhaustive examination is central to any decision-making process, we need to be able to see ourselves, so to speak. With talent, we need to know what’s available and assessable to truly advocate for our Soldiers’ careers in service to the total Army. This has been discussed before, but highlighting our talent is not a new initiative. We use our “baseball cards” to highlight an individual’s talent and help to hone the entire end-to-end mentorship process on a very granular level. This guides those mentor/mentee discussions as each NCO works to identify their own talents and plot out their future goals and how they will be attained. Identifying and nurturing talent is both a grassroots and enterprise effort. To find and place talent, we need to have a solid ground truth understanding of our collective strengths, weaknesses, and development opportunities we can leverage to help every NCO manage and advance their careers.

How do we paint that clear picture of what those key developmental milestones are for sustainment NCOs? This is surely a complex process, how is the G-4 working with HRC to make this as simple as possible?

For any NCO wanting a clear picture of that path and process, it’s important to have a solid understanding of what Department of the Army Pamphlet 600-25 is saying. This is the basis for any follow-on development of your career path. There is a paradox here, though, as no two career journeys are the same, of course. You have to be comfortable being uncomfortable, to a certain extent. We want to control as much as we can about the process itself, but being ready and willing to do things outside of your comfort zone will give more clarity on the process as a whole. For example, if you’re a 92F Petroleum Supply Specialist who is used to working in the petroleum section, then one of the best things you can do for your career is to get outside of your specialty and do those career-enhancing jobs which broaden your outlook. Be a drill sergeant, a recruiter,

or an instructor. Having that balance between staff operations and leadership positions will be a developmental cornerstone and speak volumes to your potential during the selection board for promotion.

What’s the most demanding aspect of being a sustainment NCO and developing within those ranks?

Especially as I look to 2025 and beyond, the hardest part is understanding that you need to have a good balance between understanding your job and your roles and responsibilities as a Soldier and understanding your job and responsibilities as they pertain to being a sustainment NCO. Finding a balance between the two yet being proficient at both—that’s a fine line to ride. I think maintaining high levels of training and certification in both my operator-specific tasks and military occupational specialty (MOS) proficiency has been a challenge throughout my Army career. I’ve worked to embrace those by having a firm understanding of sustainment doctrine and how that directly pertains to operating in the field as we posture for large-scale combat operations. Of course, NCOs become technically and tactically proficient through training center rotations and field exercises. However, reading and understanding our sustainment doctrine is foundational to that development.

Throughout your career, how far has the Army come in providing and prioritizing those critical professional development opportunities to operationalize talent management for its NCOs best?

We’ve come a long way in helping us understand what’s important to be professionally developed as an upcoming NCO. We have identified the three critical domains: institutional, operational, and self-development through doctrine. We’ve placed great emphasis on all three of those and the experiences you get while active within each. The NCO strategy from 2020 has been important, as it helped us improve the professional development system itself to best balance those three domains—meaning an NCO can adequately focus on self-development even knowing they spend an inordinate amount of time in the other two domains. Additionally, the Sergeant Major of the Army just unveiled his strategy in late 2021, which focuses on

improving and NCO within the system that we designed and built through the 2020 strategy. I think we’ve come a long way in aligning our initiatives on behalf of our NCOs.

What is your mentorship philosophy up and down the formation? How has your view on mentorship changed since you enlisted?

In my experience, mentorship used to be more hands-on, where the squad leader would take the NCOs and Soldiers underneath their wing and show them what to be and what to do as they were coming up through the ranks. For example, we were always taught that education is of high importance to our career if we want to progress. We had to have some civilian education alongside our military education, and those NCOs in our squad showed us how to get that done. Now, things tend to be more technology-driven—those educational opportunities are more accessible now. From this, the new mentorship dynamic leans more toward watching and learning. Simply pay attention to what your NCO role models are doing, and you may have a clear path forward. While there are still ample NCO professional development sessions that teach NCOs what they need to do to advance their career via mentorship, the need to be so direct isn’t as strong because access is easier. We often talk about coaching, teaching, and mentoring, where we simply set aside time to talk informally about the steps somebody can take to advance their career, and so much of that can and should be built into that mentor/mentee relationship.

Do you think there’s a good balance right now between those old school and new school mentorship approaches, or are things now skewed toward the latter?

I think things tend to be skewed toward the latter, but that’s neither an inherently good nor bad thing. I think we’ll return to a point of balance, perhaps as deployments decrease and our operational tempo demands are reduced subtly. This will provide an appropriate time for us to get back to the fundamentals relevant to a more direct mentorship approach I mentioned earlier, wherever it makes sense. Ideally, squad leaders are afforded the time necessary to sit down and talk to their Soldiers about the things that are changing the Army. Soldiers need to have a

clear understanding of how they can be agile and adaptive to succeed and enable the Army of the future. Any given squad leader can’t teach their Soldiers everything, but they can certainly play a critical role in those self-development efforts.

Moving forward, what will be foundational to those efforts which support sustainment NCO development and career management?

As we move forward toward a multi-domain operations capable and ready force in 2028 and 2035, respectively, it’s important that not only NCOs operate both as Soldiers and officers. The six common core competencies I mentioned earlier will remain our central focus, as that’s how you gain a clear understanding of NCO assessment and development. If we as an Army ensure our NCOs can progress accordingly across those six areas, then we are on the right track. Continuing to focus on those six areas, like we have on our baseball cards and how we mentor, will help us refine those processes that support our development of the sustainment NCO corps as multi-functional logisticians.

Lt. Col. Altwan Whitfield is currently serving as the deputy director of the Army G-4’s Logistics Initiatives Group. Previously, she was the commander of the 841st Transportation Battalion at Surface Deployment and Distribution Command. She holds a bachelor’s degree in Special Education from Converse College in Spartanburg, South Carolina, and a master’s degree in Public Administration with a concentration in Education from Troy University in Montgomery, Alabama.

Mike Crozier is a strategic analyst in the Army G-4’s Logistics Initiatives Group. He holds bachelor’s and master’s degrees from Georgetown University.

***Feature Photo
Then-NCO Leadership Center of Excellence Commandant Command Sgt. Maj. Jimmy Sellers briefs Sergeants Major Course students in December 2019. (Photo by Danielle O’Donnell)***

Knowing Your Soldiers

The Key to Talent Management

■ *By Command Sgt. Maj. Alberto Delgado*

The Army's ability to fight and win our nation's wars hinges on our most important asset, our people. They are the strength of our Army and what makes us the greatest fighting force the world has ever known, and it is our responsibility to ensure that we have the right people in the right positions at the right time. As senior noncommissioned officers, it is our job to ensure that the next generation of Soldiers are ready to take the mantle when their time comes. To do this, we must recognize, motivate, and cultivate the talent we see throughout the ranks, and it starts by getting to know your people.

This centers around three questions: when was the last time you visited where your Soldiers live, “when was the last time you met a Soldier’s parents or spouse?” and “Who do you mentor?”

At the core of Sgt. Maj. of the Army Michael Grinston’s “This Is My Squad” initiative is the empowerment of first-line leaders to create ownership, accountability, morale, and unit cohesion. I believe that this cannot be done without meeting your Soldiers where they are.

Last year, in *Army Sustainment*, I challenged our senior leaders to get out from behind their desks, leave their offices and go to the motor pool, and this year, I want to take it a step farther. Get out and go to the barracks. Ask yourself now, “When was the last time I visited where my Soldiers live?”

From the most senior NCOs all the way through the ranks, you are responsible for making regular visits to the barracks and housing areas on your installations. Walk the halls, talk to your Soldiers and understand any issues they may be having so you can be proactive in providing a solution. We are all busy, but that cannot be an excuse.

The Secretary of the Army, Chief of Staff of the Army, and Sergeant Major of the Army are all committed to improving the quality of life for our Soldiers and their families. At Army Materiel Command (AMC), Gen. Ed Daly, the commanding

general, and I are responsible for overseeing four of the Quality-of-Life priority initiatives set by Army senior leaders: childcare, spouse employment, permanent change of station moves, and housing and barracks.

These quality-of-life initiatives are directly tied to Army readiness. Our Soldiers need to be taken care of in every aspect of their lives to perform at their best, and as Army senior NCOs, we need to ensure that our people have access to the highest quality of life.

While each initiative is important, I believe everything starts in the barracks and housing areas, where our Soldiers start and end their days.

AMC is committed to delivering the best programs and services to all who live, work, or train on our installations. To do this, the command is working to maximize the services that our Soldiers, civilians, and families rely on most, including an extensive initiative to improve the safety and security of barracks, including installing additional lighting, cameras, and door and window locks, all while adding more entertainment space to foster community within our Army teams.

Army senior leaders have requested \$9.6 billion for barracks repairs and reconstruction through the fiscal year 2030, with the goal to not have any Q4 or Q3 barracks in the Army. Already, you

see demolition, groundbreakings, ribbon cuttings, and renovations across our installations to ensure we are meeting our quality-of-life standards.

Through my official channels as the senior enlisted leader for AMC, I can impact these initiatives Army-wide, but it can be just as impactful to impact these initiatives at each echelon.

Over this last year, I have traveled around the Army, visiting installations worldwide, and I have made the concerted effort to visit our barracks and meet with our Soldiers. For me, it is not a successful trip unless I can say that I have walked the halls and talked face-to-face with the future of the Army. I challenge you to do the same.

Beyond integrating yourself in quality-of-life improvements, you are showing your true commitment to their well-being by visiting barracks and getting to know your Soldiers where they are. You are demonstrating that you understand where they are coming from and have been in their boots. You are setting the standard for leadership and taking care of people, showing that there is always time to check-in, reconnect, and encourage meaningful conversations.

Suppose your Soldiers have issues with sexual harassment or assault, suicidal thoughts, abuse, or anything else. In that case, they need to know that you care before

they are comfortable bringing those issues to you. And for these Soldiers in trouble, those conversations are a lot easier to have when you visit them, versus always having to find you at your desk.

When we take care of our people and provide them with the quality of life they deserve, we will have a much stronger and more committed Army. It is about putting people first.

It is only after we know that their basic needs are met can we get to know them and their families on a personal level. To this, I ask you, “When was the last time you met a Soldier’s parents or spouse?”

When a Soldier knows you have thanked their family members, it makes a huge difference. That is true leadership, talking to families, and, at times, reassuring them. It shows our Soldiers we care about more than just the mission.

Through this, we can create meaningful bonds with our teammates, and anyone who knows me knows that I am passionate about mentorship.

My final question to you is, “Who do you mentor” or “Who is your mentor?” I am seeing less and less people who can answer those questions. Mentorship is becoming a lost art, but I believe that you can’t be successful if you only talk to people at your level. I encourage you to look down two levels and get to know those people. The Army is

a team sport, and we need to rely on each other to make sure we are recognizing and mentoring talent.

I know personally the impacts a mentor can have. Throughout my career, I have had the privilege to work with some of the finest Soldiers in the Army, but it was five years ago, when I served as AMC’s Operations and Logistics (G3/4) sergeant major, that Command Sgt. Maj. James Sims prepared me for the position I am in today. He developed me, made sure I understood the mission and organization, and fully realized the importance of what we do at AMC. He helped build the foundation of knowledge I would come to use as AMC’s senior enlisted leader.

Now that I am in his position, I want to do the same. I have established the Senior Sustainment Leader Talent Management program to empower senior NCOs and those rising through the ranks by providing honest assessment and mentorship. This program ensures that the Army’s enlisted sustainers have access to a deliberate, focused, and balanced talent management program tailored to groom and mentor the Army’s future leaders.

Together, our collective experience will drive this program to meet its intent. Our end state is to have the right sergeants major in the right positions at the right time in support of Army and DOD requirements. At the same time, we will build the bench of experienced leaders who are prepared to assume

duties and responsibilities at the next level on day one. For this program to be successful, I count on my sustainment leaders to keep me updated and help identify those rising stars.

To get the right people in the right positions at the right time, we must know our Soldiers, and to know our Soldiers, we must see the whole picture. That means seeing where they live, getting to know their family, and understanding their strengths and weakness through mentorship.

Make the time to invest in your people. At the end of the day, it is the people you lead—not the positions you held—that are your legacy. Lift those around you and give them the support they need to keep our Army the greatest fighting force the world has ever seen.

Command Sgt. Maj. Alberto Delgado serves as the command sergeant major of U.S. Army Materiel Command. He holds a Bachelor of Science in Management from National-Louis University and is currently pursuing his master’s degree in Business Administration from Columbia Southern University. He is a graduate of all Noncommissioned Officer Education System phases.

Feature Photo.
Soldiers of the 1st Theater Sustainment Command stand in formation before a training event Sept. 9, 2021, at Fort Knox Kentucky. (Photo by Sgt. 1st Class Noel Gerig)

Building the Logistics Leaders of Tomorrow Today

The Role of Data Analytics and AI

■ *By Col. William J. Parker and Capt. Eli D. Rothblatt*

With the recent conclusion of the wars in Iraq and Afghanistan, the Army is at an inflection point. Multiple efforts, led in part by Army Futures Command, look to modernize how we fight. Gen. James C. McConville highlights efforts in his Chief of Staff of the Army Papers, stating that the future fight will be multi-domain, fast-paced, and technology-driven. One of many key

components to this transition will be how the sustainment community adapts to new technologies, challenges problem sets, and rapidly incorporates these concepts into our professional military education (PME). The general officers and command sergeants major of 2035 are currently in the pipeline and must have the ability to wield these critical concepts and capabilities that maximize the use of developing artificial intelligence platforms and other advanced data

analytics to make rapid decisions on theater resource allocations in support of their geographic combatant commander. That training and understanding must begin now. While many of the technologies of 2035 are still in development, there is plenty that the sustainment community can focus on now to build a bedrock of understanding as we continue to transform and incorporate data-driven concepts into our training and doctrine.



Importance of Data

Data is only as good as the source. Currently, most of our data points are manually input by supply or maintenance clerks, copied and pasted from logistics status (LOGSTAT) reports, or based on historical estimates. We essentially are an analog logistics community, and this lowest echelon of data is the most critical. We rely upon our most junior leaders to serve as the quality control of information used to make countless decisions.

Lieutenants and sergeants are critical to minimizing manual data entry errors. Their understanding of the importance of clean and accurate data is a vital step in our transformation to an Army soon to be more data reliant than ever. Thus, sustainers at the platoon level will need to serve as filters, monitoring their Soldiers' data collection and input. These platoon-level leaders will need to ensure systems and processes that result in sufficiently clean data gathered in LOGSTATS and the use of systems of record such as Global Combat Support System-Army (GCSS-A). This data will enable the cutting-edge data analytics technology of 2035 to make accurate predictions which will in turn aid in gaining an advantage in unified land operations over near-peer competitors in large-scale combat operations.

Leaders Are the Impact on Logistics

Artificial intelligence (AI) offers the prospect of analyzing trends and predicting needs faster and more

accurately than the human element. AI promises to take over mundane tasks and free up humans to develop insights and drive decision-making. Predictive maintenance systems being fielded in new and emerging equipment aim to increase the quantity and quality of data in reporting. Implementing human-machine teaming decision-making structures in the commercial sector has shown significant increases in demand forecasting and inventory accuracy that Army logisticians need to be prepared to incorporate into daily planning and operations effectively.

We will need to go beyond the traditional construct of the stationary concept of supports and planning and learn to rapidly incorporate and adapt to growing changes on the battlefield in real-time. The data inputs will increase as we continue to modernize, but the first and last meter of logistics will remain a human element. From preventive maintenance checks and services, parts requisition, or input validation in LOGSTAT, the first meter will remain a human element: a Soldier inputting data into GCSS-A or the LOGSTAT. At the last meter, the human element is a leader reviewing a recommended decision generated with the power of AI and mediated with human intuition. We must start setting conditions for this process now.

Quick Wins

Our combat training centers (CTC) could be key to rapidly transform how we get leaders to think

about data and its incorporation into the decision-making process on a grander scale. The National Training Center (NTC) at Fort Irwin, California, is uniquely postured to collect, capture, and analyze multiple data sets in a short amount of time using the Training Analysis Feedback Facility. These dedicated sections within the operations group hold a vast repository of data. With deliberate guidance, they could adjust when and how they collect data in conjunction with the observer/controller on the ground with the rotational training unit.

Deliberate injects based on data collected during the force-on-force portion of the rotation can instill awareness, incorporating deliberate training during a unit's leader training program, usually six months before the rotation, to get organizations thinking about the critical data points needed to make decisions at echelon. This would serve as a rudimentary introduction to the data handling requirements on the horizon.

Units at the NTC have historically been poor at reporting, resulting in poor situational awareness at higher echelons, leading to inaccurate synchronization matrix, poorly tailored logistical package convoys, and supported battalions culminating early due to lack of critical commodities. Deliberate after-action reviews that incorporate data-informed factors will force leaders at company, battalion, and brigade levels to increase their understanding of data usage and

incorporate it into the formal planning process.

Importance of Commercial Data Analytics Education

With recent supply chain woes headlining in the media, civilian logistics professionals find themselves in the spotlight. Historical concepts focused on lean systems or "just in time" logistics are faltering, succumbing to a lack of supply chain resiliency and critical shortages in materials. The importance of trained supply chain professionals has rarely been more important.

As the Army finds itself in our next interwar period, we must look to maximize the lessons of our civilian counterparts and integrate applicable lessons into our PME. A select cohort of company grade and junior field grade officers currently attends the Virginia Commonwealth University's Supply Chain Master's Program each year. Additionally, three officers selected for the Army War College attend the Massachusetts Institute of Technology's Center for Transportation and Logistics (MIT CTL) as a military fellow. This education provides insight into critical real-world applications to challenging problem sets and the tools to solve them. For example, at the Computational and Visual Education Lab at MIT CTL, students use interactive visualization to improve data visibility, data analysis, and decision making for supply chain and logistics challenges. While these programs are

exceptional, they are limited in size and scope. To prepare for the requirements of future systems and the data-heavy information they provide, sustainers must integrate this type of learning much earlier into their PME lifecycle. Understanding data cleansing concepts, different components of AI principles, and the means to analyze that data and provide recommendations for decisions to leaders is critical. Revamping PME at the entry level for officers and NCOs to fully immerse themselves into the capabilities of GCSS-A will more greatly enable their ability to take commercial concepts and put them into practice throughout their careers.

To be that general officer in 2035 who makes the right call with the advanced analytic tools of that time, lieutenants of today must build their skills now by learning how to build systems and processes within their platoons to ensure that clean data is being entered into reporting systems of record. Because clean data also is crucial for human-mediated logistics decision-making today, lieutenants who focus on skills to provide clean data to their high echelons (platoons to companies, companies to battalions) will also be improving the logistics agility of their organization today. However, as data analytics software advances, it will be crucial as these leaders rise through the ranks to have been data natives during their formative years.

Lieutenants will likely work with early predictive AI enablers in their

senior company-grade and junior field grade years within support operations (SPO). This transition will need a full doctrine, organization, training, materiel, leadership, personnel, facilities, and policy relook, however in the near term, deliberately integrating training and conditioning opportunities at our CTCs and maximizing the use of civilian supply chain education can serve as an intermediary. By the time, the lieutenants of today are general officers leading sustainment organizations, AI enablers will likely be mature technologies. These lieutenants will benefit from spending decades working closely with data integrating it into decision-making processes. Preparing these leaders for the future starts now.

Col. William J. Parker III is currently attending the Massachusetts Institute of Technology's Center for Transportation and Logistics as an Army War College Fellow. He commanded the 11th Armored Cavalry's Regimental Support Squadron and most recently served as the Senior Sustainment Trainer at the National Training Center. He has a Bachelor of Arts in Communications from Wake Forest University, a Master of Arts from Webster University in Procurement and Acquisition Management, and a master's degree in Military Art and Science in Operational Art and Sciences CGSC's School of Advanced Military Studies.

Capt. Eli D. Rothblatt leads data analytics and visualization for the reallocation of more than 100,000 excess items for 1st Armored Division as the Division Sustainment Brigade's Divestiture Officer. He has a bachelor's degree from Johns Hopkins University and a Juris Doctor degree from New York University School of Law.

Feature Photo
A Goldminer Observer Coach / Trainer coaches the accountable officer how to set up Supply Support Activity operations to capture clean data on Sept. 11, 2020, at the National Training Center in Fort Irwin, California. (Photo by Capt. Chris Mauldin)



**HIGH
VOLTAGE
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Lifesaving Logistics

The Future of Medical Materiel Life Cycle Management
■ By Col. Anthony “Tony” Nesbitt

Over the past two decades, the Army’s Role 3 hospital centers have achieved a 98% survivability rate—the highest in the history of modern warfare. The U.S. military’s ability to deliver unmatched combat health care support is underpinned by an assurance that whenever and wherever a medic, doctor, or nurse needs medical equipment, it will be there—and it will work. Even in the most austere environments, a wounded service member has access to a fully functioning pharmacy, clinical laboratory, blood bank, radiology, emergency treatment, surgery, and physical therapy. These world-class hospitals maintain their life-saving success rate because the Army delivers on a promise that we give our Soldiers the best resources to do the job and sustain those assets throughout their life cycle. That is why the Army Medical Logistics Command (AMLC) is developing into the Army’s Life Cycle Management Command (LCMC) for medical materiel. AMLC will be involved in every phase—from developing new requirements to the divestiture or modernization of fielded materiel.

Evolution of Army Medicine

AMLC activated in 2019 as part of a series of Army-wide transitions designed to better shape the force for the future fight, including large-scale combat operations and multi-domain operations. AMLC, a subordinate command under U.S. Army Communications-Electronics Command, is responsible for delivering integrated sustainment and data management to enable health services supporting the operational Army and the joint force worldwide. AMLC joins four other Army LCMCs within Army Materiel Command focused on increasing readiness by synchronizing acquisition activities through the total life cycle. LCMCs throughout the Army strategically and operationally align structures, processes, and responsibilities of a commodity, such as Class VIII, to ensure synergy while improving the effectiveness and efficiency of all organizations involved in the sustainment of programs and equipment.

Baked In, Not Bolted On

AMLC’s core LCMC functions will include monitoring life cycle

sustainment costs; maintaining accountability; and providing readiness visibility of individual items and sets; and verifying suitability, supportability, and safety for items before completing acquisition and fielding processes. A key part of LCMC success is an early and frequent collaboration with capability and medical materiel developers to integrate sustainment considerations into every step of the development process from the start. Sustainment must be baked into the process, not bolted on when the item is already in the field. To ensure early coordination, AMLC sustainment experts work directly with the materiel developers at the U.S. Army Medical Materiel Development Activity, a direct reporting unit to U.S. Army Medical Research and Development Command to help them determine how much money and resources are needed to sustain different medical devices. These include devices that require expendable items, such as tubing and pads, to complex expensive items, such as CT scanners, which require expert-level maintenance. Other sustainment considerations are

repair parts, technical manuals for maintenance and repair, and training for operators and maintainers. These considerations are not unique to Class VIII. But what is different for the medical commodity is that we mainly field commercial off-the-shelf products developed and used by the private health care industry. So, the Army must compete with private industry to purchase high-demand items.

A recent example would be the pandemic response where we had to work with our prime vendors to get personal protective equipment (PPE) and medical device repair parts that were in high demand and short supply. Additionally, rapid advancements in health care often leads to challenges in obsolescence management. As medical device manufacturers update models, older versions become more difficult to maintain because of limitations in hardware parts and software updates. Medical devices deemed obsolete by a manufacturer, for example, may remain accessible to operating force units in the field. When repair parts are no longer available for device

servicing from the manufacturer, an immediate solution must be found to return the device to an operational state of readiness as quickly as possible. AMLC will help find those solutions to enable operational forces’ healthcare support.

Strategy to Tactics

While AMLC will execute the overall sustainment strategy for life cycle medical materiel management, the tactical implementation will be carried out by an Integrated Logistics Support Center (ILSC) that serves as the “operational” force of the command’s sustainment mission. The ILSC organization is currently also in development and will be comprised of eight integrated teams, including:

- Analysis – Provides logistics readiness, maintenance, and sustainment data visibility. Staff members perform data analysis, assist directorate data reporting needs, support data visualization, and formulate stewardship recommendations.
- Process Standardization – Designs ILSC processes, creates desktop procedures (job aids), and supports the establishment of the Logistics Assistance Directorate.
- Product Support Integration – Manages the medical materiel life cycle and medical devices transitioning to sustainment.
- Stocked Supply Support Activity (National-Level

Support) – Manages PPE/ Testing and Consumable/ Vaccination missions in partnership with Sierra Army Depot.

- Additive Manufacturing for Medical Devices and Repair Parts – Develops policies and procedures for identifying, managing, and controlling additive manufacturing (3D printing) device/part candidates and monitors compliance with regulatory guidelines.
- Class VIII Repair Parts Center of Technical Excellence – Develops repair-parts requirement forecast models in support of U.S. Army Medical Materiel Agency Medical Maintenance Operations Divisions (MMODs) and integrates repair parts into Global Combat Support System-Army.
- Medical Maintenance – Formalizes demand/supply planning processes and develops MMOD workload models.
- Technical Writing – Assists all ILSC workstreams to create, edit, and format documentation products, as needed, per Army regulations and guidelines.

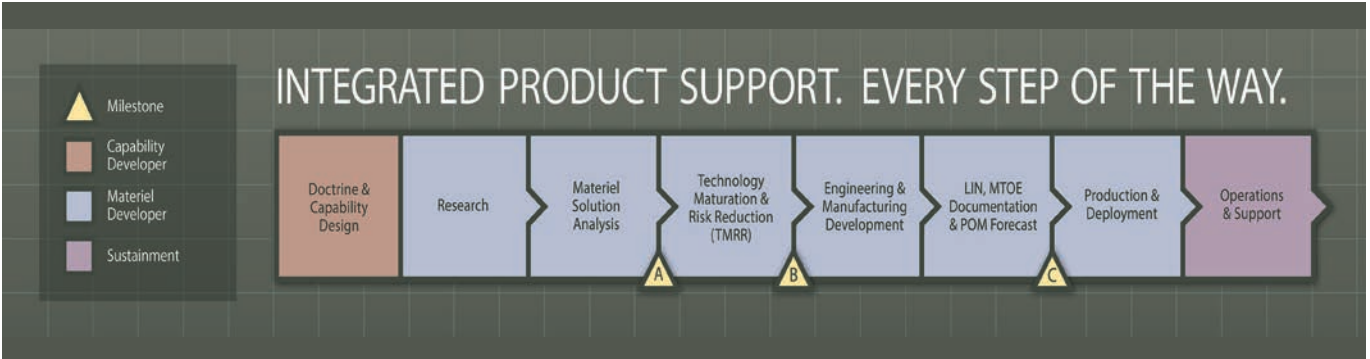
and the current medical materiel support required to achieve readiness across the force. As the medical LCMC no later than 2025, AMLC will assume responsibility for all devices that Transition 2 Sustainment (T2S). Streamlined T2S processes will ensure every medical product fielded to the force can be maintained and sustained throughout its life cycle and eventually be divested. By executing the Army’s T2S plan, we will ensure that sustainment operations for medical materiel are carried out successfully, governed, and enforced. We will increase the visibility of devices across the force, boost accountability, identify obsolete items, and, ultimately, see issues coming before they pose threats to readiness. Rapid delivery of high-quality medical materiel to operating forces in the field is essential. But these solutions must be sustainable. As the LCMC for medical materiel, AMLC will synchronize with key medical materiel stakeholders and provide a foundation for sustainable medical readiness.

Col. Anthony “Tony” Nesbitt currently serves as the commander of the Army Medical Logistics Command. Nesbitt also currently serves as the Army Surgeon General Consultant for medical logistics. Academic achievements include a Bachelor of Arts in Healthcare Administration, a Master of Science in Management, and a Master of Science in Strategic Studies. He is also a graduate of the Combat Casualty Care Course, the Combined Arms Service Staff School, the Command and General Staff Course, the Medical Logistics Management Internship Program, the Joint Staff Internship, Training with Industry Fellow with the Logistics Management Institute. He is also a graduate of the U.S. Army War College.

Feature Photo
A biomedical equipment specialist calibrates medical equipment on Feb. 26, 2016. (U.S. Army Photo)

Future Outlook

As Army medicine continues to evolve, AMLC will bridge the gap between former operational practices



Graphic represents the Acquisition process with milestones. As the Army’s life-cycle manager for medical materiel, the Army Medical Logistics Command is involved from the development of new medical requirements to the divestiture or modernization of fielded medical materiel. (Courtesy asset, Army Medical Logistics Command released)

Extending Operational Reach

Medical Supply Integration in U.S. Army Europe and Africa Defender 21

■ By Col. Scott Kindberg, Maj. Ericka Bergman, and Maj. Kyle McElveen

Our joint and service maneuver doctrine tells us that decisive action depends on the operational reach to extend a force's distance and duration in large-scale combat operations. It speaks to an implied operational imperative then, that a combined joint land force must have reliable, constant, and timely access to all classes of

supply. When practitioners of the art of war think this, we focus on the classic essentials: sustenance, fuel, and ammunition. However, if case studies of previous high-intensity conflict have taught us anything, it's that every class of supply matters. Moreover, in scenarios where mass casualty events are at the company or battalion echelon in terms of numbers, this article offers that class

eight (CLVIII, medical supplies) is just as vital as the aforementioned supply needs. Today, within Europe, providing forward contingency stock of CLVIII for 62 nodes has shaped the requirement for future operations. The 16th Sustainment Brigade (16SB) tested a proof of concept on CLVIII integration, highlighting three opportunities that illustrate how the Army should adapt



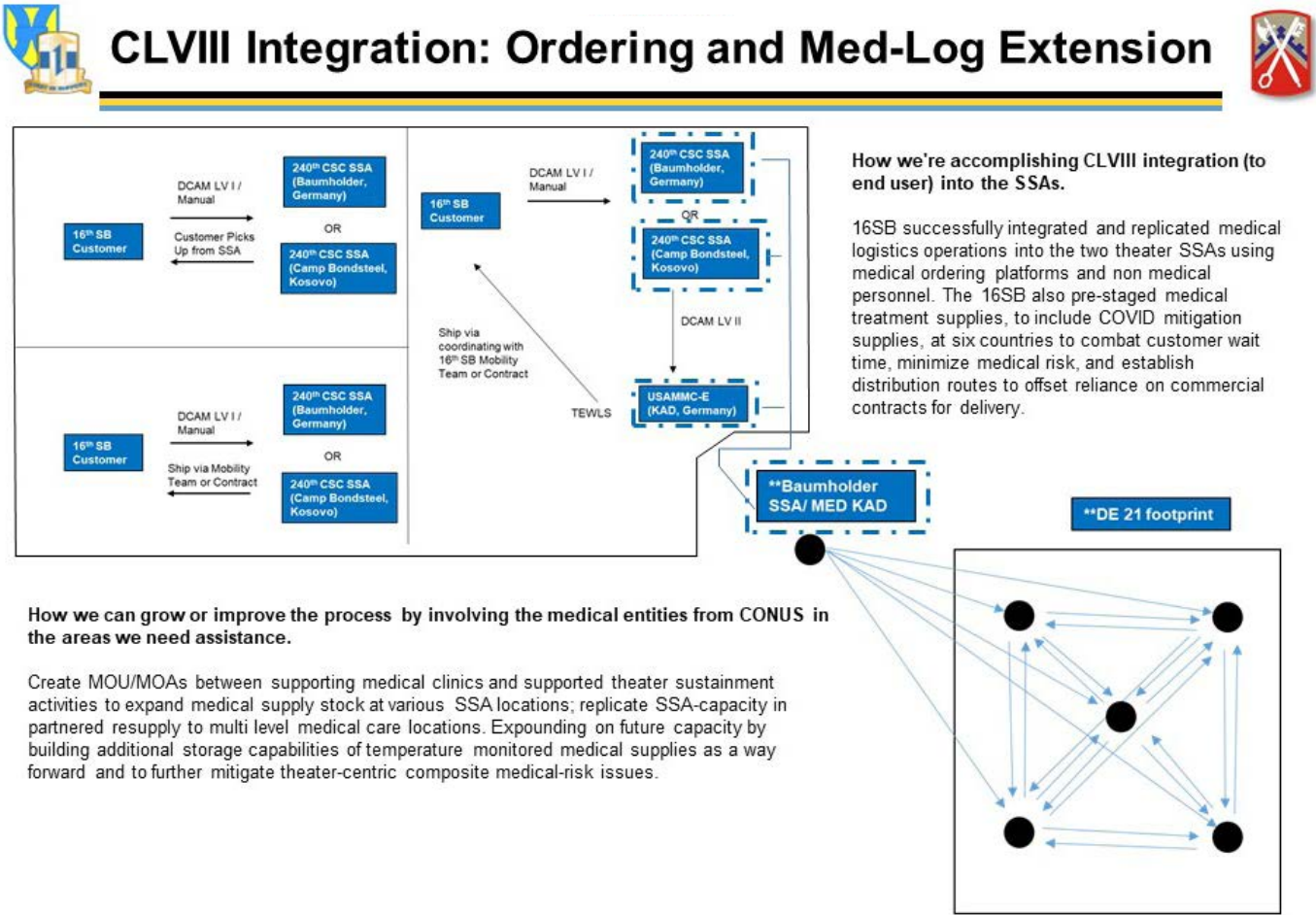
its doctrine, manning, and medical-logistics forward distribution systems to fully support CLVIII integration to extend its operational reach. These opportunities include changes to personnel and force structure, establishing a multi-layered distribution web, and modifying current business ordering platforms to become more inclusive.

The first opportunity in our proof of concept maximizes the efficient use of personnel against an assigned but potentially under-resourced mission set. People-first organizations require a methodology to cross-train their population to support complex operations, while not detracting from their primary mission or adding undue, unmitigated work. Understanding these needs, we sought to augment advanced individual training for our 19 Automated Logistical Specialists (92As) in the 240th Composite Supply Company, Supply Support Activity (SSA), providing them with a crash course for medical warehouse operations. The result was outstanding. All 19 achieved full certification and training in all ordering systems, platforms, and warehouse operations for basic medical resupply, bolstering their enlisted record briefs to include medical logistics operator. Some may say this small step is not enough to make a dent in the capability gaps for medical resupply across a large footprint. Still, this provides countless opportunities to streamline logistics operations across the military for many customers. This key step into the SSA transition

demonstrates how the main medical supply chain requirements can be ordered, packaged, and distributed to most of the fighting force across the Army.

Furthermore, this creates cost savings by eliminating commercial contracts and providing additional medical stock at strategic points, decreasing customer wait times. If the Army were to replicate this concept, the amount of 92As could remain the same with an augmented training requirement for CLVIII ordering. It currently takes approximately one hour, per order, to process, from the time the customer communicates with the team at the SSA, to include the receipt, stock, or packaging of the CLVIII. If an item, filled through United States Army Medical Materiel Center – Europe (USAMMC-E), is not stocked at the SSA and is a new non-reoccurring order, dependent on the type and number of item(s) requested and handling requirements due to shipping method, order processing time increases several hours. As the proof of concept grows over the many phases, the SSA processing time should mimic USAMMC-E closely as the process becomes streamlined and CLVIII operations become routine. Although the 16SB has been able to execute with subject matter experts and minimal input from the medical brigade during this concept of support, another option would be to inject a well-versed Medical Supply Technician (68J) as a warehouse lead to oversee operations and provide customer support while the 92As gain

expertise over phases and eventually years. Establishing a multi-layered distribution web is not easy, and this second opportunity combats the distribution gaps and fiscal constraints. The medical brigade in the European theater primarily uses a direct shipment approach, or a cross-dock process, to minimize the amount of stock in the warehouse. This concept is very appealing to customers who do not have additional personnel as third-party commercial shipping companies that deliver directly to the customer door. This only works for small shipments and relies on the item being in stock at USAMMC-E. However, the strain on the large theater lead agent for medical materiel (TLAMM) in Europe causes backlogs with a single point of failure if our TLAMM process becomes frustrated or eliminated during deployment operations. The advantage of CLVIII within the SSAs is an already established process for pick up and distribution, existing without a need for third-party participation. During the U.S. Army Europe and Africa (U.S. Army Europe and Africa) Defender Europe 21 (DE 21) exercise, each unit's DOD activity address code was aligned to a forward SSA. Units were then able to order from a condensed list of CLVIII items that were established in an authorized stockage list. As customers pick up CLVIII from the SSA, the availability of supplies decreases customer wait times with the centralized stock approach. Initially, the proof



The Multi-layered Distribution Web model displays the integration of medical supply at multiple SSAs to replicate capabilities, and they all communicate and ship to each other with streamlined stock.

of concept focused primarily on emergency packages as “free issue” to the organization utilizing them, which has worked out greatly in four specific locations: Glamoc, Bosnia; Kucove, Albania; Zadar, Croatia; and Alexandropoulos, Greece. At the end of the exercise, the remaining CLVIII stock at Camp Bondsteel in Kosovo either remained for issue or was reintegrated back into the main SSA stock.

On systems ordering platforms, the third opportunity created challenges, as multiple ordering systems did not interface with each other. Once infrastructure issues

were resolved, the actual systems can be implemented to streamline processes. The 92As are trained and proficient in all CLVIII ordering systems to include Defense Medical Logistics Standard Support Customer Assistance Module (DCAM) and Theater Wide Logistics System (TEWLS), as well as being proficient in Global Combat Support System – Army (GCSS-A) for all other classes of supply management. Although the CLVIII ordering systems do not interface with each other, the 92As were able to adapt and integrate their knowledge toward the different platforms and deliver CLVIII to

customers. USAMMC-E has been a tremendous proponent in providing support to the 16SB with training, guidance, and materiel. The 16SB has submitted the necessary documents to gain access to TEWLS, and USAMMC-E is in the process of getting approval through the Army's medical logistics community, which adds another step toward CLVIII integration. This would be the first time a non-medical warehouse uses the same capability as a TLAMM and provides an increased capability for management and procurement at an Army sustainer level. The entire train-up process at USAMMC-E and Baumholder, Germany,

including on-the-job training with real-time orders, was 60 days, but it was only that long due to COVID mitigation strategies.

The advantage to DCAM is very simple; with no transaction codes to memorize, the 92As were quick to adapt to the system and immediately use it with their experience of GCSS-A. The primary disadvantages were being unable to see a real-time reflection of stock on hand, establishing the warehouse, and building the plant manually. Whereas, with TEWLS, USAMMC-E would be able to assist in building a plant and creating an actual warehouse for storage, truly expanding medical logistic capabilities. One hurdle to overcome with customers on both platforms is that many units in Europe are not structured under a brigade combat team with a brigade medical supply office (BMSO) to consolidate orders and utilize their DCAM. In Europe, under the 16SB, the surgeon cell orders CLVIII to consolidate for hundreds of personnel as a staff function without the warehouse capabilities. Additionally, in a BMSO, if they were to adopt the warehouse operations and decentralize CLVIII receipt, stock, and management, the BMSO would have to handle all shipping discrepancies. This would also require the BMSO to report requirements and item substitutions; As most BMSO positions are filled with junior officers, expertise becomes a concern when this position is filled with someone, not medical logistics board certified.

As the Army streamlines processes to model a Systems Applications and Products in data processing-based approach, the 16SB's proof of concept runs in parallel to streamline CLVIII management into the SSA, centralizing logistics efforts across USAEUR-AF for DE 21 and preparing for TEWLS integration. The concept is not to eliminate the doctrinal medical logistics abilities existing within the medical brigade, but to expand the medical support to increase the commander's operational reach and to mimic the forward distribution team (FDT) concept within the medical logistics company (MLC), just on a much larger scale than what is available today. Doctrinally, the MLC is designed to provide three FDTs. However, in Europe one of those is designated to augment USAMMC-E for various missions. This leaves a significant gap for capability in the European footprint; with direct shipment costs and customer wait times continuously increasing, in part due to COVID, country, and border clearances. Incorporating CLVIII into the SSA expands the medical resupply reach and streamlines processes across the footprint to minimize stock issues and distribution costs within existing routes and mobility apparatuses. In resourcing ways to solve these issues, units must replicate an existing capability quickly across their footprint. Locating an entity with most of the resources required is the key to implementing this concept in a short amount of time. The SSA has the organic warehouse material handling equipment (MHE) and

the reach back for organic movement capabilities to work with multiple transportation elements such as fixed-wing, ground, and rotary assets, as shown with different shipments during DE 21. As the 16SB set up multiple warehouses and key receipt points across the footprint, this created additional logistics hubs using organic 92As exclusively to streamline capabilities to "plug and play" at any SSA. As we anticipate filling the medical logistics gaps and addressing the risks associated with CLVIII placement, the ability to operate jointly and use all movement assets becomes even more imperative in planning factor incorporation. For example, the MLC has enough MHE to doctrinally only provide three FDTs. However, Europe-wide exercises would require many more stocked locations, especially with country clearances, COVID mitigation strategies, movement assets, and limited reoccurring distribution priority timeline setbacks to provide isolation facilities (ISOFAC) CLVIII to include COVID mitigation contingency stocks. The current doctrinal approach for medical logistics demonstrates a limited location-based availability across the footprint, further compounded by a disconnect in communication to each other with no single large warehouse feeding medical supply to individual customers outside of USAMMC-E. In the Multi-layered Distribution Web figure, the model displays the integration of medical supply at multiple SSAs to replicate capabilities, and they all communicate and ship to each other

with streamlined stock. This shortfall requires a doctrinal modification to theater CLVIII and medical logistics support in future multi-domain competition, something 16SB's medical and logistics teams are planning to champion through our proof of concept with Combined Arms Support Command's Force Development Directorate Multi-Function Division lead's Force Design and Force Structure teams. To assist in laying out a way to map this doctrinal alteration, the 16SB concept illustrated a proven methodology, suppling seven critical node locations with medical supplies far before the contingency stock arrived that was planned from conventional medical logistics distribution. Furthermore, it demonstrated our ability to deliver emergency resupply to Role II clinic assets with direct shipment capabilities. For this year's DE series, more than 13 occupied countries and 11 ISOFACs across the footprint required CLVIII resupply, in addition to the many Role I assets at outer lying locations. 16SB has successfully filled those gaps through distribution, additional manpower, and streamlining ordering techniques to rapidly provide for sustainment units.

In summation, understanding that there is a reconfiguration of sorts being discussed for the Army's MLC and sustainment force, the 16SB understood the need to execute a proof of concept early to visualize options and timelines and to be able to execute backfill in this level of medical logistics complexity. In

addition to successfully integrating CLVIII into the SSA, 16SB has taken this proof of concept one step further by embedding three 92As into a forward warehouse to replicate efforts into a non-organic SSA more than 1,200 miles away (from Germany to Kosovo). The next hurdle is to transition to Phase III after retrograde operations from DE 21 this year and begin Cold Chain Management (CCM) training for temperature-sensitive medical products. The comparison between 68Js and 92As in this proof of concept offers that the CCM and vault procedures are what set the medical communities apart. 16SB is setting out to prove that the 92As and the 68Js can work side by side to expand the medical support and logistics-entwined support capability in any type of operational, semi or non-permissive environment. Our SSA personnel have proven their ability to adapt and operate as a team with the medical logistics community, and there is no doubt that we can be successful in our ability to tackle CCM and vault procedures, one day managing those stocks under a medical logistics officer's guidance. The most important takeaway in this proof of concept is that mitigating the medical risk across the forward contingency stock for 62 nodes has reshaped our requirement for medical logistics integration in future operations. Questions remain about how future doctrine will change to shape how our warehouses look in the Army's 2035 and 2050 operating concepts. What we must look to, in answering that question,

is how this doctrinal shift is proven successful through streamlining processes across all levels of medical logistics distribution, mitigating the amount of medical risk to a blue-force multi-domain task force or joint forces command-commander across the operational environment.

Col. Scott Kindberg is the chief of staff for Army Sustainment Command. Kindberg is an ROTC Distinguished Military Graduate of the University of Wisconsin-Whitewater and holds a Master of Strategic Studies from the U.S. Army War College in Carlisle, Pennsylvania, a Master of Arts in National Security and Strategic Studies from the U.S. Naval War College in Newport, Rhode Island, and a Master of Arts in Transportation and Logistics Management from American Public University in West Virginia. His professional military education includes the U.S. Naval War College, the Joint and Combined Warfighting School at the Joint Forces Staff College in Norfolk, Virginia, and the U.S. Army War College.

Maj. Ericka Bergman currently serves as the brigade medical operations officer for the 16th Sustainment Brigade in Baumholder, Germany. She holds a Bachelor of Science in Physical Education from Pacific Lutheran University and a Master of Arts in Transportation and Logistics Management with a concentration in Reverse Logistics Management from American Military University.

Maj. Kyle McElveen serves as the brigade S2 for 16th Sustainment Brigade in Baumholder, Germany. He is an ROTC Distinguished Military Graduate and holds a Bachelor of Science degree in Social Sciences with a Concentration in History from Campbell University in Buies Creek, North Carolina. McElveen also holds a Master of Arts degree in Military Operations from the U.S. Army's School of Advanced Military Studies (SAMS) in Fort Leavenworth, Kansas.

Featured photo
Soldiers from 8th Medical Company (Logistics) receives Class VIII supplies in Kaiserslautern, Germany, ready for transport May 24, 2021 to COVID isolation facilities across Eastern Europe for DEFENDER-Europe 21. (Photo by Spc. Jorge Colon)

Career Management

for the Army Reserve Officer

By Capt. Corey A. Dyke

Being twice the citizen calls for Army Reserve officers to juggle competing career requirements to achieve their desired level of personal success. This bifurcated civilian and government employment career path comes with limitations and constraints that can be strenuous on the officer. Officers can become muddled and disillusioned at career management leading to the loss of great talent from the force. The key to career management success for the Army Reserve officer is a model that supports, trains, and educates them on achieving their career goals.

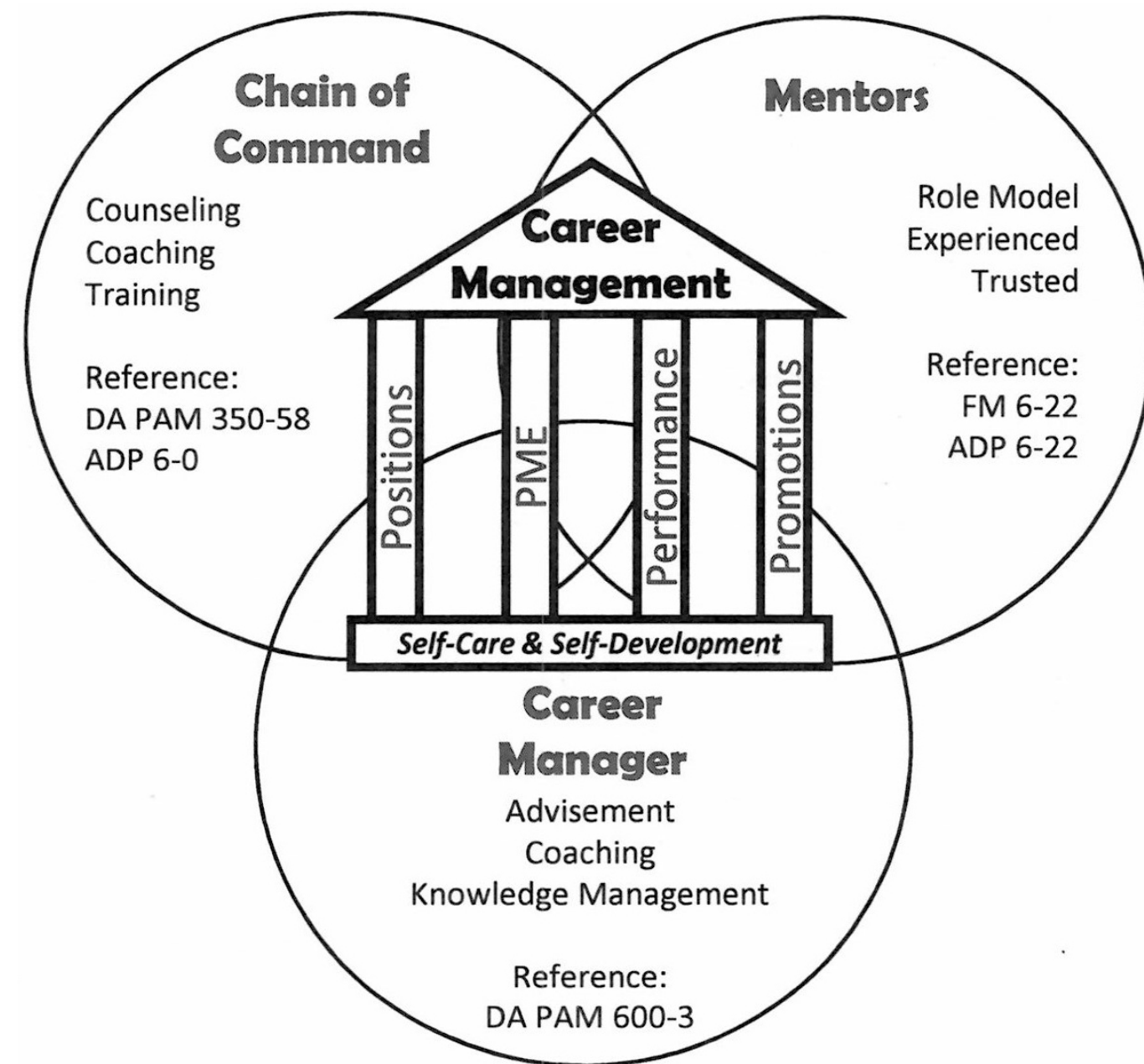
For the past year, I have been assigned to the Army Reserve Careers Group as a career manager responsible for assisting officers under the branches of Logistics (LG),

Quartermaster, Transportation, and Ordnance in Troop Program Units (TPU) within the United States Army Reserve (USAR). With more than 4,200 officers from the ranks of second lieutenant through lieutenant colonel, I have witnessed firsthand the habitual issues they encounter while navigating their Army careers.

To combat these issues, I took my observations and began applying data to find trends of common issues within the LG TPU officer population. Researching through surveys, senior leadership interviews, and personnel file analysis has led me to design a model to help TPU officers succeed in their career ambitions. The model's foundation lies with the officer's ability to understand, develop, and care for themselves. This foundation then builds into career management's four pillars

(4Ps): positions, professional military education (PME), performance, and promotions. Officers must know how to successfully navigate and excel in these pillars to achieve their desired success in the Army. Finally, to help understand the 4Ps, officers should rely on a support system consisting of mentors, career managers, and their chain of command.

Self-Care and Self-Development. There is a saying in the Army that no one will manage your career better than you. Though this saying rings true, officers can manage their careers most effectively by being equipped with the right information and a desire to act on it. This information includes regulations and processes governing career management, and more importantly, it requires accurate understanding by the officer. The



foundation of career management starts from within and rests on the officer's knowledge, skills, behaviors, and preferences (KSB-P). Officers must use the counseling, coaching, and training from mentors, career managers, and their chain of command to validate and develop their KSB-P. Self-reflection and developing their strengths and weaknesses will allow them to understand and visualize their abilities to make the best decision on their career path.

Positions. The greatest benefit TPU officers have is the control to choose future assignments. They can search for and fill open positions that they deem best suited to themselves and their needs. Using the Reserve Component Logistics Branch Professional Development Model found in the Department of the Army (DA) Pamphlet (PAM) 600-3, Officer Professional Development and Career Management, TPU officers can identify the required key development (KD) and suggested broadening positions at each rank. DA PAM 600-3, in conjunction with the officer's support system, will enable them to make the most informed decision on what positions to pursue to build their KSB-P and achieve career fulfillment.

Professional Military Education. Year after year, the USAR promotion selection boards see significant percentages (as high as 50+ percent) of officers failing to meet the PME requirements to be considered for promotion. This alone counts for more officers not

being selected for promotion than any other statistic. Many variables explain why this statistic is so high, but significant evidence shows ignorance on the enrollment process is the place to start. Enrollment into the Basic Officers Leaders Course for lieutenant PME is managed by the Initial Military Team (IMT) under the USAR command G1. Enrollment into the Reserve LG Captains Career Courses and Command and General Staff Course (CGSC) is a unit-driven process through the Army Training Requirements and Resource System.

The other significant factor in high levels of failing to meet PME standards is apathy, especially among the field grade officers. The requirements for CGSC are sometimes a tall order for the TPU officer who is juggling a KD position at the field grade level, family commitments, a civilian career that is usually outpacing their military one, and many other extracurricular activities. This leads to the necessity of something taking a back seat on the career path. Unfortunately, it is typically PME. Successful field grade TPU officers understand CGSC requirements, budget their time wisely, and do not procrastinate. With that, all TPU officers should reference DA PAM 600-3 and use their support system to understand further the nuances of each PME course, the required prerequisites, and how to complete the PME in a timely manner.

Performance. Advice on performance varies too much by

grade, position, unit, and personality to go into specifics. The overall key to performance is to understand your roles and responsibilities of the position you are assigned, the doctrine and policies that affect the role you play, and the commander's intent and vision for the unit. Officers should tailor their KSB-P to the position assigned to perform to their strengths and develop their weaknesses. The officer's performance is quantified with an officer evaluation report (OER). The OER is used to judge officers' performance and measure their potential. The setbacks many TPU officers face on their OER is from not understanding what is required of them in the OER process. Officers should ensure the OER reflects their accomplishments and abilities accurately and meets the standards outlined in Army Regulation (AR) 623-3, Evaluation Reporting System.

Promotions. The promotion process begins on the day of a TPU officers' commission. The positions assigned, PME courses taken, and performance therein converge into the main source of promotion determination. Timing also plays a part in promotions. The mission set of the USAR, personnel end-strength goals, and the construct of your zone of consideration all impact the promotion process. Given the external factors, TPU officers should focus on what they control. Those who make an effort to complete required key development positions in a superior manner—while having the required PME completed—put themselves in the best position to be selected for promotion.

Promotions for TPU officers occur in one of two ways: promotion selection boards (PSB) and promotion vacancy boards (PVB). PSBs are the standard promotion process and are based on zones of consideration derived from the officer's date of rank. PVBs allow promotion of TPU officers into vacancies units cannot fill. Those within the zones of consideration for PSBs or have applied for consideration for PVBs should pay close attention to the instructions in military personnel (MILPER) messages or letters of instructions for specific criteria on their respective promotion board. The majority of promotions' issues lie in officers not complying with the directions within the MILPER message rather than the strength of their personnel file. Once again, reaching out to their support system throughout the promotion process can best equip TPU officers with the right knowledge and advice to ensure the best possible results.

Chain of Command. The chain of command of a TPU officer plays the most pivotal role of all the support partners. Very little navigating of the 4Ps is left outside the chain of command's purview. Leadership involvement will vary by unit, but the expectation is for officers to receive counseling, coaching, and training from their chain of command on a frequent and consistent basis. This development is paramount for improving the officer's KSB-P and properly preparing them for future positions of higher responsibility. Though officers greatly benefit from an active and supportive chain

of command, it isn't necessarily guaranteed for all. For those with an unsupportive or toxic command, the need to lean heavily on the other support partners for help can alleviate some but not all the issues. If the leadership does not improve and continues to impede officer career advancement, other means such as transferring units or lodging a formal complaint should be considered.

Mentors. Mentorship is defined by AR 600-100 as a voluntary and developmental relationship that exists between a person with greater experience and a person with less experience, characterized by mutual trust and respect. The great differentiating aspect of mentorship is that it's the only supporting partner controlled by the officer. Most successful TPU officers have a support system outside their chain of command and career manager who intimately understands what their KSB-P are, their career goals, and how to be in the best position to succeed. Preferably officers should have mentors within and outside their area of concentration or branch, allowing for specific proponent guidance and outside perspective on career advancement and leadership development.

Career Manager. USAR TPU career management officers (CMOs) assist in the development and career advisement of TPU officers with the correct skill sets to meet the operational and functional requirements of the Army Reserve. CMOs are subject matter experts on the doctrine, policies, and procedures

of career management for TPU officers. They conduct record and promotion board reviews, provide promotion board analysis, assist in the PME enrollment process, and give career development briefs, among other opportunities. TPU officers should use their career manager as another support team member for advice on navigating and understanding the nuances of the 4Ps.

Final Thoughts

A key point of the Army People Strategy is to retain the diversity of Soldier and civilian talent needed to achieve total Army readiness. To retain TPU officers, a concentrated effort must be made to manage their careers. Just as with the commander's activities in the operations process, TPU officers must drive the conceptual and detailed planning necessary to understand their careers; visualize and describe their career's end state; make and articulate decisions to and with their support system; and direct, lead, and assess their careers in time and space. The model described in the article is a way to achieve these aims and provide TPU officers with the right tools to succeed.

Capt. Corey A. Dyke is the executive officer to the commander for the Army Reserves Careers Group in Fort Knox, Kentucky. He holds a bachelor's degree in Political Science from Florida State University and a master's degree in Logistics and Supply Chain Management from Embry-Riddle Aeronautical University.

*Feature photo
A Model for Career Management of Army Reserve Troop Program Unit Officers.*



8 Keys to a Successful Ammunition Program

■ *By Capt. Sarah F. Antioho*

During the first day of command of Hotel Forward Support Company (FSC) in support of 1st Battalion (BN), 77th Armored Regiment in 3/1 Armored Brigade Combat Team at Fort Bliss, Texas, my distribution platoon leader and the BN master gunner (MG) walked into my office and said, “we are going to fail our gunnery ammo draw.” We had unknowingly put an armor heavy combined arms BN’s worth of gunnery ammunition on one document, and we did not have enough organic trucks or people to complete the draw. We did not

fail the draw from the ammunition supply point (ASP), but it took assistance from three additional FSCs to successfully draw the ammunition.

It was clear we needed to put a little love and a lot of effort into improving our Class (CL) V ammunition program. One year later, the FSC executed another gunnery with additional maneuver and tactical lanes requiring more than 150,000 rounds with more than ten different DOD identification codes (DODIC). In total, our BN drew nine documents. When it came time

to turn-in, we had zero deficiencies, clearing all documents. The BN had accounted for all ammunition and residue, making 1st BN, 77th Armored Regiment the only unit in our brigade to properly account for all our ammunition.

So, what changed?

The following are the eight key factors we improved or implemented to make our CLV program a success.

1. FSCs and Master Gunners Must Become Best Friends

Ammunition allocation looked

like this—companies generated ammunition requirements based on upcoming training using the BN training resource meeting. They communicated this through the company executive officer (XO) to the BN MG, often the BN’s ammunition NCO as an additional duty in the S-3. The MG reviewed and added additional ammunition required for larger unit events such as BN gunnery. Often the CLV allocation process stops here—but there is another step. Next, the FSC XO and/or distribution platoon leader brief capabilities. These capabilities include ammunition

handlers and DD626 equipment. DD626 is the standard vehicles must pass to transport ammunition. This information drives the decision on an ammunition documents composition. This is where our unit went wrong. The FSC did not communicate these capabilities before the document “dropping” in the Total Ammunition Management Information System (the Army’s CLV allocation system), and the BN didn’t know to ask. Neither entity knew what they were missing until it was too late. We never made this mistake again. From then on, the MG was

on the FSC’s speed dial. The MG/ammunition NCO must understand the capabilities and limitations of the FSC’s equipment and personnel to compose and “drop” each document properly. We then planned CLV operations; this team included the FSC commander or XO, the FSC distribution platoon leader or platoon sergeant, and the BN MG. The BN S-4 is also a good addition to this working group; however, while resourcing requests usually go through the S-4, CLV, specifically, is requested and tracked through the S-3. Regardless, having the S-4 in the loop is beneficial.

2. Identify all Limitations and Constraints

The group must identify all unit limitations and outside constraints with the key players on board during the planning process. The ultimate goal is to ensure all ammunition is on a document size the FSC can realistically draw, issue, and turn-in. The largest limitation for an FSC is a lack of equipment that passes DD626 standards and personnel properly licensed as ammunition handlers. These two elements are needed to transport ammunition legally. Constraints placed on the FSC from outside entities may differ based on location, higher headquarters standard operating procedures (SOPs), and more. The most common constraints while planning includes the following:

- **Like-type ammunition.** Keep like-type ammunition on one document (or as few as possible). This decreases the chance of receiving different lot numbers. Fewer lot numbers for like-type ammunition decreases the chance of mixing the same ammunition and residue from different documents; this simplifies accountability and preparation before turn-ins. As you draw from the ASP, pay extra attention to lot numbers to confirm all lot numbers are annotated correctly on your documentation.
- **Storing CLV.** Live ammunition must be guarded or secured at all times. While

this is simple for small arms ammunition, larger bullets (such as 25MM and 120MM needed for Bradley's and tanks, respectively) are more complicated. ASPs typically have guarded and secured cages attached to or located near their area. However, don't be fooled; DD626 equipment is required to store all CLV in these locations, rendering any platform there unavailable for additional draws. Often, storing CLV requires personnel to go to the field early to guard ammunition if a brigade-level ammunition holding area is not established. This should be brought up to the brigade's ammunition warrant officer, who sits in the support operations (SPO) section in the brigade support BN. As they look at trends across the brigade, this information helps direct the CLV plan at higher echelons.

- **Time-Distance Analysis.** While some ASPs are located near the cantonment area and training ranges, other installations require a longer drive. At Fort Bliss, Texas, the second-largest Army installation, the ASP was a minimum of a 45-minute drive in a tactical convoy, and the training ranges were anywhere from a one- to three-hour additional drive one-way. Burnout of the distribution platoon must be taken into consideration.

- **Flexibility and Expectation Management.** MGs, or a BN S-3 representative, bring the maneuver plan to the table. This maneuver plan should generate and construct the sustainment plan. However, once key events (i.e., draws and turn-ins) for CLV are scheduled and outside the user's control, the sustainment plan often cannot be changed, decreasing flexibility. The timelines built for an operation (i.e., gunnery table layout, transition days, maintenance hours, etc.) provide the framework around which sustainers build their support plan. However, at the most basic level, these timelines are based on the achievement of certain metrics (i.e., all crews through Table V and ready to transition early to Table VI). The achievement of these metrics triggers transitions. If triggers are initiated early or late due to unforeseen circumstances, often, the sustainment plan cannot react—sustainment planners must get ahead of this! Take into consideration the most common contingency plans for the maneuver timeline and incorporate those "what ifs" into the plan. Each document must have a draw no earlier than, draw no later than, and optimal draw date. Very simply, do not be the reason the maneuver plan is held up—and if you are, communicate and build in flexibility. Communicating these hard dates early through

the planning process could make this potential problem disappear before it can even appear. The FSC commander often does this through BN leadership during the orders process and daily sync meetings.

- **Special drawing requirements.** The little details, if missed, can cause a unit to jump through hoops to make a draw happen. For instance, live grenades must have an armed guard to draw and transport. CS gas capsules require personnel to have full mission-orientated protective posture gear within arm's reach. It's good practice to have these special DODICs on the same document. For example, allocating hand grenades on two documents would require two separate armed guards and two additional vehicles to draw and transport the ammunition. Make it simple and put them all on one document.

Now, put this together and get planning.

3. Find the Sweet Spot

While our unit's original problem was that all our ammunition was on one document, more documents may not always be the answer—find the sweet spot for each exercise. There is a point where too many documents provide a diminished return to the FSC. Fewer, and therefore larger documents, create potential problems if equipment "goes down" during

training resulting in the FSC unable to move the document. However, too many documents drastically increase the workload of the distribution platoon. Roughly speaking, regardless of size, each document takes 4-6 working days to handle properly—not counting the days used on a range. A rough breakdown of these days looks as follows:

- **Day 1** – Distro prepares their vehicles for the draw (DD626 inspections, Pre-combat checks/Pre-combat inspections, dispatching, etc.).
- **Day 2** – Ammunition is drawn from ASP (at Fort Bliss, Texas, this began before physical training hours and usually took until the afternoon to complete).
- **Day 3** – Distro issues ammunition to the maneuver companies, completing a full inventory.
- **Day 4** – Following training, maneuver companies turn-in ammunition to the distribution platoon to complete a full inventory.
- **Day 5** – Distro preps equipment and ammunition for turn-in.
- **Day 6** – Distro and a tasked BN-level detail conduct ammunition turn-in to ASP (larger documents are often rolled over to a second day).

Note: At Fort Bliss, each document required an 18-Soldier detail to assist in the turn-in process. This could be decreased only with the ASPs approval for

smaller documents and these details should be tasked through the S-3 shop to all companies within the BN.

During our bi-annual BN gunnery training cycle, it was common for the FSC's distribution platoon to be in the field upwards of two weeks before the training and an additional 2-3 weeks post-training strictly because of CLV.

4. Turn your Limitations into Strengths

- **Cross-train non-88M and 89B military occupation specialties within the FSC as ammunition handlers.**

The FSC must coordinate with the SPO to schedule an ammunition handler class and push as many additional personnel through the course as possible. This increases flexibility across the FSC to pull from other sections to transport ammunition if the distribution platoon is fully tasked. For Hotel FSC in a COVID-19 environment, unforeseen quarantines would decrease our personnel capability within a section. Having those extra ammunition handlers in the distribution, maintenance, and headquarters platoons were key to our success during the execution phase. Flexibility can also be achieved across the BN. Maneuver companies should have no less than one NCO and one Soldier ammunition handler certified as they are required to man and run their ammunition issue point (AIP). This also allows

maneuver companies to transport their ammunition to smaller ranges. The same applies to DD626 equipment—it is advantageous for maneuver companies to have at least one vehicle up to DD626 standards.

- **Designate DD626 Platforms as Pacers**

DD626 is the standard a vehicle must pass to transport ammunition. It is a detailed form checking for much more than “is the truck fully mission capable (FMC)?” Just because a vehicle is FMC does not mean it is up to DD626 standards. Slash faults can fail a vehicle during a DD626 inspection, which can cause a unit to fail a draw or turn-in. FSC commanders should already be prioritizing equipment based on mission requirements. They need to brief both FMC and DD626 platforms weekly during the planning phase and daily during the execution phase of the operations, as those numbers are usually different. But, for a truly successful ammunition program, BN level leaders, most importantly the BN commander, XO, and maintenance technician, must designate the distribution platoon’s DD626 vehicles as pacers, choosing, when appropriate, to make the hard decisions to prioritize sustainment platforms over combat platforms. This emphasis and prioritization were implemented in our unit’s second gunnery with the full support of the 1st BN, 77th Armored Regiment senior leadership. At one point, the FSC’s DD626 vehicles were deemed the priority over other combat platforms. This enabled the

FSC to bring trucks up to DD626 standard resulting in successful draws and turn-ins, increasing the lethality of our BN.

5. The Necessities No One Talks About

Distribution platoons must order the required equipment for their trucks not found in their truck’s basic issued items, such as ammunition placards and additional tarps and fire extinguishers. However, certain extra equipment can elevate an ammunition program from good to great. Scales and buckets should be ordered to weigh dunnage accurately. Without these items, the distribution platoon cannot properly clear maneuver companies of their DD Form 5515, Training Ammunition Control Document, leading to confusion regarding who was responsible for potential deficiencies. Extra SurePaks with lids, ordered CLII through the supply system, can be used to hold sorted dunnage. Labeling the type and quantity of dunnage on each SurePak streamlines turn-ins. The ASP residue workers gave our unit accolades for our organization due to this simple idea. Other items that increase efficiency can be built. Our distribution platoon built a dunnage sorting table similar to the one used at the ASP from old wooden pallets and leftover plywood from blocking and bracing containers. This decreased the time it took to sift brass before a turn-in—a process usually done a minimum of three times. Building this table also helped prevent the BN from “failing a turn-in.” At the Fort Bliss ASP, five live rounds found in any dunnage below .50 caliber,

regardless of the document size (at times dunnage rounds were in the tens of thousands), was grounds for a unit to fail a turn-in at the ASP and to come back another day.

6. All Companies Must Buy In

When CLV is viewed as an “FSC problem” instead of a collective battalion operation, you’ve already lost. Designate company XOs to sign for all ammunition issued to their company (through the unit SOP signed by the BN commander). Company XOs, usually former platoon leaders, have property accountability experience; ammunition is property and should be treated as such. Having a company-level leader sign for all CLV on a DA Form 5515 (and then signed down) decreases ammunition’s chance of mishandled as higher-level leaders have a vested interest in its proper maintenance and accountability.

7. Give the AIP a Little Love

Maneuver company ammunition handlers should be assigned to run their company’s range AIP. This is not the job of the FSC. Range operations personnel inspect all required documents and equipment to keep the AIP within the standard. However, that does not mean an AIP is run effectively. Similar to point five, AIPs should have boxes to sort dunnage as it comes off the range. Ammunition handlers should issue no more than the necessities needed to conduct training. Residue items such as bandoleers and plastic inserts are accountable items when ammunition is turned-in to the ASP. These items should

never leave the AIP if possible. Ammunition cans fall into this category too. If an ammunition can is needed to use a weapons system effectively, plan and request these cans from the ASP. With a simple memorandum usually signed by the BN commander, ammunition cans can be given to each crew to keep. This keeps the ammunition handler from needing to issue out cans, keeping full accountability of them. Big bullet ranges, such as a tank range, often require a little more attention. 120MM tank rounds come in banded honeycombs forklifted onto a container roll out platform (CROP) at the ASP. One CROP can fit two honeycombs wide and four honeycombs lengthwise. Ammunition handlers in charge of the AIP must be cognizant of taking an even amount of 120MMs out of each side of a CROP. If they issue 120MM from only one side of the CROP, the CROP can no longer be moved. The lopsided weight makes it impossible for a Load Handling System (LHS) or Palletized Load System (PLS) to lift the CROP. If the range is cold, the solution to this problem requires either a forklift (usually found back in the Motorpool with the maintenance section) or un-banding honeycombs to move them by hand and re-banding them, leading to accountability nightmares.

Additionally, ammunition should be used one full CROP at a time. If one live round is left, the whole CROP is considered “live” ammunition, forcing the distribution platoon to use a DD626 vehicle to transport the live

ammunition, whereas dunnage can be transported by any vehicle.

8. Take Responsibility and Work as a Team

Holding individuals accountable for their actions motivates them to adhere to proper processes and procedures. If the FSC is the only company on the “red carpet” regarding ammunition, they are fighting an uphill battle—maneuver companies must also have a vested interest. This only happens when the FSC properly signs down ammunition on a DA Form 5515 and accurately clears a unit noting any deficiencies. As the FSC, we would inform the maneuver commander of their deficiencies and then brief the BN commander on those same deficiencies giving full transparency on our document progress. This also flattened communication and enabled other companies to track deficiencies across the BN in case residue or dunnage happened in their area of operations, a common occurrence if two armored companies were sharing the same range. As the FSC, we also briefed our deficiencies and took responsibility for our mistakes. This transparency at all levels allowed everyone to be on the same page and make CLV accountability a team effort.

Litmus Test

The ammunition program is vital to the overall success of any combat arms unit’s maneuver mission; in addition, this program, like many others, can point toward the true culture in an organization. Reactions within a unit to simple processes such as maneuver

companies signing for ammunition, running their AIPs on ranges, and briefing their deficiencies inherently bring to light the relationship between the maneuver companies and the FSC, and the overall culture of the BN. When sustainers are viewed as equal partners with their maneuver counterparts and the unit identifies the importance of everyone’s role in the mission’s overall success, that organization thrives. The ammunition program within a BN is a good litmus test for this. 1-77th Armored BN passed this litmus test. With honest and positive BN and company leaders holding their subordinates to the standard, our ammunition program drastically improved because we worked together as a team. Soldiers, NCOs, and officers from each company were advocates for proper accountability of CLV, and it showed in our results. These eight key factors have the potential to streamline your unit’s ammunition program, directly impacting the unit’s lethality. These factors also enable your team to work together toward a better culture.

Capt. Sarah Antioho is currently the primary distribution company Observer Coach Trainer at the Joint Multinational Readiness Center in Hohenfels, Germany. Antioho commanded Hotel Forward Support Company, 1st Battalion, 77th Armored Regiment, 3rd Brigade Combat Team, 1st Armored Division at Fort Bliss, Texas, from January 2020 to May 2021. She holds a bachelor's degree in English Literature from Wheaton College in Illinois.

*Feature Photo
A M240L machine gun fired by Soldiers from 3rd Battalion, 66th Armored Regiment (3-66), 1st Armored Brigade Combat Team, 1st Infantry Division cools off in the snow after a multi-company live-fire exercise Dec. 3, 2021, for Winter Shield 2021 at Camp Adaži, Adaži, Latvia. (Photo by Spc. Michael Baumberger)*

OPINION: SAMS for Sustainers

Advanced Military Studies Program Offers Unique Learning Opportunities for Log Soldiers

■ By Maj. Jason Phillips

The Advanced Military Studies Program is a graduate-level course of the School of Advanced Military Studies (SAMS) designed for those interested in planning and design methodology. Typically, lieutenant colonels and majors attend the training after completing Command and General Staff College.

I am a product of this school, having graduated three years ago. As an officer interested in Army planning at all levels, I cannot say enough about how

this course helped me see operations. However, as a logistics officer, I see a unique side and want to share a few lessons and recommendations for any non-maneuver officer considering applying to the school.

SAMS is a great school with numerous benefits. I cannot recommend attending enough, especially from the field! Leave the confines of the school, go to your unit, and complete required key developmental (KD) jobs before applying as a field select. There are several benefits to this course of

action, the main being you will bring the knowledge gained from these KD jobs to your small group. The second is your utilization tour will occur above the division and corps level, allowing a look beyond tactical planning while also completing broadening assignments before promotion and Command Centralized Selection List boards. Utilization tour selection will be the single biggest decision you make other than the monograph topic: ask the right questions.

Interviewing prospective units is a two-way street. As an asset to the unit,

you should be interested in more than the unit's location. Several questions I wish I would have asked are:

- How does your G-5, G-3, and chief of staff see non-maneuver planners?
- Why does your unit want a logistics planner?
- Who was your last logistics planner, and what efforts did they lead?

These questions would ensure I knew how the division viewed and exercised their non-maneuver

planners—being viewed as only a logistics planner is a guaranteed way to be shuffled to the back corner of the G-5 vault or assigned to work with the G-4. Graduates from SAMS receive the same additional skills identifier with no branch designation. Fight to be viewed as a general planner and fight for projects that stretch your ability beyond your warfighting function (WfF). Expect to work harder, and you will be the link between the planners and your WfF primary staff officers. In my case, I was the link to the G-1, G-4, G-8, and division surgeon.

The link between the G-5 and WfF staff officers establishes the relationship early and, most importantly, ensures you understand how their input will affect your rating. Ask that there be a written agreement, or at least an email chain detailing who will have input into your rating. Doing great work for the G-1 and G-4 while all your fellow planners spend time with the G-5, G-3, and chief of staff will only end with you looking in from the outside as the G-5 ranks their majors. If you spend most of your time working for a different staff officer, make sure





Maj. Marie Okoro, a Medical Service Corps officer and a member of the Army Reserve, works on a tabletop exercise at Intermediate Level Education June 29, 2021, at the Command and General Staff School, Fort Leavenworth, Kansas. (Photo by Ronald Wolf)

they advocate for you and help write your officer evaluation report.

This advice should not sway anyone from attending SAMS. It is meant only to provide insight from a sustainer who has seen the good and the bad of being a non-maneuver branch planner living in a world dominated by maneuverers. Applying for SAMS from the field allows you to control your career by assessing your needs after KD assignments.

Ensuring you are seen as a planner and not a branch planner keeps you relevant in any situation and is noted by your senior rater. Establishing early expectations between key players in your utilization tour ensures more people are prepared to assist and that you do not put more energy into the relationship than they are willing to repay. Again, SAMS was a great year, and I wish you success in your upcoming assignments.

Maj. Jason Phillips currently serves as a support operation observer-coach/trainer for the 5-306th Brigade Support Battalion, 188th Infantry Brigade, Fort Stewart, Georgia. He has earned degrees from North Georgia College and State University, American Military University, Air Command and Staff College, and the School of Advanced Military Studies. He also has completed the Theater Sustainment Planners Course at Fort Lee, Virginia.

Feature Photo
"The Mind Is the Key to Victory." The School for Advanced Military Studies (SAMS), under the Command and General Staff College, Fort Leavenworth, is the most prestigious Army leadership school, described as the premier military education for an Army officer. (U.S. Army Graphic)

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