



# COMING SOON

### SUSTAINMENT SERGEANTS MAJOR EDUCATION PROGRAM



#### Streamlining the PCS household goods moving process: GHC leading the way

The Department of Defense has prioritized the well-being of its service members and their Families by implementing significant improvements to the permanent change of station process. Recognizing the stress, challenges, and disruptions associated with frequent moves, the Army is committed to ensuring a smoother transition for its Soldiers, thus enabling them to focus on their duties with minimal distractions.

### Introduction to GHC and HomeSafe Alliance

A pivotal aspect of these

reforms is the adoption of global household good contact, marking the most significant overhaul in household goods management since 2005. With the transition to a single move manager facilitated by HomeSafe Alliance, service members and their Families will now have a centralized point of contact for all their moving needs.

Recognizing the critical importance of service members and their Families' belongings, HomeSafe Alliance has introduced HomeSafe Connect—a secure mobile application offering 24/7 customer service and real-time tracking of shipments.

#### **GHC** implementation timeline

GHC has already received DoD approval, with HomeSafe Alliance commencing service provision domestically in 2024. Service members stationed abroad can anticipate these improvements to begin no earlier than September 2025.

By HQDA G4



The Army's collaboration with HomeSafe Alliance underscores its commitment to supporting Soldiers and their Families through the challenges of relocation. With streamlined processes, enhanced benefits, and a focus on safety and convenience, the permanent change of station experience is set to become more manageable for those who selflessly serve our country. To learn more about GHC and all it has to offer, visit www.MilitaryOneSource.mil/GHC.

#### PCS entitlement changes and benefits

Previously, Soldiers could expect a 90-day lead time for PCS orders. However, with the myriad of tasks Soldiers must juggle, including reporting for duty, finding a new home, and planning for their Families' travel and transportation, the lead time for PCS orders has been extended to 120days. These additional 30 days can make a world of difference, providing Soldiers with more time to manage their affairs without feeling rushed.

In a massive shift for the moving industry to instill peace of mind regarding the handling of their possessions, improvements have been made to quality assurance. Since 2023, they have transitioned from paper inventories to electronic copies, ensuring better legibility, accountability, and clarity of items being shipped. Army Materiel Command household goods inspectors conduct inspections at pick-up and/or delivery to ensure Army and DoD performance standards are met. Punitive action(s) are executed for service failures. AMC performs in-person inspection on approximately 89 percent of Army moves, exceeding the Chief of Staff, Army standard of 75%.

Encouraging Soldiers to manage the moving process as they see fit, enhancements have also been made to the Personally Procured Move referred to as a do-it-yourself, or DITY, move. The reimbursement process has been expedited to an average of four days through SmartVoucher (https://smartvoucher.dfas.mil/), alleviating financial burdens associated with out -of-pocket expenses.

As of Jan. 1, pet owners now enjoy the benefit of pet travel reimbursement up to \$550 within the U.S. and up to \$2,000 for international PCS moves, covering costs such as shipping and quarantine fees for one pet, either a cat or dog. Proper documentation is needed for reimbursement.

#### Gun safety measures and waivers

In a bid to promote responsible gun ownership and increase gun safety, service members can now waive the weight of gun safes up to 500 pounds, provided their shipment does not exceed 18,000 pounds. This initiative aims to ensure that service members are not penalized for taking proper precautionary measures to secure their firearms.

To learn more about current program entitlements, changes, and benefits, visit www.MilitaryOneSource.mil/PersonalProperty to access fact sheets, articles and more.

#### My Army PCS Move App

The Army re-designed its My PCS Move App to include information on entitlements, move types, planning/scheduling your move, claims, Exceptional Family Members Program, Married Army Couples Program, and a direct chat capability with counselors. It is linked to the Digital Garrison App, providing a one-stop shop to installation resources.

The Judge Advocate General's Legal Center and School released one moving day video and three household goods claims informational videos that are located on the Army PCS Move App. These videos can also be accessed via the following links:

Video #1 - Pre-Move and Moving Day YouTube: https://youtu.be/EL0eMaN7mHU
Video #2 - Delivery Day and Filing Your Claim: https://youtu.be/Bk288sGwUPM
Video #3 - Transferring your Claim to the Army: https://youtu.be/DdKiMiswT20 or on CLAIMS: https://www.jagcnet.army.mil/ PCLAIMSVideo3

#### Claims for loss of lithium batteries

If you are an active-duty Army Soldier or a Department of the Army civilian who received PCS orders and had the Transportation Service Provider deny shipment of lithium batteries, you may file a claim with our office for the loss of those lithium batteries or lithium battery items. Substantiated claims for loss will be at a depreciated rate and in accordance with the Allowance List-Depreciation Guide. Claims for loss of lithium batteries and lithium battery items will sunset in three years. No claims will be paid beyond June 1, 2026. During this three-year period, only ONE claim per Soldier or Department of the Army Civilian will be accepted and considered for payment. To file your claim, go to the Army's Personnel Claims website at www.JAGCNet.army.mil/PCLAIMS.

Soldier exception to policy process to request a higher household goods weight allowance

When Soldier exceeds their maximum weight allowance, they receive notification via two processes: (1) An automatic email from the Defense Personal Property System or (2) a notice of indebtedness from the U.S. Financial Management Command.

The automatic email states: "The actual weight for the following shipment has been received: shipment picked up on (planned pickup date) from (shipment primary pickup state) moved under the (bill of lading/Government bill of lading number) shipping to (shipment primary destination city, state) weighs (shipment actual net weight). If actual weight exceeds Joint Travel Regulations (JTR) entitlement, DPS has detected the possibility you may have exceeded your (authorized JTR weight allowance). Please contact your destination Transportation Office and request a reweigh of your shipment prior to delivery."

Upon receipt of one of these notifications, Soldiers may opt to submit an Exception to back to the destination transportation office to notify the Soldier. The Army G-4 also sends the approved household goods weight allowance increase to the U.S. Financial Management Command.

Joint Travel Regulations paragraph 051402. Exceptions to the Authorized Weight Allowance E. Higher Weight Allowances. Each Service will designate either the secretary concerned or the secretarial process as the approval authority level to authorize a higher weight allowance than that authorized in Table 5-37. No general policy statements are permitted, and higher weight allowances will be authorized only on an individual basis. Any increase must meet all the following requirements:

- 1. Must be authorized only for a service member in the pay grade O-5 or below.
- 2. Is limited to a total household goods weight of 18,000 pounds.
- 3. Must be documented in a written determination from the approval authority that failure to increase the service member's weight allowance would create a significant hardship to the service member or dependent.

Policy or have the destination **Transportation Office** submit an ETP on their behalf to the Army G-4. The ETP contains all actual household goods shipment weights, PCS orders, with a Soldier's statement requesting a higher weight allowance not to exceed 18,000 pounds and financial hardship impact.

The Army G-4 adjudicates the ETP with a decision sent





In conclusion, Soldiers and their Families can rest assured knowing that their needs are being met and their concerns are being accounted for. The DoD and Homesafe Alliance are working to make the PPM and PCS moving process as smooth as possible. Innovations such as SmartVoucher, the implementation of the weight exception to policy, and inclusion of pet reimbursement show that the voice of Soldiers and their Families are not falling on deaf ears.

### **UPCOMING EVENTS**

- JULY Sustainment Leading Change Forum
- AUG Sustainment NCO Townhall
- SEPT Sustainment Leading Change Summit
- NOV Sustainment Leaders Seminar
- NOV Sustainment NCO Townhall
- DEC Sustainment Leading Change Summit

#### Mastering tasks through PRACTICE

By Sgt. Maj. Christopher Doss

As we transform as an Army for 2030 and beyond, understanding the strategic environment and our role at echelon is critical. Success in large-scale combat operations requires proficiency in tasks that have atrophied over that last two decades of counterinsurgency. A constrained resource environment with increased requirements have contributed to increased risk to our formations. As leaders, it is imperative that we give our Soldiers a solid foundation to fight, win and survive on future battlefields. Seventeenth Sergeant Major of the Army Michael Weimer, wants our Army to be "brilliant in the basics." But how do you become brilliant at the basics in today's operational environment? Simple, mastery of any task requires P\*R\*A\*C\*T\*I\*C\*E.

**P**recision management identifies and optimizes talent in our formations while leveraging data to efficiently manage resources. The strength of our Army is our people. Through continuous transformation, we must identify talent, and invest in the development of our Soldiers is critical. This requires proactive management of leaders based on future potential. Operationalizing cross training and providing broadening opportunities whenever possible will pay dividends. This is a difficult paradigm shift but will provide the flexibility to surge personnel based on adjusted mission requirements. Modernization is constant, and data analytics through digital systems are powerful tools we need to incorporate to gain efficiency in training while concurrently conserving resources. The potential applications to the sustainment community involve predictive logistics, conditions-based maintenance and unmanned aerial systems. The key to utilizing these capabilities is to leverage emerging technology to streamline current operational goals and work smarter not harder.

**R**eadiness measures our capability to deliver combat ready formations and accomplish our

wartime mission. We, however, must adjust our definition of what it means to be ready for combat. It not only applies to our mission, but also to our Soldiers and their families. Effective warfighting relies on ready and resilient Soldiers. Prioritizing holistic health and fitness and integrating it fully into our formations is the first step. It is essential leaders know their Soldiers' strengths, weaknesses and goals. Additionally, we must integrate this knowledge into training management by programming training based on current capabilities with a path towards improvement. This starts with essential basic tasks based on mission tailored to develop leaders that are multifunctional. This requires assuming prudent risk and mitigating it at echelon. The Army provides a multitude of programs and services to support our families, but many are underutilized based on a lack of awareness. It is imperative that we socialize this information to increase knowledge among our young leaders, so that we may more proactively take care of families.

Accountability is the bedrock of the noncommissioned officer's corps as stewards of the profession. We as NCOs enforce standards and discipline and model the behavior we expect from our subordinate leaders and Soldiers. We must be humble, delegate effectively and own our mistakes. Authentic leadership comes with the maturity to realize when we will fall short of accomplishing a goal. We must be teammates in every sense of the word and balance our resources to facilitate our higher headquarters' mission. We are accountable for our collective proficiency and are responsible for the quality and effectiveness of our organization's training. This requires truth in the form of accurate measurement of our capabilities. We do not exist in an echo chamber and must ask the hard questions to ensure we are placing our formations in the best position for success.

**C**ommunicating up and down the chain of command and laterally across formations helps us see ourselves. Effective communication requires us as leaders to not only listen to our subordinates and ensure they understand the Commander's intent, but to also make sure they know their role and impact on the unit and its mission. Effective leadership includes our nonverbal communication and how we respond to bad news. Soldiers are always watching, and they will emulate what they see. Effective communication requires trust, and trust is built through our presence at points of friction. While email, chats and video conferencing systems are excellent tools, they cannot be the only tools.

Transparency underscores the trust placed in our military by the citizens of this country and our form of government. Weimer has described this as a call to service. The uniform we wear personifies our oath to uphold the Constitution. As Soldiers, we are a part of something bigger than ourselves and swear an oath not to a ruler but to a document written by the founding fathers of our nation. When we circulate throughout our communities, we embody these values and maintain the trust placed in the armed forces through our actions. Development of our Soldiers should include these lessons. and it should be reinforced throughout their terms of service. Through these interactions, we steward the Army profession. We should continue to tell our Army story to help our Soldiers internalize the Army values and the benefits of service.

Integration provides warfighting capability across our organizations, the joint force and our allied partners necessary to deter aggression and defeat our adversaries. Precision sustainment plays a key role in joint warfighting concepts, perhaps the most critical role. To achieve success, the sustainment community must deliver critical supplies over difficult terrain with expanded supply lines while contested. Our ability to work in concert as part of the joint force requires exposure early and often, and must be a focus of our preparation. To achieve success in this complex environment, we must truly understand interoperability.

**C**ontinuous transformation ensures we are constantly evolving how we man, train and equip our Army. The future revolves around digital systems, human/AI integration and data analytics. Technology is advancing at an exponential rate, and future operational environments will look very different. We will have to rapidly adjust our tactics, techniques and procedures to integrate new equipment to maintain overmatch. While these concepts are important, we must also understand how to operate in a denied or degraded environment. This requires a strong foundation in basic skills and analog concepts critical to survivability.

Empowerment fuels leader development building commitment to our values. It begins with building trust based on our actions and how we model the values and behavior we expect. We owe our Soldiers what, how and why both as an individual and as a member of a team. We must communicate what the priorities are, how to accomplish them and why they are important. Through explaining the importance of tasks and how those tasks collectively contribute to the success of the mission and the organization, we build commitment. This requires us as leaders to adapt based on the attributes of our Soldiers and teams from more directing to empowering as they progress in maturity and ability through P\*R\*A\*C\*T\*I\*C\*E.

#### **MY ARMY POST APP**

The Army is piloting a new smartphone app called My Army Post enabling troops to access and share real-time information in and

around their military stations. Check out the app by scanning the QR code for your device.



#### 21st TSC awards 27 Expert Soldier Badges after week of testing: Units from across theater team together to ensure Soldier readiness, excellence

By Sgt. Maj. Mark St.Clair, 21st TSC PAO



KAISERSLAUTERN, Germany – The 21st Theater Sustainment Command hosted Expert Soldier Badge testing May 6-10 at several installations throughout the Kaiserslautern Military Community, awarding 27 Soldiers for their professional excellence.

More than 35 percent of the 77 officers, noncommissioned officers and Soldiers that began the testing were awarded badges. "Sustainment warfighters must have a master's degree in warfighting and a bachelor's in sustainment operations. It's about being brilliant at the basics," said Command Sgt. Maj. Kofie B. Primus, the 21st senior enlisted soldier. "Regardless of the reasons or opinions, the growing lethality and uncertainty of the modern battlefield requires NCOs who are experts at building high-performing cohesive teams. They must be well-led, trained, and ready to support large-scaled combat operations, so it's good for the community, for [U.S. Army Europe and Africa], to test their expertise."

The testing took place in the middle of DEFEND-ER 24, a months-long strategic deployment, interoperability, and readiness exercise across 13 European countries involving more than 40,000 troops from 20 U.S., allied, and partner nations in which the 21<sup>st</sup> is deeply involved. The TSC is also providing logistical underwriting for the State Department and the Special

Immigrant Visa program for Afghans who previously supported U.S.-led operations in their home country, as well as ongoing critical sustainment support to actions in Ukraine.

The packed operational calendar meant that the resource-heavy training was almost postponed, but Primus and Maj. Gen. Ronald Ragin, 21st TSC commander, gave their full support. "We must ruthlessly prioritize time and resources towards building lethality and cohesive teams. Soldiers need to shoot, move, communicate, and be experts in their craft. They also need to bond together through tough, realistic training," said Primus. That support was greatly appreciated by one 21<sup>st</sup> Soldier who is Ukrainian by birth and was one of the 27 successful awardees.

Pfc. Andrii Sydoruk has been in the Army for 18 months. "I'm already an expert and a professional, but you want to have the badge too," the 21-year-old said. In addition to forwarding his burgeoning Army career as a petroleum supply specialist for the 30th Medical Brigade at Rhein Ordnance Barracks in Kaiserslautern, Sydoruk said he was excited to bring his new skills back to the Soldiers he works with every day, adding that ESB testing was a great way to gain expertise on equipment he does not have regular access to.

To earn an Expert Soldier Badge, candidates are required to successfully show proficiency on 30 different tasks, from hand grenades to land navigation to tactical radio communications. Many pieces of equipment required for testing are not regularly assigned to every unit, and Soldiers may not have regular opportunities for appropriate training. For this event, Soldiers were given two weeks to hone their skills before testing.

The event marked the first time an Army sustainment organization at the expeditionary or theater level had hosted ESB testing, and units from across Germany and Italy came together to provide the necessary cadre and expertise. Joining the 21<sup>st</sup> headquarters element were candidates and cadre from the 173rd Airborne Brigade in Vicenza, Italy, and the 10th Army Air and Missile Defense Command, 44th Expeditionary Signal Battalion-Enhanced, and 2nd Multi-Domain Task Force from various bases throughout Germany. Most of the testing took place at the Breitenwald Training Area in Landstuhl, Germany.



Sgt. Axel Guzman was one NCO supporting from another unit. Coming from the 2nd MDTF in Wiesbaden, Germany, the 28-year-old transportation management specialist from Puerto Rico said, like Sydoruk, that "even if you don't get the badge, you take a lot back to your unit."

Guzman received his Expert Soldier Badge in November in Grafenwoehr, Germany, during an event hosted by the 2nd Armored Cavalry Regiment. He said that ESB events in Europe



"This gets after the (Army) Chief of Staff's [line of effort] of Warfighting."

Beginning with the Expert Physical Fitness Assessment through the culminating road march, Motley said the event would not

require many units to accomplish the mission and ensure Soldiers are properly trained. Willing to support the 21st, he personally trained six Soldiers and two NCOs to test.

"When I got my badge, it helped me understand the importance of mastering Soldier skills and developing leadership skills. You really have to want this to get it," said Guzman.

Spearheading 21<sup>st</sup> planning and execution efforts was Sgt. Maj. David Motley, the command operations sergeant major. The testing was Motley's final large project after serving with the 21<sup>st</sup> for three years, and he was acutely aware of the challenges the 21<sup>st</sup> faced when executing the training to standard. He said the benefits were myriad for everyone involved. "Testing helps Soldier be more proficient at the tactical level. Awarding the ESB is a significant thing for this organization."

"We need to establish a culture of training skills that are relevant to this organization during large-scale combat operations," said Motley. have been successful without support and validation from the ESB Test Management Office at Fort Jackson, S.C. Though this was the first ESB of its kind, Motley said it likely won't be the last, and he hopes it will be an annual addition to the 21<sup>st</sup>'s training calendar. Primus said in order for the Soldiers of the 21st TSC to continue being, "brilliant at the basics, we must invest the time and resources to regularly hosting the ESB.

"Leaders build leaders, and the sustainment noncommissioned officer is the changing agent and a key ingredient to training the ultimate warfighter to be adaptable, flexible, more modern, and more lethal," said Primus.

The 21st Theater Sustainment Command has been "First in Support!" for almost six decades, providing agile and effective Army and joint sustainment solutions for the European and African theaters from Panzer Kaserne in Kaiserslautern, Germany. For more information, contact the Public Affairs Office at <u>usar-</u><u>my.rheinland-pfalz.21-tsc.list.pao@army.mil</u>.

#### Capitalize, don't curtail: Leveraging organizational culture

By Command Sergeant Major Jesse J. Krone, 73rd Ordnance Battalion

Frequently we frame cultural change in organizations as a necessary return to normalcy, discipline, and structure. A call to arms of what "right" looks like; it frequently pits new ways of thinking with long standing practices. Practices that comfort those deeply nested in organizational ways and, in some cases, may drive resistance to change. Rarely do leaders focus on capitalizing on existing culture to drive change and instead focus on temporary advancements that usually fail to stand the test of time.

Leaders who identify the need to change organizational culture often do so based on the need to better align collective efforts with a unit's goals and objectives. New leaders bring new perspectives that include initiatives and priorities requiring commitment to modifying standing practices and to pivot to new strategic efforts. It is at this juncture that capitalizing on an organization's existing culture becomes paramount. Utilizing methods to empower subordinates to gain buy-in at all levels enhances a leader's ability to capitalize on an organization's existing culture. Creating ground-up ownership of ideas and initiatives better motivates both individual and collective thought and further empowers existing relationships and standard operating



procedures within organizations. A leader's ability to identify influential members of an organization is critical in shaping organizational change. Frequently associated with collective thought and energy, culture also derives from influential members who set the tone of attitudes and collective buy-in. Influential members are frequently well known and well respected, a leader doesn't have to investigate to find these teammates, they are normally proudly presented as subject matter experts and sage advisors. Seek out these members to advocate a level of ownership in organizational change, they can be a leadership asset or set the tone for resistance. Implementing cultural changes requires active participation from leaders to continuously assess the impacts changes are having across a workforce. Seeking feedback from subordinates and the total force displays that the leader is attuned to the impact changes have and is willing to adapt to achieve success. It is this active participation that will empower existing cultural ties in the organization and create a pathway for change though skepticism and resistance that leaders frequently face. Of note, leaders who identify practices that are immoral. unethical, or unlawful must act quickly to resolve these more tangible cultural challenges directly.

Leaders have the capability to greatly influence the culture of an organization. Realistically, the time and ability to influence that change is limited and creates a stress to achieve drastic changes in a relatively short period of time. Leaders who 'zoom out' and take the time to understand an organization's existing culture will find themselves better suited to influence organizational culture strategically. Empower your team to achieve success, reward culture that builds teams, empower subordinates. Leaders must remind themselves that organizational culture isn't an individual endeavor, it's a team, it's a mission, it's a workforce's drive to success. Capitalize on it.



#### Army holds first culinary industry day to generate ideas, feedback

By Stefan Alford, AMC Public Affairs

A recent display of modern culinary practices mixed with old-school nutritional awareness brought Army leaders and industry experts together at Fort Liberty, North Carolina, to advance healthy dining initiatives based on feedback from Soldiers on where, when and how they want their meals.

The Army's first Culinary Industry Day, April 25, saw more than 700 Soldiers and family members receive meal prep guidance at teaching kitchens, advice on food security and budgetary coaching from financial readiness counselors, and the opportunity to provide feedback on different types of dining options used at colleges and universities.

"Industry has cracked the code on a lot of the things that we're looking to implement within our food strategy, so we're trying to bridge that gap," said Sgt Maj. Kelvin Windham, Army Materiel Command G-4 sergeant major. "This allows us to see some of the innovative ways that industry is feeding their clientele. It's important to see how they are doing campus-style dining at colleges and universities, because that's primarily the same demographic of 18- to 24year-olds that make up our essential station messing Soldiers on meal cards."

Windham brings his expertise as a 92G culinary specialist to AMC's Army Food Innovation and Transformation team that's charged with the service's line of effort under the food program strategy to provide healthy dining options for Soldiers and families using industry best standards and practices. The A-FIT team partnered with the 18th Airborne Corps to hold the Culinary Industry Day event at the corps' Culinary Arts Readiness Training Center at Fort



Liberty – a closed dining facility repurposed as a training area for 92Gs to enhance their food service skills.

The event allowed Army culinary representatives to better understand how industry was successfully attracting diners, given the utilization rate at some Warrior Restaurants sitting below 65%.

"At Columbia

University, all the freshmen there have to be on the meal plan," said Windham. "But when they become sophomores, they can then elect to not have the meal plan. What they're seeing is, even that sophomores, juniors and seniors, they're still having 95% of students elect to keep the meal plan. That's impressive. There's some goodness in there, so what are they doing right? This industry day is to bring some of the capabilities that industry is using and some of the best practices that they're doing, so we can get some feedback from the Soldiers."

One piece of equipment that was well received was similar to a vending machine in that patrons could make a selection and get a hot meal, said Windham.

"Some of the meals they had in this particular one included calzones, pasta, a jambalaya, and it takes 60 seconds and a hot meal pops out. It was amazing, especially because we're looking at how do we meet Soldiers at the point of need with food that meets their schedules? And this machine could be a great way to do that."

"Another display was a food locker system," he continued, "where Soldiers can digitally preorder meals, and you could potentially set this thing up in a barracks and work area anywhere. You can order a meal and it can be delivered and put into the food locker and the Soldier just goes and picks it up at the time that they had set. These are just a few of the things available that we could potentially look at getting with Soldier buy-in."

"The meal lockers seem like a golden idea," said Spc. Caleb Boggs, a culinary specialist/ line cook with the 25th Quartermaster Company who said the event showed Soldiers alternatives beyond the Warrior Restaurant template. "This may not replace traditional sit-down cafeteria dining, however, my battle buddies and I could use a convenient option like this around the barracks and ranges." In addition to those flexible feeding options, Windham and Chief Warrant Officer 4 Shedrick Swain Jr., 18th ABN Corps command food advisor who set up the event locally, focused on a few other industry standards, such as marketing techniques, sourcing of food and ingredients, and food preparation.

Industry reps used teaching kitchens to show participants how to follow recipes and prepare meals, said Windham, "as well as sharing a myriad of recipes on how to repurpose leftovers, which in turn can save a family a lot of money during the course of a month. It kind of showed those Soldiers and their family members, hey, if you're on a budget, these are some recipes you can cook to stay within your budget and this is how you can stretch meals out but still get that great nutritional value for you and your family."

Cost savings were also addressed by Army financial counselors as Soldiers and families went through the meal prep exhibit stations. In addition to the Army Community Service financial coaches, the Armed Forces Wellness Center had staff available to highlight proper nutrition. "It's important to educate on that nutrition piece along with food prep," said Windham. "You know you can get a can of green beans and cook them for 30 minutes and you've probably cooked every nutrient out of that vegetable. It goes back to getting better ingredients and learning how to cook those ingredients the right way to help that Soldier's nutritional value."

Windham also praised the marketing side of the food industry in getting actionable feedback from their customers.

"They gave the culinary management noncommissioned officers a marketing class," he said, "to show them this is how you can market your facility, everything from how you set up your serving line to the ambience inside of your Warrior Restaurant."

"So how do you get feedback? Are we just using surveys? Are we doing questionnaires? Are we doing focus groups? All of that was very important because we don't get marketing taught to us as 92Gs. We don't get that in any institutional training, so it was good to leverage industry in that digital space to better understand what Soldiers want."

In addition to the digital space, the industry day event garnered plenty of immediate feedback. "The most important thing that we took from being there is the feedback from Soldiers and their family members," explained Windham. "Just getting that ground truth fidelity from the person that's actually experiencing this - that's invaluable. And what this industry day did, it helped us sit there with the Soldiers, ask them as they're going through all these different stations - what are some of your challenges as a family? You know, a young family with three kids? What are your challenges as a Soldier living in the barracks in terms of how you're fed, how you eat, how your food is sourced? Just getting that raw feedback, I think that was the biggest return on investment."

Swain, who led the effort to make the event happen at Fort Liberty on short notice, agreed with the take-away: "The ultimate end state is to customize concepts across the food service landscape on Army installations with targeted approaches to satisfy a range of requirements, by meeting the needs of our Soldiers and their families with platforms and systems that are multiple in addressing needs."

"Listening to those Soldiers and seeing them getting energetic and being happy about what the realm of possible is, and more importantly for them to see that Army leaders are invested in this was important," added Windham. "They could see that their concerns are not falling on deaf ears. Army leaders are really crashing hard on this problem, and we're going to revolutionize how we feed our soldiers. This day is just an example of how we are approaching it through industry partnership and innovation."

Based on positive feedback from those attending, The AMC A-FIT team is reviewing the event offerings with plans to expand Culinary Industry Day to other installations in the future.





Supporting Partner Nation sustainment through SNAP

By Ben Rutz and Kristen Pittman, USASAC

NEW CUMBERLAND, PA. -- While Foreign Military Sales (FMS) is not always recognized for its speed and flexibility, there are aspects of the program that are doing just that to sustain FMS for nonstandard materiel. The U.S. Army Security Assistance Command's Simplified Nonstandard Acquisition Program (SNAP) exists to provide an accelerated acquisition process that allows FMS partners to obtain nonstandard assets such as small quantity, low-dollar, off-the-shelf, legacy and difficult to procure materiel.

As conflicts arise and changes occur constantly around the globe, the mission of USASAC remains the same: develop and manage security assistance programs and foreign military sales cases to build partner capacity, support Combatant Command engagement strategies and strengthen U.S. Global partnerships.

In carrying out that mission, USASAC manages over 6,500 cases for more than 130 partner nations with a total program value more than \$240 billion. These cases provide U.S. foreign partners and allies with some of the most advanced weapon systems and equipment, helping to increase capabilities and strategic readiness.

With such a vast number of portfolios across varying levels of security environments and needs, requests can sometimes fall outside of the scope of the Army's traditional supply channels.

"In brief, applying SNAP allows us to accelerate the contracting timeline by promoting competition among the various commercial vendors enrolled in the program, employing a blanket purchase agreement (BPA), operating a micro purchase authority, and reducing



traditional contracting solicitation timelines," said Benjamin Rutz, USASAC's nonstandard team lead.

The use of a **BPA** eliminates the need to negotiate terms for each individual partnersubmitted requirement.

Instead. it allows partner requirement submissions

to be reviewed for award conditions and placed on contract by Detroit Arsenal's Army Contracting Command personnel in the SNAP database.

"This program has been around since the 1990s and has sought to provide an accelerated acquisition process that allows our FMS partners to obtain nonstandard assets," said Rutz. "In 2021, the program underwent a much-needed development change with the goal of improving the SNAP 2.0."

The new system has modernized the old program's processes by implementing a new web design that makes the interface more user friendly. The development of automated prompts provides a real-time monitoring ability of new requirements and modifications to the life cycle of current contracts being managed.

"This innovation and use of the SNAP 2.0 system has allowed us to average a turnaround time from the initial request to shipment of the asset of 125 days, further supporting the benefit of this program to our partners," said Rutz.

In fiscal year 2023, SNAP awarded over 10,000 contracts, totaling approximately \$60 million. Often, small, local businesses and businesses

classified as small disadvantaged, and women, veteran, or service-disabled veteran-owned receive the contracts, as they are key vendors in the procurement and manufacture of SNAP assets. In addition to benefiting American communities, the increased competition promotes cost efficiency, while ensuring fair and reasonable product pricing for our foreign partners.

"As a program management team of SNAP at USASAC, we are dedicated to the continual efforts at modernization that will improve our processes, so we can better support our partners' missions and broaden the reach of approved commercial vendors," said Rutz. "To this pursuit, we aim to drive more effective communication with our partners and allies to share program knowledge from our users with a focused goal to determine how we can better support their mission requirement through the use of the valuable resource that is SNAP."

The U.S. Army's SNAP is a valuable resource for FMS partners and allies that allows them to continue the sustainment support of various legacy weapon systems while offering a rapid avenue for commercial procurement that will assist to bolster their national security and overall mission effectiveness.



#### SLR

#### Calling all logistics CSMs, SGMs, and MSGs:

The SLR categorizes crucial data and is a significant advancement in the Army's efforts to tackle the challenge of information overload. The SLR enables shared understanding throughout the sustainment community to continue building cohesive teams that emphasize Warfighting, Delivering Ready Combat Formations, Continuous Transformation, and Strengthening the Profession.

#### AMC hosts Food Service Leading Change Summit

By Sgt. Maj. Shelia Fourman, AMC Public Affairs



Command G4 sergeant major. "Due to the realities of force structure reductions and fiscal constraints, the Army Food Program lacks the ability to provide a 21st Century, bestin-class food-service model that addresses the requirements and dietary demands of an optimized, multi-cultural force delivering nutritional readiness to the point of need."

"The FSLCS was the vehicle to deliver food strategy and the

REDSTONE ARSENAL, Ala. – As Army Materiel Command continues to focus on delivering ready combat formations for the Army, the sustainment enterprise is also focused on emerging food service modernization efforts.

More than 50 senior culinary and food specialists stemming across active-duty Army, Army National Guard, and the Army reserves, attended the Food Service Leading Change Summit May 29-30 here at the John J. Sparkman Center. These senior leaders partnered with industry representatives to view and discuss modernized food service options that could be customizable for installations.

"The Army Food Service Leading Change Summit is a platform that codifies requirements that are synchronized with the Army food service strategy and the four focus areas of Warfighting, Delivering Ready Combat Formations, Transformation in Contact, and Strengthening the Army Profession," said Sgt. Maj. Kelvin Windham, Army Materiel

Army commitment to improving overall nutrition," said Command Sgt. Maj. Jimmy Sellers, AMC command sergeant major. "Understanding and enabling the Army Food Program Strategy is vital – who does what and our overall responsibilities. This is our playbook for how we are guiding and informing the Secretary of the Army, Chief of Staff of the Army, and the Sergeant Major of the Army on all decisions they must make in the space of Food Service."

With the Army structure reducing approximately 1,500 culinary specialist positions, starting October 2027, feeding options will be impacted. The Army and senior leaders are laser-focused on standardizing Culinary Readiness Training Centers across all posts, camps, and stations. Standardizing the CRTC program will enable feeding strategies that affect feeding capability from garrison to large-scale operations, including Joint Support Areas.

"This event brings all the right people into one



coming and to ensure all culinary sergeants major caters to diverse tastes and dietary preferences, are on the same level when it comes to the capabilities that are available," said Sgt. Maj. Michael Bogle Jr., chief culinary management sergeant major for the 1st Cavalry Division, III Armored Corps, Fort Cavazos, Texas. "Knowledge is power and putting the smartest people when it comes to Food service in the same room, astonishing things can happen."

This summit provided senior leaders with an opportunity to understand the industry capabilities and what they could bring to Army installations.

"The summit provided the opportunity to showcase our best-in-class culinary and hospitality concepts to modernize the Army's food ecosystem and take care of soldiers and their families," said Donna Turner, vice president of Government Engagements and Sales for Compass Group USA. "Overall, these solutions will fuel Soldiers' performance, increase access to healthy food options on an installation, and ultimately enhance mission readiness and resiliency."

During industry day the senior leaders were able to partner with industry leaders to receive demonstrations of cutting-edge feeding

capabilities for Garrison and field feeding options that will enable commanders to employ agile and efficient feeding capabilities.

"Our holistic approach is to inspire through food with culinary innovations, health and wellness education, technological integrations, and modernized conveniences," Turner stated. "From dining facilities to outposts, grab-n-go markets to secure food lockers, we customize our culinary concepts to each Army installation to satisfy a range of appetites, needs, and venues. This approach aligns with the Gofor-Green and Holistic Health and Fitness mindful eating initiatives,

and enables a campus-style dining experience for Soldiers and families. We also have a comprehensive culinary wellness education capability for Soldiers and their families on food, nutrition, and the impact of diets on performance and readiness."

Army leadership is very engaged and committed to improving the quality of life and nutritional options for Soldiers and their families, regardless of location. The ability to partner with industry and gain best practices allows senior leaders to identify feeding options that will serve as a force multiplier.

"Building relationships with all Food Service professionals across the Army and industries that support the Army Food Service program and learning what is and is not working for others," Bogle said about the benefits the summit provided.

These partnerships with industry promoted shared understanding and helped the Army leverage modernized feeding capabilities that give Soldiers access to flexible feeding options while continuing to revolutionize the Army food program.

#### Multifunctional noncommissioned officers transforming in contact

By Sgt. Maj. Erica Lark, 16th Sustainment Brigade



Noncommissioned officers professional and personal experiences continue to evolve with technological advancements. As technology continues to mature rapidly, NCOs are evolving with it to remain current and sustain confidence bestowed upon them by their officer counterparts. NCOs must be able to adapt to continuous updates in doctrine, policy, and techniques, tactics, and procedures. The more skills an NCO possesses increases the propensity organizations have to promote a culture of continuous learning and adaptation needed for readiness. Modern day sustainment NCOs must become multifunctional sustainers in order to develop the skills required to meet emerging challenges in large-scale combat operations, strengthen the profession through the reinforcement of continuous updates to doctrine, and the agility to continue transformation in contact.

### Multifunctional NCOs, the NCO Vision, and Strengthening the Profession

A Soldier's proficiency in conducting versatile tasks and adapting to changing Operational Environments situations, and high operational tempos contributes to the organization's adaptability on the battlefield. An article authored by Lt. Col. Altwan Whitfield and Mike Crozier explained that "a multifunctional 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," (U.S. Army, 2022b). The 2020 Pandemic demanded sustainment NCOs to adapt their practices as they supported the Department Support of Civil Authorities operations on the homeland. During this crisis NCOs in different

occupational skills worked in diverse capacities in field sustainment, medical facilities, and sustainment operations to strengthen and develop a resilient healthy military force. Soldiers with diverse skills can seamlessly transition between tasks, navigate challenges, and respond to complexities centered around mission requirements. Diverse OEs require multifunctional NCOs to collaborate, balance responsibilities and unpredictable situations, and coordinate efforts across multiple functions and locations (DA, 2012). Sustainment NCOs require agility, resilience, and versatile critical thinking skills.

Multifunctional NCOs who possess effective decision making and problem-solving skills are crucial to success in LSCO. In complex military scenarios, NCOs must be able to think quickly and seek out strategic solutions. Multifunctional NCOs with strong critical thinking skills can analyze situations, make informed decisions, and report correct information through the chain of command. The chain of command influences the NCO vision by establishing a hierarchical structure for directives, goals, objectives, and communication (U.S. Army, 2022a).

Sustainment NCOs strengthen the profession by emphasizing leadership, professionalism, and expertise in logistic capabilities in multidomain operations.

Leaders who foster a culture of discipline, mentorship, and continuous improvement contribute to the overall effectiveness and cohesion of the NCO vision. Multifunctional NCOs play a critical role in translating the vision from the command into actionable plans and strategies for execution (U.S. Army, 2022a). The Army profession exemplifies core values that foster a culture of ethics and accountability. Leaders are obligated to reinforce readiness through effective leadership and guidance. A well-crafted vision outlines strategic objectives and inspires purpose, aligning efforts for decision-making. Imagine the sustainment NCO who not only master's the logistical plan of action but also understands the impact on ground tactical operations.



The NCO vision requires a commitment to leadership, professionalism, and a willingness to care for subordinates. NCOs must be willing to lead by example, demonstrate integrity, responsibility, resilience, and strengthening the profession through Army values and actions (U.S. Army, 2022a). Multifunctional NCOs develop subordinates, emphasizing the roles of leading, mentoring, and executing tasks in diverse career management fields. Sustainment personnel equipped with various capabilities, experiences, skills, and perspectives, embrace diversity and creativity, enhance changes in doctrine, innovation, and modernization. Multifunctional NCOs influenced and motivated through service and the NCO vision, while simultaneously integrating diversity and inclusion understand the need for sustainment adaptability in transformation in contact. The future of sustainment in LSCO requires agile and versatile multifunctional sustainment NCOs.

#### Warfighting and Large-Scale Combat Operations

Warfighting is a strategic, operational, and tactical operation that encompasses planning, execution, and adaptation to strategic objectives (DA, 2012). Multifunctional NCOs must combine military strategies and tactics to maneuver elements of sustainment on the battlefield. Through efficient logistical processes, sustainers optimize the use of resources, meet evolving needs, and overcome challenges that contribute to the readiness of military operations. LSCO involves sustainment forces and resources, including multiple units and other service components, intensifying the scope and significance across the battlefield (U.S. Army Combined Arms Center, 2021). The scale of warfighting LSCO requires planning, command and control, and deliberate execution. Logistics displayed strong demands for the conflict in Ukraine when opposing forces required the ability to maintain the pace with the speed of war. Between the opposing forces, critical downfalls included the absence of an NCO corps to support sustainment requirements during contact. Ukraine has by empowered their NCO Corps through assistance of the U.S. and NATO.

Challenges and impacts on sustainment vary in logistical complexity and increase demand for resources and maintenance. Multifunctional NCOs must cross-train and learn to repair, communicate, and coordinate for security and humanitarian assistance in the event of a crisis (U.S. Army, 2022). Sustainment operations and support are vulnerable to enemy attacks, and commanders must emphasize robust security to

protect supply lines and logistic infrastructure. Sustainment NCOs trained in more than one CMF minimize risk by collaborating and working together to coordinate efforts across theaters of operation to ensure support, logistics, and supply chains always remain open. Multifunctional NCOs must anticipate requirements and factor in continuous support for the deterioration of equipment during warfighting and LSCO.

Multifunctional NCOs must train and understand the duties and responsibilities of diverse CMFs, as the demand for fuel, ammunition, medical supplies, and other classes of supply strain logistical supply chains (U. Army, 2022b). Leaders accomplish learning additional skills and talents through proactive self-development and continuous learning. Embracing new challenges, extracting lessons from experience, and networking allows sustainment units to move freely through complex OEs, ensuring the timely delivery of critical supplies and equipment. Sustainers must plan for freedom of action to have greater flexibility in designing logistical plans, choosing optimal routes, and adjusting supply lines to adapt strategies based on the evolving needs of various warfighting and OEs (DA, 2019b). Warfighting and LSCO require sustainers to remain agile, responsive, capable, diverse, and dynamic through continuous trends, and innovations. Multifunctional NCOs apply knowledge and talent through practices and reinforce doctrine by adopting a proactive and intentional approach to changing Army transformations using character attributes.

### Character Attributes with Continuous Transformation

Character attributes include leadership, integrity, loyalty, adaptability, responsibility, and professionalism (DA, 2019a). Leadership qualities are essential for multifunctional NCOs to lead and inspire subordinates to maintain discipline, contributing to the success of the Army. Responsibility reinforces accountability for equipment, mission tasks, and operational success, enhancing efficiency and reputation throughout diverse OEs. Professionalism sets the standard for conduct, discipline, and communication, strengthening the credibility of supply chains and logistical processes. Multifunctional NCOs provide a moral compass for ethical decision-making, cultivating strong networking relationships, and developing resources for warfighting and LSCO. The U.S. Army Quartermaster School led the charge in merging all sustainment occupations at the high-level of responsibility. This transformation increases the demands for logistical NCOs to broaden their knowledge of logistics progressively throughout their career and serve in broader capacities at the SGM level. SGMs will inculcate all other specialties in the Quartermaster Corps to diversify and bolster sustainment operations.

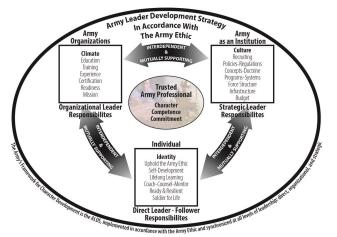
The approach that leaders must use to guide Soldiers reinforces innovative technical and tactical sustainment modernization strategies that build trust and contribute to the success of the Army. Strategic thinking equips leaders with tools to anticipate change, aligning strategic objectives with modern technology, business opportunities, and market trends. Multifunctional NCOs who continuously prioritize initiatives transform sustainability, adapting to Army strategies and conditions. Sustainment NCOs who effectively communicate and develop subordinates understand the importance of shared knowledge and execute strategic policy, prioritizing the modernization of capabilities, equipment, and structures. Multifunctional NCOs must continue to embrace advanced logistic technologies, such as data analytics and automation to streamline supply chain management while enhancing resource allocations.

Developing resilient supply chains that adapt to disruptions enhances reliability and credibility in warfighting and LSCO. Multifunctional NCOs must leverage external expertise to enhance logistical capabilities. To adapt to continuous

transformation, sustainers must implement measures to strengthen logistical plans and adjust personnel and capabilities based on each unique OE. Embracing digital platforms for procurement, inventory, management, and communication supports logistical processes, reduces paperwork, and streamlines communication, further reinforcing transformation in contact.

#### Conclusion

In response to emerging challenges in LSCO, NCOs continue to evolve into multifunctional sustainers. This adaptation aligns with changes in doctrine, reinforcing the profession and warfighting capabilities and facilitating transformation in contact. Leaders mitigate risks by comprehensively understanding NCOs' and Soldiers' talents, skills, and lethality during warfighting LSCO. The movement of sustainment forces demands deliberate planning, coordination, and execution to prevent exposure to threats of logistics movements. The NCO vision standards foster leadership and promotes professionalism required to strengthen the profession of sustainment operations. A multifunctional NCO is essential for adaptability as they bring diverse skills, talents, and expertise for addressing logistical challenges. The ability to transform in contact ensures organizational flexibility, resilience, compliance, and relevance in the face of evolving challenges, contributing to overall success.



Introducing the Harding Project: Renewing Professional Military Writing

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

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

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

Revolutionizing the QLLEX By Master Sqt. Shaun A. Lane, 953rd Theater Petroleum Center



#### Introduction

Bulk petroleum remains the most challenging commodity on the modern battlefield and imposes demanding distribution and storage requirements serving as the lifeblood of all other systems in the Joint Force, in turn making it a primary focus for enemy forces in terms of disrupting logistics. The efficient distribution and storage of all other commodities depend on it. The delivery of bulk petroleum is exceptionally challenging and requires uniquely designed equipment, favorable terrain, specialized containment, training, and testing. Current Army equipment prioritizes mass storage efficiency, making it hard to disperse fuel into smaller, more survivable pockets. Furthermore, it comprises not a single fuel but several, each requiring individual planning and advanced management months ahead of use.

Approximately 85% of the Army's bulk petroleum units reside in the U.S. Army Reserve. To prepare for this vital mission, the U.S. Army Reserve Command leads an annual exercise dedicated to improving the tactical readiness of liquid logistics formations. The Quartermaster Liquid Logistics Exercise, also known as QLLEX, is the only exercise in the Army dedicated to training bulk petroleum and water units for wartime missions in support of large-scale operations.

#### History

The QLLEX was originally called the Petroleum, Oils, and Lubricants Exercise when it began back in the 1980s. POLEX focused on building tactical level readiness and served bulk petroleum forces.

As the threat from peer and near-peer state level adversaries grow in the Pacific and European theaters, planners in the Theater Petroleum Center focused on challenges that effect future bulk petroleum storage and distribution missions. From the 1990 until present, bulk petroleum units benefitted from the ability to consolidate operations on large, protected forward operating bases. Logisticians referred to these locations as "iron mountains" where massive quantities of fuel, in some cases equaling 30 days of supply or more, could be forward positioned in "bag farms" and connected with redundant multi-modal and multi-nodal networks. During this time, consumption rates were predictable, reliable and uncontested. Routes were serviced by Army personnel and contracted line haul tankers, protected by U.S air superiority in theaters where the enemy had

no means to disrupt strategic level petroleum operations. In Iraq, line haul and pipeline distribution extended over flat desert terrain, resupplying a land-dominate force with no requirement to push fuel over the shore to remote locations.

As the joint force shifted focus from combating terrorism, to LSCO, TPC planners also shifted their focus to understanding the complexities of providing bulk petroleum in theaters that do not benefit from the conditions experienced in the "last war." Early fighting in Ukraine demonstrated that state level adversaries will target strategic petroleum storage and distribution assets. LSCO will likely see challenges to naval and air superiority that will place bulk petroleum networks at risk. Distributed combat formations will stress logistician's ability to connect units to steady fuel sources and increase the need for improved long range fuel planning, greater accuracy on logistics common operating pictures, increased reliance on joint force, allies and partners, and commercial integration, increased need to improve survivability and deception, and increased need for distribution modal options to supply petroleum over-the-shore.

Over the last few years, USARC developed a new formation that will convert its Petroleum, Oil, and Lubricants Groups into Theater Petroleum and Water Groups. TPWGs will grow in size and responsibility compared to POL GRPs, adding planning capability to its mission aligned to a supported Combatant Command. Additionally, they are multi-compo and will have detachments directly supporting forward fuel postures and relationships. TPWG training demands grow from tactical readiness achieved in prior QLLEX scenarios to operational readiness focused on theater specific training objectives intended to shorten the time needed to deploy and integrate with a supported CCMD.



#### Revolutionizing

In anticipation of the fielding of the Theater Petroleum and Water Groups and with analysis of estimated future bulk petroleum requirements, the 935rd TPC developed the "Revolutionizing the QLLEX" concept. The TPC collaborated with planners in USARC, **European Command and Indo-Pacific** Command ASCCs, Headquarters, Department of the Army G4, Forces Command, Army Futures Command, Sustainment Capabilities Development, and Integration Directorate, the Institute for Defense Analyses, and other stakeholders to share and understand the training needed to prepare tactical level formations. The team discussed on operational readiness focused bulk petroleum headquarters for their expected wartime mission in a Joint Concept for Contested Logistics (JCCL) environment. This collaboration led to the development of ten recommended actions and a plan of action, shared with QLLEX planners and stakeholders.

#### Two events, one QLLEX

Over the last two years, USARC has invested heavily in QLLEX evolutions while maintaining the core tactical level training that is vital to individual and collective task readiness. In QLLEX 22 and 23, command and staff benefitted from INDOPACOM and EUCOM informed training objectives built into a multi-day simulation exercise designed to challenge and improve the operational readiness of the POL GRPs, and future TPWG headquarters. Since the tactical requirements have not ceased, units at company level and below, continued training with a focus online haul and storage skills needed to maintain tactical readiness standards.

The two-event model supports both goals. In coming years, more tasks will be added to company level training to include rail tank cars and Joint Petroleum Over the Shore training, moving liquid logistics by modes beyond line haul that are vital connectors in the European



and Indo-Pacific theaters. In support of the brigade level command and staff, SIMEX training objectives will remain aligned with supported theaters, and where possible, QLLEX may occur aligned with an existing combatant command level exercise. This year, elements from the 475th QM POL GRP helped plan and execute Joint Logistics Over the Shore in Talisman Saber 23, setting up and operating an Inland Petroleum Distribution System trace with joint and allied participants. These exercises are vital to building readiness and interoperability between USARC units and supported combatant commands, while decreasing the time required to deploy into and integrate with a supported theater.

#### Integration of the total force:

The success of LSCO hinges on the ability to develop and maintain a bulk petroleum distribution network. QLLEX fosters unity of effort among the Army National Guard, Army Reserve, and Active Army, providing the sole training opportunity available annually to improve bulk petroleum expertise. Providing inland fuel distribution is a collaborative effort and requires an understanding of joint operations, allies and partner capabilities, and resources available from civilian entities. QLLEX benefits greatly from joint and allied participation. QLLEX has the potential to include a greater number of joint, allied, and commercial

bulk petroleum organizations, creating interoperability and interchangeability options vital to success on future battlefields.

Integrating JPOTS and rail tank cars into the QLLEX requires careful planning, coordination, and the development of specific procedures. Integrating JPOTS and RTCs into QLLEX enhances the total force liquid logistics capabilities, making it more versatile and resilient in responding to the demands of modern warfare. This integration ensures that essential fuel resources are readily available with multi-model options to support distribution demands.

#### Service components and allied partners

The evolution of QLLEX involves a notable shift towards emphasizing adaptability and open communication. As the exercise integrates total force components, encompassing the Army National Guard, Army Reserve, and Active Army units, it actively acknowledges the imperative of enhancing coordination and Interoperability across various branches and partners. The exercise brings together a diverse range of strategic planners, including unit-level staff planners, Department of Defense agencies, HQDA G4, and Defense Logistics Agency-Energy, while expanding capabilities and development through collaboration with entities such as the U.S Navy's Office of the Chief of Navy Operations, U.S. Strategic Command, USTRANSCOM, Petroleum and Water Department, Army Petroleum Center, FORSCOM Petroleum Training Module, and the TPC. QLLEX stands as a vital training event meticulously designed to elevate the tactical and operational readiness of liquid logistics formations. As the nature of modern warfare undergoes transformation, characterized by multifaceted conflicts on a global scale, the need for a unified and interoperable approach becomes increasingly evident. Engagements in QLLEX offers a unique opportunity to reinforce and strengthen our skills, fostering collaboration across service components, and cultivate

interoperability with allied partners. This exercise serves as an unparalleled platform to simulate the intricacies of LSCO and effectively prepare all participants for the dynamic demands of modern warfare.

#### **Conclusion:**

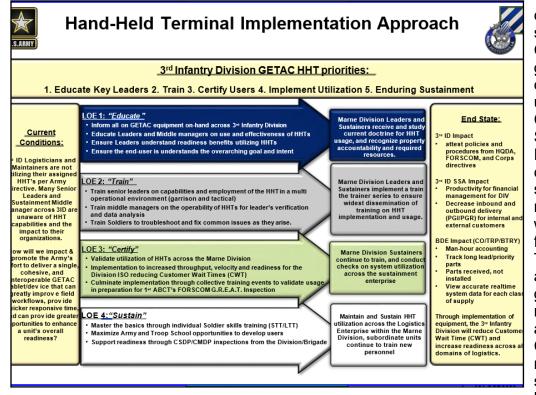
Revolutionizing the QLLEX represents a significant step forward in meeting the logistical challenges of LSCO. QLLEX is the keystone for achieving and maintaining tactical and operational readiness for liquid logistics formations. It serves as an invaluable training event, revolutionizing the skills of military personnel in scenarios mirroring the complexities of state vs state level warfare in the most demanding geographic theaters. QLLEX ensures that the Army is well-prepared to support joint forces on the battlefield. As the landscape of warfare continues to evolve, these innovations in liquid logistics are crucial to maintaining a competitive edge and ensure success against capable state level adversaries operating in expansive theaters.

### Mission of the 953rd Theater Petroleum Center

953rd Theater Petroleum Center serves as the senior petroleum advisor to the geographic and functional combatant commands and provides strategic operational planning support to theater armies, Army Service Components, Corps and Theater Sustainment Commands. 953rd TPC conducts liaison support to U.S. Transportation Command, Defense Logistics Agency Energy, the Army Petroleum Center, the Joint Petroleum Office, SAPO, and other partners as needed. The organization provides bulk potable water planning support to the TA, ASCC and TSC as required.

#### Optimizing sustainment operations through modernization: Educating sustainers on evolving technologies while enhancing organizational readiness though the utilization of Hand-Held Terminals

By Command Sgt. Maj. Cedric D. Harvey



capabilities of critical sustainment systems. One of the knowledge daps identified was centered around the rare utilization of the Global Combat Support System - Army's Hand-Held Terminals within its company, troop, battery supply rooms, and maintenance sections who received materiel from the division's TSSAs. The division staff also identified training gaps within command maintenance evaluation and training team, or COMET, who are responsible for facilitating sustainment training for logistics Soldiers at the

**O**ver the past year, the 3rd Infantry Division has been modernizing its Armored Brigade Combat Teams and sustainment formations in preparation for Large-scale combat operations against a peer threat across a multi-domain environment. As we look at our Soldiers and build readiness for the Army of 2030 and 2040 through the modernization process, the Marne Division has been taking a holistic view of its sustainment operations and capabilities. Through evolving technologies while using data- decision making solutions the division was reviewing ways to increase velocity and throughput of materiel within its Tactical Supply Support Activities at the brigade level. In September 2022, staff from 3rd ID G4 identified significant education gaps among its sustainment officers, warrant officers and noncommissioned officers serving as middle managers on emerging technologies and

installation troop school, where they discovered there was no formal program of instruction developed to teach sustainers on evolving capabilities regarding the utilization of the GCSS-Army HHT.

Our Army's sustainment community must develop multifunctional logistics officers and NCOs who are able to meet the demands of combatant commanders in dynamic multidomain operational environments. Achieving this requires our Army's logistics officers, warrant officers, and NCOs to capitalize on employing sustainment data information systems to their fullest extent to ensure freedom of action, extended operational reach, and prolonged endurance necessary to accomplish mission, consolidate gains, and win our nations wars. Arming our officers, WOs, and NCOs with the latest information on these systems, leads to

efficient productivity and throughput of materiel within our tactical formations while increasing organizational readiness. Officers, WOs and NCOs in command and middle managers positions lacking adequate education on their assigned equipment can lead to an absence of essential expertise at the management level when our sustainers aren't utilizing GCSS-Army HHTs in tactical formations in support of division, corps and theater level operations. Sustainment professionals understanding the full capabilities of GCSS-Army HHTs can reduce the improper usage of the device with the Very Small Aperture Terminal and Combat Service Support Automated Information Systems network at various TSSAs while operating in garrison and austere field environments, thus providing materiel to the forward edge of the battlefield during LSCO.

Using data analysis and visualization through metrics to measure trends across the formation, 3rd ID's recognized the importance of its technical experts in the WO career field and Quartermaster NCOs serving as Automated Logistics Specialist (92A) and Unit Supply Specialist (92Y) military occupation specialties at the middle management level must have suitable training on individual and collective capabilities the Army's resourced to them with the GCSS-Army HHT. Moreover, the data collected by the 3rd ID G4 and **Division Sustainment Brigade's Support** Operations highlighted the importance of leaders having adequate training on systems to improve the initial pick up of materiel and supplies at TSSAs. Utilization of these systems would substantially reduce high customer wait times for post goods receipts of materiel from the TSSA, along with the proper management and accountability of materiel at the unit level further impacting the brigade's readiness.

#### Operating and generating force collaboration

The Army's WO and NCO Corps provides

commanders with the technical expertise and essential knowledge to conduct sustainment operations during LSCO. Proficiency on sustainment tasks begin in the garrison environment through logisticians in the WO and NCO cohort. Sustainment leaders must possess the technical proficiency to employ systems, digital capabilities, and possess the ability to analyze data for commanders to make informed decisions regarding sustainment during critical operations, which impacts an organization's command supply discipline programs and command maintenance discipline programs. Once the division staff identified significant training gaps following the U.S. Army Forces Command Ground, Readiness, Evaluation, Assessment, and Training (G.R.E.A.T.) inspection, and using metrics from data, personnel from the division G4 and DSB SPO's general supply office traveled to Fort Gregg-Adams, Virginia to observe schoolhouse operations at the U.S. Army Quartermaster School's Logistics Training Department's objective supply support activity and objective motor pool.

The U.S. Army's Quartermaster School instructors provide an exceptional overview of training given to Soldiers attending Advance Individual Training. However, the 3rd ID staff and instructors from LTD confirmed there was no formal training to introduce to officers, WOs, and NCOs charged with leading new Soldiers arriving at their first duty assignment on the GCSS-Army HHT capabilities. It was understood that many leaders never received training the GCSS-Army HHT during the initial fielding of the equipment to sustain its utilization for Soldiers leaving AIT. Furthermore, the team understood its leaders and middle managers within the 3rd ID were inadequately trained on the full capabilities of the GCSS-Army HHT. This further contributed to the Division G4's observation that 92A and 92Y AIT Soldiers coming to 3rd ID were not applying the skills imparted on them at the U.S. Army Quartermaster School once arriving to their first assignments within the division's

respective company, troop, battery supply rooms, TSSAs, and maintenance company sections. The Marne Division's ability to effectively build a relationship with the U.S. Army Quartermaster School allowed both teams to begin collaborating towards developing a training program to connect functional task associated with the GCSS-Army HHT for leaders and middle managers. The discussion evolved around developing a short curriculum to improve knowledge gaps among sustainment leaders who manage new 92A and 92Y personnel. The 3rd ID quickly partnered with the LTD team and the Army Sustainment University's Sustainment Automation Support Management Office Course Manager to develop a training package for its officers and NCOs on the utilization of its GCSS-Army HHT in concert with their VSATs and CAISIs inside their TSSAs to integrate systems, improve operations, and enhance organizational readiness across the division.

#### **True and Honest Assessments**

It's extremely important for Army organizations to assess themselves on a consistence basis to achieve optimal performance during sustainment operations. In March 2023, the 3rd ID invited branch chiefs from U.S. Army Quartermaster School's Logistics Training Department to Fort Stewart to assess their division's TSSAs, review TSSA metrics data, and the utilization of the HHTs inside the TSSAs in correlation with the division's SSA metrics data. The team from LTD also visited the brigade SASMO teams and interviewed the installation troop school COMET with the division's G4 to assess current training programs and general knowledge concerning the utilization of the HHT. The personnel with the Quartermaster School identified seeming gaps amongst the installation's COMET courses accompanied with unit supervisors and middle managers understanding of preparing and using the GCSS-Army HHTs.

The team from LTD provided the 3rd ID with an honest assessment using the "Root Cause Analysis Model" which produced a variety of outputs during the visit.

The assessment revealed many NCOs never used the GCSS-Army HHTs or had limited experience with the device at previous duty stations. Although some supervisors were enforcing units to bring their tablets to the TSSA, many of them did not work upon arrival to the issue section. The brigade SASMOs were unaware of requirements to create separate user accounts for each company, troop, battery and TSSA. Many leaders did not fully understand each level of responsibility and requirements necessary between the brigade SASMO, brigade property book officer, network enterprise center, and users at the unit level for HHTs to function properly. During the visit, the LTD team revealed many of the TSSAs HHTs were not configured properly with the appropriate links on their home screen to access GCSS-Army and multiple organizations were missing the appropriate software and hardware for the HHTs to function.

The customers coming to the TSSA's issue section were using stationary GCSS-Army laptops to close out material release orders while picking up materiel. The HHTs assigned to the TSSA were on the counter inside the issue section but were not being used by the customers. The general lack of enforcement to use the HHT was due to no one understanding where to begin the process to prepare it for use. Soldiers assigned to the TSSA storage section were using traditional methods and processes put-aways, as opposed to using their assigned GCSS-Army HHTs when processing transfer orders, which were designed to speed up productivity for materiel processed inside the TSSA. When SSA and unit personnel have properly configured HHTs and understand how to use them in various sections, as many of the manual

processes are replaced. On average, the current pick-up and PGR process in the issue section of the SSA takes anywhere from 1-3 hours. Using the HHT, this would cut the time down significantly to 15-30 minutes depending on the amount of material required to process at the TSSA.

The team from the Quartermaster School found many of these practices negated the training provided to AIT students as they learn GCSS-Army processes using the HHT during training at schoolhouse's logistics training department. During the assessment, the LTD team engaged recent graduates from AIT who were remarkably prepared to use the GCSS-Army HHT upon arrival to their units but were told HHTs were not used. Those Soldiers were directed to utilize the GCSS-Army computer and manual methods to complete tasks within the TSSA. The practice supported general comments reported from the field that newly 92A and 92Y graduates were not properly trained and prepared for their jobs upon entering the operational force – despite the training they received to process material according to the Army's standard and intent utilizing the HHT. Conversations also centered around units having an accurate understanding of Army directives and local policies regarding the utilization of their GCSS-Army HHTs, issues getting HHTs configured and synced with VSAT, manning concerns in the SASMOs, issues preventing GCSS-Army user accounts, lack of training products for HHTs, lack of experience using HHTs, lack of knowledge on preparation and configuration of HHTs, and lack of SASMO support regarding personnel and getting updated software packages.

The LTD's engagement with brigade PBOs found that Soldiers were not aware of the full responsibilities inherent on their team when assigning user roles for the HHT. Although a few of the PBOs used the ZAIT T-code to perform user maintenance assigning roles and responsibilities for AIT devices, they were unaware of the ZDOEMDM T-code which must be performed first to give access for specific users to specific HHT devices. If this step is not performed, the user will not be recognized on the device when they try to sign in. Additionally, they were unaware that they were responsible for assigning "work" to users for the HHT. For example, a user cannot simply pick up an HHT and start doing an inventory. Instead, the PBO must assign the inventory to the user so they can see and access it from the HHT home screen once they log in. Another key takeaway was the importance of registering of the HHTs in GCSS-Army after reimaging. COMET instructors receive their POI from the various schoolhouses within the Combined Arms Support Command. Although there's no formal training related to the GCSS-Army HHT in the COMET curriculum to train middle managers, the End User Manual Plus, and the GCSS-Army Training and Certification do include some HHT training topics. However, they do not fully explain the process users need to execute and prepare their HHTs for use. Although AIT students are trained using the HHT, it is not considered a 10-level task. The responsibility typically resides with an NCO/ supervisor, which could be covered when NCOs attend the Senior and Advance Leaders Course at ASU. In addition, the WO subject matter experts should also receive this information during Warrant Officer Basis Course (WOBC) and Warrant Officer Advance Course (WOAC). However, many of the WOs and NCOs interviewed by the LTD team said they had limited instruction regarding the utilization of the GCSS-Army HHT or had not received any formal training, which exacerbates existing knowledge gaps for the Army.

#### Bridging the Gap

After visiting the 3rd ID, the course facilitators from LTD were committed to developing a suitable training package for the team. The assessment conducted during the visit was crucial towards helping the 3rd ID meet its deputy command general of support goals towards building an excellent culture of

of sustainment readiness across the organization. From an aspect of simplicity, LTD's initial focus for the course was to inform leaders on the capabilities of the device. Visiting multiple leaders within the 3rd ID staff and brigade combat team staff, accompanied with meeting leaders from the division's brigade support battalions and interviewing their TSSA accountable officers and NCOs, the LTD team took steps to revise its approach towards ensuring the training was sufficient to meet the division's goals. At the 3rdID request, LTD formulated an in-depth presentation and training package covering the regulatory guidance surrounding the GCSS-Army HHT, sustainment leaders' responsibility for accurate functionally of the equipment in concert with other systems, cover the Army's intended use of the HHT by sustainers inside their organizations, and the important benefits and contributions the HHT provides towards improving organizational readiness.

Overall, the training was designed to educate, train, and develop leaders to reduce signific ant knowledge gaps among logistics middle managers, supervisors, and sustainment personnel assigned to the Marne Division on the full capabilities of their HHTs. The team also developed a training package to inform brigade and battalion executive officers, S4 OICs and NCOICs, TSSA platoon leaders and platoon sergeants, brigade PBOs, maintenance control officers, and TSSA accountable officers with an overview to arm them with the ability to provide oversight and enforce utilization of the GCSS-Armv HHT. The division's supply and service and division SASMO within the G4, continued conducting continuous evaluations of their Brigade's TSSAs customer wait times during the post goods receipts process of materiel. The division shared the accountability and management of materiel, which impacts our combat brigade's readiness.

#### **Training Implementation**

In April 2023, after teaming up with the 3rd ID

G4 had the U.S. Army Quartermaster School's logistics training department (LTD) travel to Fort Stewart, Georgia with a mobile training team to provide training to sustainers across the Marne Division on the utilization of the HHT. The training was conducted in concert with an instructor from the ASU SASMO course on the VSAT and CAISI. The training package was developed in a joint effort with coordination between the LTD and division G4 to close significant education gaps amongst logistics officers and NCOs serving as middle managers. These personnel lacked adequate education on their assigned equipment. The support package was accompanied with training for leaders at various echelons who were responsible for ensuring the GCSS-Army HHTs function properly in the garrison and field environments. The training provided Marne Division leaders and middle managers with the latest hardware and software information to properly employ these systems to maximize their full capabilities for seamless transitions between garrison and combat operational environments. The updates allowed the division to gain efficient productivity and throughput within our tactical formations to increase organizational readiness throughout subordinate formations to the company, troop, battery levels.

The instructors from the Quartermaster School's LTD and ASU trained 120 Marne Division and tenant unit logisticians serving in various middle management positions. The officers, WOs, and NCOs learned there were four main groups involved in the preparation of the GCSS-Army HHT. Although they do not have a physical senior leaders grasped a full understanding on their responsibilities regarding Army and command guidance that dictates how the HHT must be used. The LTD team trained the Marne Division PBOs teams on their responsibilities associated with the unit's usage of the HHT. In addition, the information presented outlined the steps PBOs needed to accomplish in GCSS-Army to add users to a device, assign roles, and assign work to users for their guartermaster personnel to utilize their GCSS-Army HHTs.

The team conducted workshops with the organization's PBO teams across the Division on properly using the ZAIT T-code and ZDOEMDM T -code to perform user maintenance while assigning roles and responsibilities for HHT devices. It was important for the PBO teams to understand how to properly provide access for specific users to specific HHT devices. The SASMO facilitator from ASU conducted an abbreviated yet in-depth workshop with SASMO teams from each brigade to identify their roles and responsibilities supporting units' GCSS- Army HHT devices. Much of this training consisted of how to reimage the HHT, while ensuring all SASMOs had the most up-to-date software. This focus was in response to observation findings which identified that SASMO teams had outdated software for reimaging or a lack of knowledge in connecting and granting permissions for users on either the NIPR or VSAT networks. In the workshop, Soldiers assigned to SASMO had a deeper understanding of how to support their units, validating the need to send personnel to the SASMO course at ASU.

The training allowed sustainment leaders to possess the technical expertise to fully employ the GCSS-Army HHT digital systems and analyze data to substantially reduce the division's high CWT for PGR of materiel from the TSSA, along with the proper management and accountability of materiel at the unit level further impacting the Brigade's readiness in various forms. The training also provided the brigade SASMO personnel with the latest software to employ the GCSS-Army HHT through NEC and on the VSAT/CAISI networks. The training also provided a brief overview on the new S.C.O.U.T. system which is being fielded to brigades across the Marne Division for the modernization process. Through engaged leadership the 3rd ID seized a unique opportunity to actively partner with the Quartermaster School's LTD to shape and enhance sustainment training at the tactical level for the Army during its modernization efforts.

As we modernize for future operations in multi-domain environments and increase

#### Conclusion

readiness our logistics professionals, the Marne Division has shifted from traditional methods of sustainment to uphold momentum towards utilizing the GCSS-Army HHT. The 3rd ID understood the importance of employing techniques to increase the throughput of materiel and maximize organizational readiness for our Army. Sustainment leaders must be diligent at identifying training gaps and creating solutions for our leaders to provide the appropriate training to maintain a competitive edge for our Army today and in the future. The collaboration between the 3rd ID's sustainers and the U.S. Army Quartermaster School demonstrates how our operating and generating force can develop appropriate training solutions on the evolution of sustainment systems.

#### DID YOU KNOW:

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

www.ncoworldwide.army.mil/

As a result, the LTD team was able to consolidate information into a graphic training aid for Army-wide distribution. The GTA is intended to provide all personnel involved with the accurate function and usage of the HHT. The aid aims to help quickly identify and reference the capabilities and intended use of the HHT, the parties involved, and the various responsibilities of each entity. The GTA provides Soldiers at all levels with a one-stop resource to assist them in understanding how to be successful when using the GCSS-Army HHT. In addition, a GTA defining the SASMO's role in HHT functionality and the full description of the 5-part process used in imaging the HHT was also created. The partnership successfully demonstrates the joint efforts of operational and institutional organizations working together to close knowledge gaps in training, improve readiness, and support modernization, which is imperative as we develop multifunctional logisticians who are experts in all facets of sustainment. The training developed for the officers, WOs, and NCOs on the proper utilization of the GCSS-Army HHT system will greatly enhance the 3rd ID's sustainment capabilities in materiel management, property accountability and drive sustainment readiness for the division, XVIII Airborne Corps, and



organizations across U.S. Army Forces Command.

Printable (GTA 10-54-003A): <u>https://</u> rdl.train.army.mil/catalog-ws/view/100.ATSC/ B655FDC5-0673- 4B50-B703-2418E8FEC2A7-1688738613704/gta10\_54\_003a.pdf

Web (GTA 10-54-003B): <u>https://</u> rdl.train.army.mil/catalog-ws/ view/100.ATSC/939653D5-FDA6-44D9- 9BF8-4685D1B093F9-1688740759816/ gta10\_54\_003b.pd

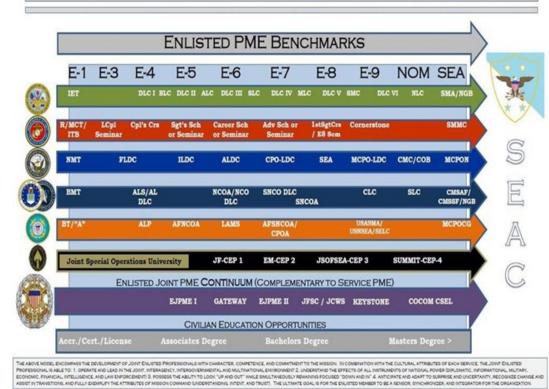


# STRENGTHENING THEPROFESSION

#### Sustaining joint service through military education

By Sgt. Maj. Montrell L. Kea

#### JOINT ENLISTED LEADER DEVELOPMENT MODEL



intermediate and senior noncommissioned officers the ability to apply joint concepts in a joint, interagency and/or multinational environment.

Enlisted Joint **Professional Military** Education (EJPME) serves as a sub-component of JFLD and initiates the preparation for enlisted service members serving on or projected to serve in a joint environment. Foundationally, EJPME is an outcome-based military education methodology that expands service component development

Sustainment professionals must take advantage of military education opportunities throughout the duration of their service. Earning credentials and experiences that enhance operational readiness are essential to the overall effectiveness that sustainment professionals bring to a functional capability or staff. This effectiveness is even more critical and essential when serving on a joint staff or performing a function within a joint command.

Service on a joint command assignment produces military professionals that gain valuable exposure to the foundation and concepts of National Strategy. The Joint Force Leadership Development (JFLD) model enabled by the Joint Staff & Enlisted Professional Military Education Policy Guidance builds on and supplements service specific Professional Military Education (PME) modules that provide while complementing joint leader development and is governed by the Enlisted Military Education Review Council, or EMERC.

The EMERC advises and provides recommendations to EJPME and addresses challenges associated with the joint education community. The council board is the advisory body that collaborates and develops joint education initiatives for all service components and is presided over by the JFLD model. The EMERC reviews and updates common core curriculum while ensuring modern advancements are introduced to the syllabus and curriculum of warfighting functions independently. Operations, intelligence, sustainment, and other warfighting functions changes drive the necessary review from EMERC. Arguably, the sustainment warfighting function inherently sources the most frequent need for evolution and demand for

## STRENGTHENING THE PROFESSION

NCOs to enroll in associated courses early in service enlistment.

The sustainment cohort employs Distributed Learning Course (DLC) enrollment as the continuous bedrock of NCO progression and multifunctional NCO development. Distributed learning courses provide a flexible education practice for soldiers and NCOs to access remotely. The topics covered in DLC course material are relevant and linked to course material covered in EJPME. Collectively, DLC and EJPME topics cover the importance of leadership, strategic messaging, joint operations, and national strategy. Subsequently, the knowledge of multifunctional NCOs while serving jointly is enhanced in areas pertinent to the sustainment community essential to their development, while contributing to overall readiness effectiveness.

As multifunctional NCOs navigate DLC, Advanced Leader Course, Senior Leader Course and Master Leader Course, they must be aware of the vital opportunities associated in Joint Functional Education and EJPME. Respectively, Joint Special Operations University, Joint Combined Warfighters School and National Defense University all provide the multifunctional NCO and the sustainment community a valuable opportunity to develop and provide perspective to the evolving challenges associated with sustaining component and joint operations.

#### Joint Logistics Course and Gateway Course

Considering the ever-changing complexities of sustaining the joint force and navigating the Joint Logistics Enterprise (JLEnt), EMERC promotes and advocates the importance and relevancy of joint military education while serving in a sustainment career management field. Advocacy includes promoting JFLD and the enrollment into EJPME common core courses in conjunction with joint sustainment courses. One of the most renowned and allinclusive joint sustainment courses is the Joint Logistics Course hosted by Army Sustainment University at Fort Gregg-Adams, Virginia.

The Joint Logistics Course (JLC) introduces the JLEnt to students while sharing the unique capabilities of service and government agencies. The course highlights the challenges of theater-level logistics and addresses the subject matter expertise required to resolve those challenges therewithin. JLC is governed by JFLD and complements efforts that streamline joint planning processes. With the complexities of contested logistics, compounded with the impacts of climate change and water insecurities, experienced, educated, and informed NCOs bestow a critical lens and skillset that provide keen resolutions and options to adjudicate complex sustainment problems. JLC and other sustainment courses within JPME confer confidence and essential knowledge with intermediate and senior NCOs that employ applicable resolutions while serving in a joint environment. For example, the Joint Humanitarian Operations Course outlines global resources available in response to domestic and foreign natural disasters. Additionally, the Joint Operational Contract Support Planning and Execution Course outlines the staff structure vital to support joint operations and teaches the fundamental necessities to execute a joint requirement review board. There is also the Joint Petroleum Course that places the challenges of joint fuel operations into a unique perspective. This course outlines the requirements associated with petroleum operations within the broader context of joint warfighting, while providing a comprehensive understanding of fuel distribution, quality assurance and petroleum logistics. Each course provides impartial transparency of the JLEnt and endorses common core PME such as EJPMEI/II and the Gateway Course.

The Gateway Course focuses on six descriptive Joint Learning Areas: National Strategic Overview, National Military Capabilities and Organization, Joint Forces Overview, Joint, Joint Forces Leadership, Foundations of Joint

## STRENGTHENING THEPROFESSION

Operations, and Regional Knowledge-Operational Culture. Through the learning areas, the course prepares joint enlisted professionals to serve in a joint environment while giving them educational acquaintances to foundational concepts of joint operational plans, nested with national strategy. The course underpins joint perspectives while preparing leaders to serve in the joint environment. Collectively, the Gateway Course introduces students to subject matter experts at the national level that share concepts and experiences. Facilitated discussions and engagements during the course. leverages integrated capabilities across the forces and government agencies where students gain skills to employ in joint functional area assignments and continued service. As a graduate, leaders will have a foundational understanding of the National Security Strategy, National Defense Strategy, and the affiliated bond to the National Military Strategy. Joint Knowledge Online serves as the primary source for joint training online and continued self-development, while the Army Training Requirements and Resources System provides enrollment requirements and prerequisite for some joint course. Other favorable joint course enrollment criteria are managed by combatant commands and joint-task forces with specific ties to organizational requirements.

As recently announced at the Sustainment Town Hall, a minimum of one professional military education course in a Sustainment Functional area is required to be eligible for the Personal Development Skill Identifier M1F, Multifunctional Logistics NCO. The opportunities for these courses are abundant and available within JPME functional areas. Additionally, these courses compliment soldiers' natural progression through service PME.

#### **Opportunities for Joint Courses and Service**

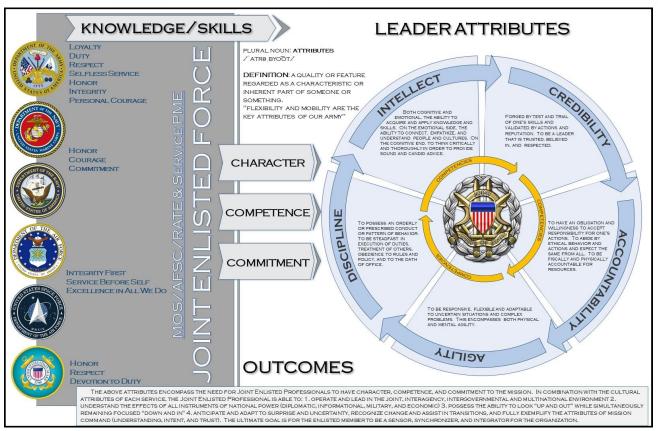
The National Defense Strategy 2022 mandates that we build a resilient Joint Force as a Department of Defense priority. In the spirit of this mandate, the force has extensive opportunities for EJPME and service in a joint environment. Prominent NCOs must seek out early opportunities to enroll in EJPME courses with the intent of serving on a joint assignment including United States Northern Command, Defense Logistics Agency, U.S. Central Command, Defense Health Agency, and U.S. Transportation Command. There are about 24 major joint commands across the Department of Defense. Some of the joint commands are supplemented by Joint Task Forces that reinforce the need for diverse and educated NCOs to integrate their talents while maximizing effective and efficient joint leader development.

Leaders that have an interest in joint service are encouraged to pursue timely and suitable career plans that complement serving in a joint



The Next edition of the Sustainment Times will be January 2025. The theme for the next issue is <u>"Year of the Sustainment NCO"</u> and should focus on highly trained logistics Soldiers and efforts. Please send articles to: usarmy.redstone.usamc.mbx.csmpublication-operations@mail.mil.

# STRENGTHENING THEPROFESSION



command as they navigate unique opportunities in their career. Additionally, service members can enroll in strategic partnerships and programs that are deliberate with their output for joint enlisted professionals. Joint, Interagency, intergovernmental and multi-national fellowships/internships leverage a return on investment that is unmatched.

As United States Northern Command and North American Aerospace Defense Command Directorate of Logistics and Engineering, J4, senior enlisted leader, I perform my duties with a front row seat to the daily pursuits of disruption that our adversaries attempt to inflict on the homeland. Threats to our cyber vulnerabilities and sustainment networks enhance the need for an advanced security environment that defends against an array of threats. Often times, I'm referred back to the knowledge gained from attending the Theater Special Operations Command course - a joint course that teaches logistics, planning and operational C2 while operating in a joint assignment. That resident knowledge regularly reminds me that trained and educated NCOs must be prepared to advise and make recommendations that leverage limited resources appropriately. The early human capital investment offered to me through the previous Senior Enlisted Joint Professional Military Education model, subsequently promoted an ability to meet the desired outcomes of my current position in the J4 directorate.

Service objectives are inherently the same as we all serve the American people, defend our nations interest and uphold the principles of the U.S. Constitution. We are armed with core values and must continue to invest in human capital that includes the development of enlisted professionals. In support of national strategy and globally integrated service operations, JFLD and EJPME accompanies the development of joint enlisted professionals by delivering competent and capable leaders required for mission success through ground, sea, air, space, and cyberspace domains.



#### Charting the course to leadership excellence: Sustainment Pre-Command Course

By Command Sgt. Maj. Thomas J. Skelton, Army Sustainment University SEA

We extend our heartfelt congratulations on your selection to serve at the Brigade/Battalion level—a testament to your unwavering dedication and leadership prowess. Before embarking on this pivotal juncture of your career, allow Army Sustainment University to underscore the significance of a crucial milestone: the Sustainment Pre-Command Course at Fort Gregg-Adams, Virginia.

This in-depth program, spanning five days, represents more than just a mandatory training checkbox. It serves as a transformative crucible, meticulously crafted to equip sustainment leaders with the essential skills, knowledge, and perspectives crucial for success in their forthcoming roles. Picture yourself amidst a cohort of esteemed peers all engaging in insightful discussions on sustainment operation touchpoints.

From its inception, the course delves deep into a myriad of pivotal topics essential for your future endeavors. Have you pondered upon the latest advancements across CASCOM? Through direct engagement with the key stakeholder, participants gain invaluable insight firsthand and develop contacts to help support their future organizations in the future. Moreover, the course provides an overview of GCSS-A, the bedrock of Army sustainment operations, delivered directly from subject matter experts.

Beyond conventional lectures, the course offers a unique opportunity for interaction with fellow

commanders and senior enlisted advisors. Imagine the prospect of observing and engaging with them, gaining an intimate understanding of their decision-making paradigms and strategic visions and further your knowledge on command team relationships and roles. It is akin to possessing a backstage pass to the inner machinations of command dynamics.

Furthermore, professional development sessions led by seasoned leaders from across the sustainment community foster camaraderie and collaboration among participants. These sessions transcend mere knowledge dissemination, offering different mindsets and experience as well as fostering enduring connections that resonate throughout one's career.

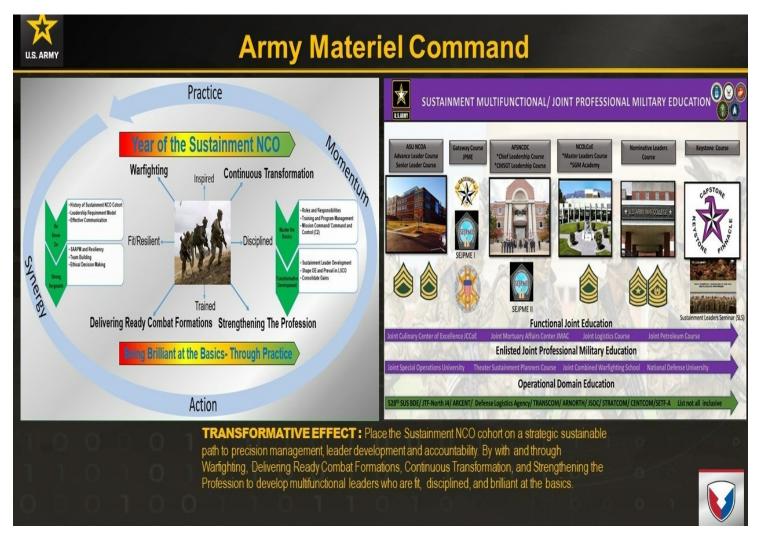
Every course offers a broad range of topics and out of the classroom experiences. Consider it an intensive immersion in all essential domains requisite for assuming your new leadership role. As you embark on this journey of growth and refinement, remember: the Sustainment Pre-Command Course transcends obligation. It serves as your conduit to leadership excellence, your pathway to triumph in the realm of Army sustainment. Embrace the challenges, seize the opportunities, open your mind, and prepare to lead with unparalleled distinction.

Welcome to the next chapter of your illustrious career. Sustainment Leaders Start Here.

### **AMC** Placemat



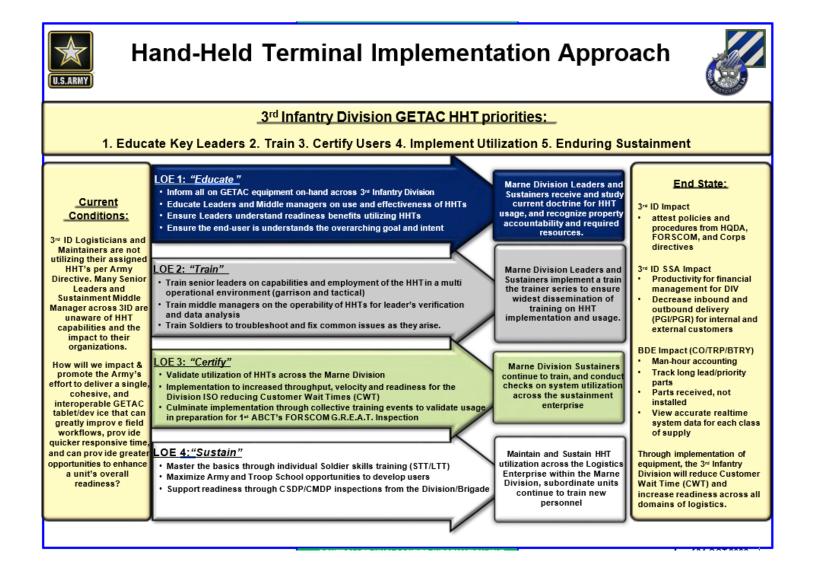
### **AMC Placemat**



#### **8 Principles of Sustainment**



### **HHT CHATS**

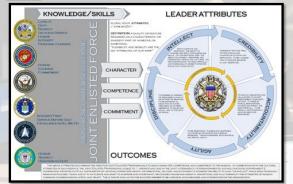


## STRENGTHENING THEPROFESSION

# EJPME I/II

## U.S.ARMY

### **EJPME I/II to Gateway Talking Points**



TP1: The Gateway Residence course serves as the gap filler between EJPME I/II. For SFCs and above placed on a joint staff for the first time, the Gateway course serves as their initial indoctrination to joint service. Most soldiers (Army) do not attend EJPME I/II as they are not forecasted for continued service on a joint staff until the rank of SFC (observation). These soldier's initial JPME begins with the Gateway course, or they do not attend JPME at all. In contrast, on the NORTHCOM staff; most Petty Officers, Chief Petty Officers, Tech SGTs, MSGTs and Gunnery SGTs are Gateway course graduates and were identified for continued service on a joint staff at the E5 grade complimented by completion of EJPME I. Recommend relooking at the current methods of identifying talent and selection for service on the joint staff early with the intent of prompt selection and enrollment in EJPMEI/II, Gateway, SEJPME etc.



TP2: Enrollment into the Gateway course is strictly controlled by nominations through respective CCMD/joint organizations. Recommend dual collaboration with branch managers in the future to facilitate talent management concept outlined in TP1.

II S ARMY