16th SERGEANT MAJOR OF THE ARMY INITIATIVES
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Engaged Leaders who build cohesive teams that are highly trained, disciplined, and fit are ready to fight and win.

They must also develop Soldiers for Life certified in the Army's Profession of Arms where everyone is treated with dignity and respect.

**HIGHLY TRAINED**
- Squad Leader Time
- Corporal Initiative
- Digital Job Books
  - WTDBs
- Align Expert Badges
- MFT/MRT Certification in PME
- Financial Literacy

**DISCIPLINED**
- MySquad App
- Fort Hood Recommendations
- AR 600-20
- Counseling Enhancement Tool
- Jr. Leader Development

**FIT**
- Mental Fitness
  - FM 6-22
  - Building Cohesive Teams Handbook
  - BOSS, WAQ
- Physical Fitness
  - ACFT
  - ABCP Study
  - Food Service Working Group
  - Commitment to Overall Nutrition

**SOLIDER FOR LIFE**
- Talent Management
  - NCO OMLs
  - CSM/1SG Assessment
  - SSG Calibration
  - ASK-EM
- Reception Companies
- Quality of Life
  - Housing/Barracks
  - Childcare
  - Spouse Employment
  - PCS Moves
Build Cohesive Teams

- Provide Soldiers the best SSGs
  - SSG Re-Calibration
- This Is My Squad (TIMS)
  - MySquad App
  - Counseling Enhancement Tools
- FM 6-22 Developing Leaders
- Building Cohesive Teams Handbook
  - Better Opportunities for Single Soldiers
  - Warrior Adventure Quest

Legend:
- Initiative in place
- Continuing Initiative
- New initiative
Highly Trained
• Sergeant’s Time Training – Squad Leader Time 350-1
  • Digital Job Books – Warrior Tasks and Battle Drills
    • CPL Initiative
  • Expert Soldier Badge; Expert Badge Alignment
• Financial Literacy Training

Disciplined
• Fort Hood Independent Review Recommendations
• Junior Leader Development Program
• AR 600-20 Aligning authorities of NCO

Mentally, Socially, Physically Fit
• Mental and Social Fitness (G-1/ARD)
  • “Mindfulness” in MRT; Life Skills training
• ACFT
• Army Comprehensive Body Composition Study
• Army Food Service Working Group; Increase Daily Food Allowance
• MFT/MRT Certification at PME
• Commitment to Overall Army Nutrition
Quality of Life

- Housing/Barracks Improvements
- Child Development Centers/Child Youth Services
- Spouse Employment
- PCS Moves
  - HHG Weight Allowances
  - Sponsorship of Soldier and Family
  - Reception Companies

Legend
- Initiative in place
- Continuing Initiative
- New initiative
Talent Management

- Order of Merit List
  - PME, Promotions, etc.
- SNCO Assessments
  - 1SG TAA (FOC Oct 22)
  - SMAP (FOC Nov 22)
  - SGM-A AP (FOC Apr 24)
- Career Intermission Program
- ASK-EM
  - Enlisted Market Place

Legend
- Initiative in place
- Continuing Initiative
- New initiative
Goal: Junior Leaders in position long enough to become experts in their field before broadening assignments or promotion.

CURRENT STATE

OPERATING FORCE
SGT SLs/SPC TLs
Unmet KD requirements
Lack of expertise at the tactical level

GENERATING FORCE
Promotions to SFC with no Squad Leader time

DESIRED STATE

OPERATING FORCE
Stabilized formations with trusted leadership at the tactical level
SSGs complete KD requirements prior to broadening/post-KD opportunities

GENERATING FORCE
Developed and operationally-tested NCOs
Larger pool of qualified and eligible NCOs for Army Instructors, USAREC, and DS

Initiatives

1,000 SSGs from TRADOC to FORSCOM
48 month time-in-grade before promotion
24 month time-in-position before broadening
The MySquad Team asked Squad Leaders what digital tools would help them build cohesive teams.

**Squad leaders asked for:**

- Task tracking and delegation
- Digital counseling packets
- Event planning and appointment scheduling

MySquad is an easily accessible (no CAC required) web app – built by Soldiers, for Soldiers.
• Unit-led development and training
  • Train and **test individual Warrior Tasks** (Digital Job Book)

• Unit Board
  • Situational leadership questions (**ALARACT 068/2021; 09 SEP 21**)
  • Validate Job Book (unit-led training/testing)
  • Integration onto SGT promotion-recommended list
    • Qualifies Soldiers for BLC attendance

• Basic Leaders Course
  • Standardized, hands-on SL2 training
  • BLC graduation:
    • Lateral appointment to CPL

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**Corporal Initiative**

Office Of Sergeant Major of the Army

**Points Cut-off**

BLC

CPL

SGT

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**Junior Leader Development**

**Warrior Tasks**

**Battle Drills**

**Unit Board**

**BLC**

**CPL**

**SGT**
## Financial Literacy Strategy

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<thead>
<tr>
<th>Delivery Method</th>
<th>System Source</th>
<th>Instructors</th>
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<tbody>
<tr>
<td>• Online (Distributed Learning)</td>
<td>• Professional Military Education (PME)</td>
<td>• Personal Financial Managers (PFMs)</td>
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<tr>
<td>• In-Person Training</td>
<td>• Online Learning Management System</td>
<td>• DoD Personal Financial Counselors (PFCs)</td>
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<td>• Group Training</td>
<td>• Army Community Service (ACS);</td>
<td>• ARNG/USAR Staff</td>
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<td>• National Guard Soldier and Family Readiness Center</td>
<td>• CoE Instructors</td>
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<td>• Soldier Support Center</td>
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### Reporting Mechanism
- Certificate of Completion
- Digital Training Management System (DTMS)

### Milestone Training
- Initial Entry
- First Duty Station
- PCS
- Promotion
- Vesting in TSP
- Continuation Pay
- Marriage
- Divorce
- Birth of Child
- Disabling Sickness
- Leadership
- Pre/Post Deployment
- Transition

**www.FinancialFrontline.org**
Mental & Social Fitness Resources & Tools

- **Ready & Resilience (R2) Performance Centers**
- **Online MRT Resource Center** Training and support material to develop the six MRT competency areas: Self-Awareness, Self-Regulation, Optimism, Mental Agility, Strengths of Character, and Connection.
- **Mindfulness Coach App** Offers a library of audio-guided mindfulness exercises, a growing catalog of additional exercises available for free download, goal-setting and tracking, and access to other support and crisis resources.

Life Skills Training Resources & Tools

- **Circle of Support Resilience**
- **Resilience in Focus**
FY21 Achievements

- Fielded 11 Kiosks & 11 Food Trucks
- Implemented Go For Green Training
- Fielded 428 ID Card Scanners
- Food Service COP added in VANTAGE
- 10% BDFA Increase for Operational Force Units

FY22 Vision

- Warrior Restaurants will be the first choice for Soldier Athletes.
- Goals and Objectives
  - Increased Head Count
  - Improved Customer Service/Feedback Program
  - Increased Go For Green architecture
  - Effective Marketing / Branding
  - Incorporating Modern Services (Credit Cards & Wi-Fi)

In the past year:

- Fielded 11 Kiosks & 11 Food Trucks
- Implemented Go For Green Training
- Fielded 428 ID Card Scanners
- Food Service COP added in VANTAGE
- 10% BDFA Increase for Operational Force Units
Quality of Life

Housing
- All 18 Tenant BoRs in all 44 privatized housing locations
- $2.9B investment in privatized housing
- $1.5B investment in GOV-owned housing
- On track to spend $9.6B on Barracks in the next 9 years.

Healthcare
- E-EFMP system will help families by improving transparency, wait times, profile accuracy, and automate paperwork.
- Online Patient Portal used to book more than 300k virtual appts.
- COVID Vaccine mandate

Child Care
- $1000 Bonus for FCC Homes
- Planning 9 new CDCs by FY26,
  - Will add 4.3k spaces
- Increased fee assistance to $1.5k (highest in DOD)

Spouse Employment
- Reimbursing up to $1k for licensure
- Expanding on-post home based businesses
- Army leaders working with Congress to gain full reciprocity
FY 21 Achievements

- Quality Assurance (QA) – the Army beats CSA’s mandated 75% in-person inspection standard with an overall 97% insp. rate

- Increased temp. lodging expenses from 10 to 60 days

- Transportation offices and live-chat function on the PCS Move app. (Connected to My Garrison App)

- Cash limit raised on GTCC to the amount needed to meet PCS expenses.

FY 22 Objectives

- Working with Joint Force to increase HHG Weight Allowance to 18k lbs

- Authorizing ETPs for any shipment over-weight

- Provide Soldiers and families options and flexibility by extending report dates

- Army proposed a change to the Joint Travel Regulations to increase the initial time to ship household goods from 1 to 3 years after retirement
Installation Reception Centers

Location and Activation by Fiscal Year

**Large Installation:**
- 23 PAXs (per)
- JBLM, WA (FY 23)
- Ft. Bliss, TX (FY 24)
- Schofield Barracks, HI (FY 25)
- Ft. Drum, NY (FY 25)
- Ft. Carson, CO (FY 24)
- Ft. Hood, TX (FY 23)
- Ft. Riley, KS (FY 24)
- Ft. Campbell, KY (FY 24)
- Ft. Bragg, NC (FY 23)
- Ft. Stewart, GA (FY 24)
- Ft. Benning, GA (FY 25)

**Medium Installation:**
- 15 PAXs (per)
- Ft. Benning, GA (FY 25)
- Ft. Stewart, GA (FY 24)
- Camp Humphreys, South Korea (FY 25)

**Small Installation:**
- 10 PAXs
- Wiesbaden, Germany FY 25

Way Ahead: 13 Reception Companies FY23 – FY25

Background:
Reception services include billeting, personnel & finance, medical, dental, and other key in-processing activities.

Career Progression:
Serving in a Reception Company will be a post-KD broadening opportunity for the most-qualified NCOs.
Transition to OML Promotions

Legacy Promotions
Soldiers were “selected” for promotion then scheduled for PME

OML Promotions
Soldiers are ranked for PME priority, THEN promoted.
May be skipped if:
- Approved Retirement/ETS
- Flagged/QMP
- DLC 4 incomplete
- Pending MEB

Transition Issues
Soldiers were scheduled in the wrong priority; causing multiple Soldiers to be skipped for promotion due to PME completion.

Exception to Policy
SFCs otherwise FULLY QUALIFIED will receive a Temporary Promotion to fill 100% of Army requirements by MOS.

Evaluation Board Results Inform:

Schedule for Training
• Merit-based PME scheduling
• Train NCOs before their TIG for promotion

Select for Promotion
• NCOs are selected when requirement exists
• NCO-selects must be FQ (PME; TIS; good standing, etc.)
• NCOs re-assessed annually when not selected

Retain Quality NCOs
• Not Fully Qualified for Retention (NFQ-R) NCOs (put on notice)
• 1X NFQ = HQDA Bar to Continued Service
• 2X NFQ in same grade = Denial of Continued Service – 6 months to separate
SNCO ASSESSMENTS

ENDSTATE: The **RIGHT** Senior NCO, aligned to the **RIGHT** position, at the **RIGHT** time

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<tr>
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<th>FY 2022</th>
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<td><strong>SMAP</strong></td>
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