


LOGISTICS TIMES


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SUSTAINMENT NCO SUPPORTING INITIATIVES



PEOPLE ■ READINESS ■ MODERNIZATION ■ TRAINING & EDUCATION



PREPARING MULTIFUNCTIONAL NCOs

“Self-development is one of the most important things that we can do for ourselves. As you review this edition of the Logistics Times I kindly ask that you read so that you are able to understand, visualize, describe, direct, lead, and asses. This component of mission command is critical in helping us see ourselves and create environments of cohesive teams which are highly trained, disciplined, fit, and professional. Throughout the remainder of the year and beyond we should strive to remain laser focused on ensuring the enlisted cohort becomes multifunctional. Being agile, adaptive, and responsive to the point of need will enable us to be better prepared for competition, crises, and conflict in a complex operating environment.”

- SGM Jimmy Sellers



PEOPLE

Our Army's people are our greatest strength and our most important weapon system.

READINESS

We must be ready to defeat any adversary, anywhere, whenever called upon, under any condition.

MODERNIZATION

We are at a critical inflection point and must aggressively pursue the Army's modernization efforts to maintain our competitive edge.

Sustainment NCO Initiative Lines of Effort

	Major Objectives
LOE #1: People Cohesive Teams	1. Authorities / Ownership 2. Effective Communication
LOE #2: Readiness Fit	1. Data Entry 2. Education & Awareness
LOE #3: Modernization Disciplined	1. Holistic Soldier Concept 2. Acquire & Retain
LOE #4: Training & Education Highly Trained	1. Education 2. Credentialing

PEOPLE

READINESS

MODERNIZATION


TRAINING




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ABOUT HQDA, G-4





G-4: Who We Are and What We Do

Our Mission

Develop, implement, and oversee Army strategy, policy, plans, and programming for logistics and sustainment to enable Army readiness, strength, and speed.

Our Vision

Combat-credible Army units from the Strategic to the Tactical Support Area resourced to set theaters, deter, and compete below the level of armed conflict, and are combat ready for multi-domain conflict while meeting the demands of the Global Operating Model.

What We Do

- Drive change and provide oversight of logistics policy.
- Review, update, and maintain more than 94 Army logistics publications.
- Deliver logistics news to 1.8M readers.

Professional Development

Through the International Society of Logistics, the G-4 supports personnel completing the Demonstrated Master Logistician (DML) Certificate Program. The DML provides a well-defined career path to train and develop multifunctional logisticians.

★★★ G-4 Directorates

Logistics Initiatives Group (LIG): Provides dedicated and responsive staff support to develop and communicate the DCS, G-4's strategic intent and to influence internal and external audiences in support of logistics-based initiatives, actions, and programs.

G43/5/7: Integrates strategic Army logistics functions in support of Defense Planning and the National Military Strategy to sustain Army forces supporting global combatant commanders.


G44S: Establishes supply policies, resources supply programs, and develops key logistics action plans that enable Total Army Readiness.

G44M: Provides comprehensive sustainment capabilities (strategic through tactical) that enable ready forces over time through integrated maintenance and lifecycle policies and programs.

G46: Provides Logistics Domain management oversight for policy, governance, investment strategy, and technical requirements integration of automated logistics business mission and warfighting mission area (BMA/WMA) information technology.



G48: Performs and facilitates Sustainment Program Evaluation Group (PEG) responsibilities for the PPBE processes.

Reserve Component Integration: Advises the DCS, G-4 and the G-4 staff on RC training, utilization, readiness, and mobilization.




G-4 Initiatives


- Foodservice Modernization
- Retained Issue
- Quality of Life
- Army Uniform Board






The Combined Logistics Excellence Awards (CLEA)



These awards recognize organizational achievement in the areas of deployment, maintenance, and supply operations for all components—Active Army, Army National Guard, and Army Reserve. The CLEA competition shines the spotlight on logisticians and recognizes the critical role they play in supporting the warfighter.

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 @USArmyLogistics

“The Army enables its total readiness by putting its people first, and this extends across the Service’s backbone – its Noncommissioned Officer. Continued investments in tailored leader development programming and education will ensure our Sustainment NCO Corps is postured to persistently meet the needs of our Army’s warfighters in the complex and evolving environment of future warfare across domains.”

– LTG Charles R. Hamilton





Developing Multifunctional Logisticians





THE ARMY PEOPLE STRATEGY

OCTOBER 2019

NCO STRATEGY



Preparing Enabled Leaders to Compete, Fight, and Win
October 2020

SUSTAINMENT NCO SUPPORTING INITIATIVES #8888



PEOPLE • READINESS • MODERNIZATION • TRAINING & EDUCATION
PREPARING MULTIFUNCTIONAL NCOs

The Noncommissioned Officer Guide



TC 7-22.7

Multifunctional Logistician Education

- Uni-Start date for SLC
- Combined QM, TC, OD Common Core (from Oct 2020)
- Added Support Operations projected (from Q3FY21)
- Reinforce Sustainment lessons thru DL
- Leader Certification and Credentialing for Battle Staff NCOs

Modernization

- Train and Educate Culinary Specialists
- Rename Dining Facilities to Warrior Restaurants
- Nutrition and PCS mobile apps
- Reform Combined Logistics Excellence Awards (CLEA)
- Quality of Life (QoL) HHG Initiatives
- E-FLIPL Implementation
- GCSS-A Increment 2

Talent Management Framework

- Focuses on Alignment, Mentorship, and Continuity
- People, Readiness, Modernization, Performance

Communicate, Collaborate, Coordinate

- Sustainment Leaders Forum (SLF)
- Sustainment NCO Strategy Working Group
- Talent Management Working Group
- Senior Leaders Seminar (SLS)

Outcomes

- Develop NCO Sustainment Leaders who are technically and tactically proficient and fundamentally sound, confident, and professional in their roles and responsibilities as a Non-Commissioned Officer

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A Note from the G-4 Sergeant Major

By SGM Jimmy Sellers



Greetings from the Pentagon. 2022 is nearly half over, and what a productive year it has been thus far - I'm looking forward to all that we will accomplish in the ensuing months as we charge into 2023. I hope the second edition of Logistics Times finds you and your family well. On all accounts, the inaugural edition received rave reviews and exceptional feedback from the Sustainment Community. Many thanks to all of you who contributed to or read the first edition and are taking time over the coming days and weeks to read this one.

Upfront I would like to take a moment to set the stage for what's ahead on the next few pages. At this past fall's Association of the United States Army (AUSA) Annual Meeting, the Sergeant Major of the Army (SMA) released his updated Army NCO Strategy. After taking the necessary time to effectively understand the Strategy's content, I believe that one of the most important things we can do to prepare future leaders for large-scale combat operations (LSCO) in a multi-domain en-

vironment is to translate this guidance with specificity to the logistics community. We are doing this in order to see ourselves better and understand our unique and enabling role within the SMA's strategic framework, as everyone will play a critical part in operationalizing the Strategy. To accomplish this, I solicited the assistance of a few highly qualified Brigade Command Sergeants Major and Sergeants Major – all of whom possess timely and relevant experience – to help translate the Army NCO Strategy into a Sustainment NCO Supporting Initiatives Guide. The Sustainment NCO Supporting Initiatives Guide charts the way ahead to support our development of multifunctional logisticians postured for the future. This edition of Logistics Times unveils the lines of effort (LOEs) and desired end-state contained within the proposed Sustainment NCO Supporting Initiatives Guide which firmly nest within the Army NCO Strategy.

To help you understand the strides the NCO Corps has made while gaining a sense for the direction the Army is going, I recommend you read the Army NCO 2020 Strategy. Published by Training and Doctrine



Preparing Enlisted Leaders for Multi-Domain, Large Scale Operations

Command (TRADOC) in 2015, the strategy was “fundamentally designed to change and evolve the NCO Education System (NCOES) into a comprehensive leader development system that links training, education and experiences across the three learning domains of operational, institutional, and self-development.” The Army NCO 2020 Strategy was completed in January of 2020, where we officially closed out all thirty-six of its tasks.

When discussing the Army NCO 2020 Strategy, I’ve always asked NCOs and Soldiers to think of the document as the blueprint which helped the Army redesign and upgrade our education system. From this, we were able to transform it into the NCO Professional Development System (NCOPDS). Doing so ensured we could constantly educate NCOs, whether we are sitting in a TRADOC classroom or gaining operational experience during a Combat Training Center (CTC) rotation.

Now that the education system has been overhauled, the Army has been laser focused on ensuring the enlisted cohort is fully prepared for the challenges faced in our newly redesigned NCOPDS. This will enable us to be better prepared for competition, crisis, and conflict in a complex operating environment. In essence, the Army NCO Strategy is designed to, in its own words, “assist leaders in facing the challenges of preparing squads to meet the demands of a changing operating environment.”

It is imperative that we derive action from all leader-provided guidance and intent. We’ll do this by ensuring the LOEs, tasks, and objectives contained in the Army NCO Strategy are replicated at echelon and clearly resonate with the Logistics NCO cohort.

It’s equally important that leaders at echelon operationalize both. To this end, the Sustainment NCO Supporting Initiatives Guide concentrates on similar tasks and major objectives to achieve the desired end state. It has been deliberately designed to create and qualify NCOs who are multifunctional in how they operate. In parallel, both strategies drive us toward the objective of creating cohesive teams which are highly trained, fit, and disciplined. From this we gain the confidence that we are prepared to fight and win our Nation’s wars now and in the future.





Sustainment NCO Initiative – People

By CSM Tonya Sims, 82nd Airborne Division
Sustainment Brigade (DSB)

Sustainment provides the capability for combat power to move forward, fight, and win on any terrain, campaign, or battlefield. As the cornerstone of military operations, sustainment operations' tireless support and efficiency are vital to success in training, combat, and global peacekeeping operations. Sustainment enables force readiness and provides the resources necessary for achieving both operational and strategic goals around the world.

For this reason, the sustainer is constantly evolving and adapting to technological advancements while continuing to shape the fight. This truth requires our Soldiers to become the definition of a multifaceted and adaptive leader. Through the utilization of operational and institutional experience, sustainment non-commissioned officers (NCOs) will advance capabilities to improve training processes which increase and maintain combat power that will enhance a Joint Force commander's capabilities. This requires sustainers to operate in austere and formidable environments while utilizing tactical patience and critical thinking skills to develop actionable information so commanders can make effective combat decisions.

In support of commanders' decision making, it is imperative that sustainment NCOs understand, master, and integrate lethal and non-lethal capabilities to fight and win within a fluid, unpredictable battle landscape. This ability ensures that the NCO effectively aligns with their commander's vision to achieve the unit's mission.

Recent advancements in our adversaries' capabilities have significantly increased their ability to infiltrate rear sustainment lines with long-range ballistic munitions,

complicating the Warfighter's capabilities. Now more than ever, the Sustainment NCO Corps must modernize our efforts to support the Warfighter through a more in-depth selection and assignment process. We must strive to increase agility and maintain our strategic advantage by ensuring increased aptitude within the division and nimbly supporting increased proficiency within the unit.

There is a reason General Eisenhower proclaimed logistics as a linchpin of winning efforts. He placed special emphasis on sustainment after feeling the crushing effects of resupply shortages which prolonged the battle of Metz and cost countless lives and valuable time during combat operations. This lapse in military planning led to the realization that sustainment enables combat power to advance, fight, and win on any terrain, campaign, or battlefield. Given its pivotal role in completing the mission, accelerating the growth of this infrastructure and its well-trained Officers, NCOs, and Soldiers is vital to our operational success.

As seen in history, the need for sustainment remains vital and will remain so in the future; it is vital that we develop the Soldiers in our formations to prepare for the future of sustainment operations. From the Human Resources Command assignment of Soldiers, the Combined Arms Support Command providing advanced Individual Training of Soldiers, and the Professional Military Training for our NCOs, all play a pivotal role in supporting our sustainment formations. Across most sustainment organizations, there are only authorizations for two to three individuals in some sections or positions; every person plays a vital role in supporting their mission. Ensuring the assigning and aligning of our sustainment NCOs/Soldiers to their critical point

“You will not find it difficult to prove that battles, campaigns, and even wars have been won or lost primarily because of logistics.”
– General Dwight D. Eisenhower

of need based on their skills, talents, credentials, and certifications will provide commanders and leaders the greatest opportunity for success in any environment on and off the battlefield. This enables persistent sustainment readiness through an exhaustive understanding of the entire process. In doing so, we must leverage sustainment training both internally and externally to ensure that all Soldiers understand their roles in support of readiness and comprehend the big picture of how sustainment forces align, from the Forward Support Company to the Theater Sustainment Command. All sustainers should know what strategic assets are available to support their mission and how to plug into those assets. Not only will this ensure recurring benefits, but it will also lead to the continuity of our strategic advantage.

CSM Delgado wrote an article – “Your Legacy - Set Others Up for Success” – which outlines how we take care of our people through education and advancement. He stated, “[a] large part of taking care of our people is making sure the right opportunities are available[.] As senior NCOs, it is our job to ensure that the next generation of Soldiers are ready to take the mantle when their time comes.”

As we assign and align our sustainment formations with Soldiers, we create a dynamic force that will continue to drive the Army’s success. Mentors and mentorship are two essential parts of the development of our Sustainment NCOs and Soldiers. Regardless of position, title, or seniority, every Soldier should have a mentor to provide guidance and direction throughout their career, professionally and personally. This will build a culture of value in our formations and build momentum within those units.

Great mentors can also provide experience and knowledge across the Sustainment Enterprise in preparation for Unit Incentive Awards through their wealth of knowledge and experience across the military. Unit Incentive Awards and streamers, such as the Army Award for Maintenance Award (AAME), Supply Excellence Award (SEA), Deployment Excellence Award (DEA), and the Food Service Award, are great programs to build confidence and drive focus in training and readiness while achieving excellence across the formation, increasing esprit de corps. Also, having in-

ternal competitions that recognize the best sustainment organizations, in turn, will enable effective and efficient operation of our system and allow for increased unit readiness and capabilities for deployment.

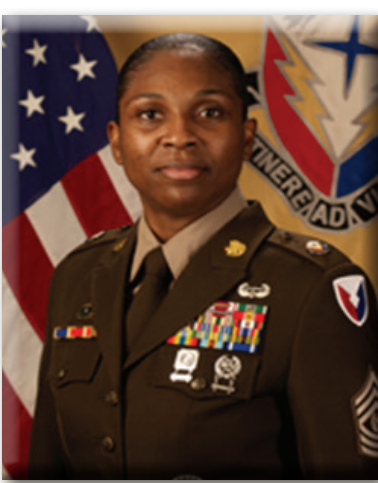
The “well-trained, highly disciplined, and fit” Sustainment Soldiers will be LOCKED into the Regionally Aligned Readiness and Modernization Model (Re-ARMM). They will also be able to “fight, deploy, and win” when ready to STEP, providing the Army a cohesive logistical force of highly trained Soldiers ready to support the organizational mission.



“Your Legacy -
Set Others Up for
Success”
– CSM Delgado

Sustainment NCO Initiative – Readiness

By CSM Kendra St. Helen, 404th Army Field Support Brigade



As Sergeant Major of the Army (SMA) Michael Grinston stated, “It’s not people first versus readiness; it’s people first that equals readiness in the Army.” Everything we do revolves around

people - they are, first and foremost, our number one priority. We’re entrusted with their health, safety and overall readiness in any environment. It’s our responsibility to ensure they are ready for anything at any time, overseas or at home.

This is why Readiness itself is its very own line of effort (LOE) within our Sustainment NCO Supporting Initiatives Guide. Leaders must empower Sustainment NCOs to build upon and refine efforts in order to advance and influence all aspects of Readiness while continuing to bridge challenging gaps as sustainment requirements continue to grow. Therefore, we must develop innovative and proactive NCOs capable of advanced critical thinking to manage programs that support Total Army Readiness.

Readiness is enduring and the primary focus of all Sustainment NCOs. It allows Warfighters the freedom of action to engage at a moment’s notice and the Army to remain at the forefront of winning the nation’s wars. For that reason, we must arm NCOs with the required resources, education, fitness and training necessary to effectively perform in logistic positions. The complexity of their duties and responsibilities in an ever-changing

environment requires modernized systems and programs to track and validate training requirements.

The main priority for Sustainment NCOs is understanding their position’s roles and responsibilities which set conditions to support Readiness across all platforms. The way we prepare to fight and win as an Army has a lot to do with how we understand the competition. We must be ready in any operational environment (OE) with the logistic precision necessary to anticipate requirements. In order to set conditions for Sustainment NCOs, the Readiness LOE focuses on equipping those NCOs with the required resources, education, fitness and training necessary to effectively perform in sustainment positions. As Sustainment NCOs, we need to anticipate the Army’s needs through modernization as the Army transitions to the Regionally Aligned Readiness Modernization Model (ReARMM) across all platforms. Simultaneously, we must manage programs that support Soldiers and their Families. As agents of change, NCOs have to build upon and refine efforts to balance current Readiness with future modernization. Although timing is often challenging for organizations, the major objectives focus on some easy wins to unburden and assist leaders to prepare now and through the Army’s AIM Point 2030.

Looking across the Sustainment community, the NCO Corps struggles to find the proper balance between Readiness and modernization across the Sustainment Warfighting function. Our ability to subsequently drive



cultural change will be reliant upon an understanding of how to operate in any environment given that balance. Contributing factors associated with this problem are due to changes in Soldier demographics, Army systems not which are not yet modernized to meet sustainment demands, Soldiers' desire for digital platforms to gain knowledge and near-constant civilian advancement which revolutionizes industry standards and practices.

The Readiness LOE is comprised of three major objectives: Data Entry, Education and Awareness and Highly Trained. Beneath these objectives are seven aligned tasks which provide added detail and are nested with Army priorities.

OBJECTIVE 1 – Data Entry: This captures system modernization to create transparency and auditability for Soldiers and leaders while integrating data across once disparate platforms.

Task 1: Digital Training Management System (DTMS) Entry

Organizations with jump status previously tracked Soldier's jumps utilizing DA Form 1307 - Individual Jump Log and an excel spreadsheet maintained in the S3 section as the system of record. DA Form 1307 did not exist in DTMS or any other system of record. As of August 2021, DA Form 1307 has been inputted into DTMS - leaders now have the capability to manage talent to deliberately assign Soldiers to specific airborne assignments and positions.

Task 2: DA PAM 600-25 and Career Map/Permanent Change of Station (PCS) Alignment

DA PAM 600-25 is utilized during evaluation boards to select NCOs based on their talents for career advancement and a myriad of human resourcing decisions. NCOs depend on talent managers to utilize the information captured in doctrine when being assigned for a PCS. Due to the lack of updates, NCOs assume positions that require a specific skill set without having the opportunity to attend the required course. Additionally, they're evaluated against a rubric that they don't control.

In efforts to level the playing field, CASCOTM will place emphasis on the timely update of DA PAM 600-25 and communicate to Human Resources Command to incorporate functional and operational courses into NCOs' PCS orders to be conducted en route to their new assignment. For example, if an NCO is PCSing and he/

she does not have Battle Staff or Support Operations, Soldier orders will include school en route. This is a more deliberate approach to getting personnel certified and trained, taking the burden off of units so NCOs arrive ready from day one.

Task 3: Sustainment Sergeant Major Career Map

Develop a Sustainment career map for sergeants major encompassing all positions with overlapping MOSs aligned with FM 4.0, inclusive of Ft Lee and Ft Jackson. Sergeants major will have the capability to take charge of their own career alongside talent managers, allowing them to see themselves and where they're headed. The Sergeant Major Sustainment Career Map will encompass various forms of progression with traditional and nontraditional sustainment assignments. It will also depict a natural progression along a career ladder of positions, ensuring transparency before an eventual transition out of the military.

OBJECTIVE 2 – Education and Awareness: Empower and certify NCOs to reach training proficiency levels associated with regional alignment and a functional fitness culture.

Task 1: Master Sergeants/Sergeants First Class (MSGs/SFCs) Sustainment Leaders Orientation Course

Advancements in technology alongside preparations for new great power competition with near-peer to peer adversaries require Sustainment NCOs to remain adaptive, agile and multifaceted. Knowledge of sustainment and warfighting functions required to sustain warfighters to the point of need remains the first priority of Sustainment NCOs.

In the last few years, NCO knowledge of sustainment and warfighting functions has atrophied due to the heavy reliance on contracted sustainment during Counter Insurgency Operations. Large-Scale Combat Operations require Sustainers to meet the demands of war with a green solution that remains flexible as sustainment lines increase in highly contested Joint All-Domain and Multi-Domain environments.

The implementation of a MSG/SFC Sustainment Leaders Orientation Course will bridge the gap and enhance leader proficiency during reception and integration assignment processes. The implementation of a Sustainment Leaders Orientation Course that incorporates real time updates to doctrine and initiatives while address-

ing current challenges will strengthen Sustainment NCOs' overall development. The bottom line is that Sustainment leaders must implement programs that intentionally grow future leaders to meet the demands of the 21st Century.

Task 2: Holistic Health & Fitness (H2F)/Soldier Injury Prevention and Recovery

Sustainers struggle at times to abide by all the domains of H2F due to the complexity of our daily duties. Sustainers go through great lengths to accomplish the mission simply because warfighters depend on us to deliver the right product, with the right quality, at the right time. That requirement alone tends to be the reason Sustainers lose focus on H2F.

H2F is a cultural change for most Soldiers, but they'll learn to adapt. To cultivate Warrior Athletes, we must train and think like professional athletes. Training and awareness will assist with changing a Soldier's mindset. Organizations have embedded certified trainers that

will improve injury prevention and recovery. Organizations currently have the ability to send personnel to the Master Fitness Trainer (MFT) Course, but there's a lack of available seats and rarely any Mobile Training Teams (MTTs). Soldiers must understand how to effectively train and recover in order to reduce injury as we adapt to the ACFT changes and maintain physical readiness. Further, NCOs have to know how to put together an effective program for their soldiers. Therefore, we have to ensure that NCOs are properly educated first through interactive training from those embedded physical therapists (PTs) at the unit.

Implementing a standardized certification program accessible to all NCOs and the addition of certified trainers will enable Soldiers to maintain lethality and transition to a multi-domain capable force as part of the ReARMM strategy, amplifying Soldier readiness to fight and win. The proponent of the certification, CASCOM, would generate a certificate that can be uploaded to a Soldier's record – this will create additional transparency for Leaders.

OBJECTIVE 3 – Highly Trained: Tasks will drive special skill badges and certifications for assignments as an Observer Controller/Trainer (OC/T).

Task 1: Project Warrior

The purpose of Project Warrior is to codify the selection process to serve as an OC/T, code tour of duty as a two year special assignment, establish a badging process and provide incentive pay/cost of living (COLA) for Fort Irwin and Fort Polk, areas that are not desirable locations. Individuals assigned to Combat Training Centers (CTCs) have the sole responsibility to teach, coach, train and evaluate organizations through their joint readiness training exercise. With such a great responsibility, individuals selected should obtain specific skill sets and undergo a medical screening due to the rigor and stress of the assignment. Currently, OC/Ts are selected through the normal assignment process to serve in these positions as outlined in DA PAM 600-25. As of publication, there are no special skills sets or screenings required to serve in such an imperative position.

Given the need to ensure the most qualified individuals serve as an OC/T, the selection process should be coded as Special Assignment regardless of branch and be competed for by those in the rank of Staff Sergeant or



above with or without deployment and all special skills outlined in DA PAM 600-25. Those individuals without deployment experience must have participated in a CTC rotation as the rotational training unit. Individuals that are augmented to serve as OPFOR do not meet the requirements for the badging process.

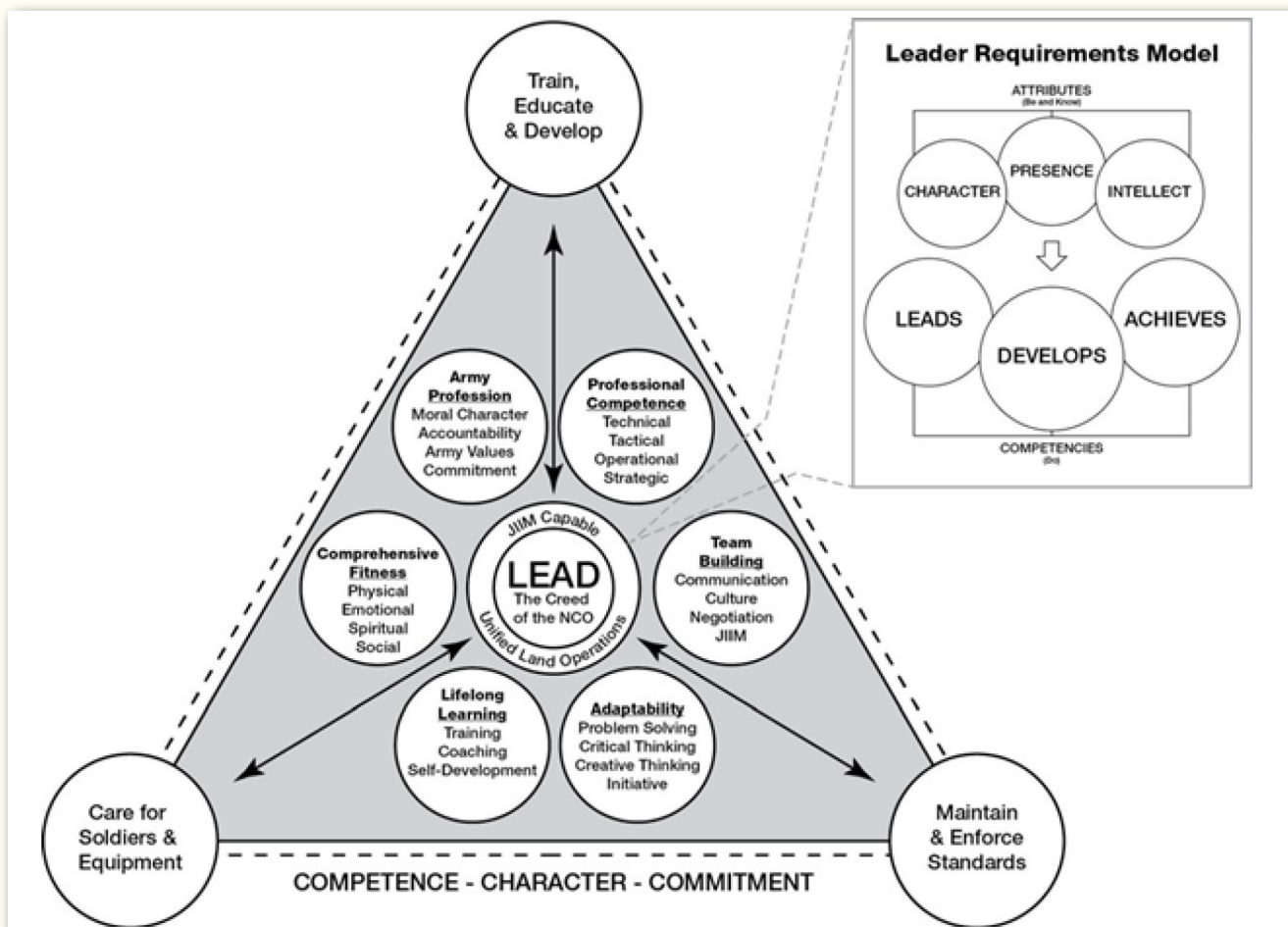
The requirements for badging will be IAW the Installation SOP/ NTC EXOP dated March 2021. OC/Ts mandatory requirements consist of Phase 1 of OC/T training generating a certificate and PHASE II requires a memo signed by an O5 which is then inputted into DTMS. This values utilizing a system of record.

In efforts to increase the aptitude for requesting assignments as an OC/T, those serving as an OC/T on a TDA should receive their choice of assignment following their tour of duty and the ability to exchange issued uniforms through the Central Issue Facility (CIF) or a Clothing Exchange voucher due to extreme conditions and extended use. Additionally, Special Duty Pay/ COLA should be administered for those training areas

– such as Fort Irwin – that are a great distance from local towns and exchanges that lack items readily available on larger posts.

Conclusion:

The Readiness of Sustainment NCOs requires the well-planned implementation of updated systems, sustainment development and the right individual in the right positions with a keen understanding of how they must execute core principles for success in future operations. To ensure unity of effort, the majority of the tasks aligned within this LOE requires coordination and communication between CASCOM, Sustainment Branches and Human Resources Command. While the objectives and tasks within this LOE have been recommended but not yet approved, the framework depicts how leaders can prepare now to reduce risk as the Army continues through modularity. By executing the varying LOEs within Readiness, NCOs will be postured now and through the Army's AIM Point 2030.



Sustainment NCO Initiative – Modernization

By SGM Ken Fauska, Chief Culinary Management SGM



The efficiency of sustainment operations has had a direct correlation to success in combat. As sustainers evolve and new technological advances are adapted, we will continue to shape the fight. To enable self-reliance within our formations, improve our ability to surpass civilian industry standards, and guarantee Joint All-Domain Operation (JADO), Multi-Domain Operation (MDO), and Large-Scale Combat Operation (LSCO) mission success, sustainment NCOs must remain abreast of current societal advancements, be innovative, and think strategically.

The Sustainment Corps must modernize all doctrine, organization, training, materiel, leadership, personnel, facilities, and policy (DOTMLPF-P) to ensure fully resourced state-of-the-art systems and upgraded processes remain through the vicissitudes of Army commands. Yesterday's circumstances created yesterday's standards for success. Since today is different from yesterday, and tomorrow will be different from today, we must evaluate each day to determine what success will look like moving forward. A modernized Sustainment NCO Corps will empower our Army to dominate all adversaries anywhere, anytime, and sustain support wherever needed.

Our problem statement is simple and direct: The Sustainment NCO Corps has encountered a decline in knowledge and experience. A need for modernization is required. Our ability to modernize is inhibited by a lack of guiding policy and available resources. Our shortcomings hinder our ability to keep pace with civilian industry, leading to stagnation.

Our follow-on purpose, then, is clear: We must bridge the gap of knowledge, training, program management, talent management, policy, resources, and standardized systems in order for the Sustainment NCO Corps to catch and surpass civilian industry. From this, our primary objective is to develop disciplined, well-trained, competent, and resilient leaders, while modernizing how we sustain the force in MDO.

Critical modernization tasks include: Reintegration, Squad Leader Reinforcement, Band of Excellence, Knowledge Sustainment Network, and Resources and Training Management. Reintegration revolves around the Sustainment Refresher Course, which outlines standardized re-entry for NCOs that may have been operating outside their MOS. Installation Reintegration Training also adds another layer at each post, camp, and station to leverage existing programs.

Squad Leader Reinforcement, Installation Squad Leader Development Course, and This is My Squad ensure Squad Leaders can provide connections to Soldier Support Agencies and make Soldiers aware of varying tactics, techniques, and procedures (TTPs) at a given local installation.

The Band of Excellence is leveraged to determine metrics used to define and identify excellence within our formations and by way of our modernized Talent Management effort.

Knowledge Sustainment Networks are the shared networks to resource doctrine and products that provide Sustainment NCOs with the ability to practice decentralized command by creating shared understanding.

Resource and Training Management are the resources, supply chain upgrades, modernized programs, and devices that will drive efficiencies and our overall effec-

“The Most powerful asset this nation has is not its technology, but the people who find new ways of moving our nation forward.”

- General Nicholas Justice

tiveness. Products created and upgraded should clearly show return on investment.

Examples of resources required and supporting initiatives include:

- Blackboard training for all Sustainment MOSs
- Online training tools for all skill level MOS training and retraining. Include nutritional training for all skill levels
- Establish, standardize, and share leader professional development (LPD) sessions for the force, used by leaders at installations to purposefully integrate and build mental maps for their returning OPFORCE warriors
- Promote Consolidated Training Events to ensure fruitful training
- Installation Resource Tours, which are used by leaders at installations to train their Squad Leaders on how to leverage resources for their Soldiers and where to find them
- Promote Combined Arms Support Command's Sustainment Virtual Playbook
 - Ensure all updated/upgraded doctrine and concepts are shared through the Playbook to develop an easy to navigate, shared knowledge platform for feedback and updated TTPs
- Develop "Pockets of Excellence" and web-based best practices specifically for sustainers, and promote existing sites to amplify those lessons
- Promote quarterly town halls for the Single Soldier Barracks Program
- Promote the Army Maintenance app work order submittal program
- Mandate Digital Training Management System (DTMS) access and training for all Squad Leaders to bridge the gap with the Integrated Personnel and Pay System – Army (IPPS-A) for talent management options.

We must maintain overmatch by developing well-trained, competent, and resilient leaders. A modernized Sustainment NCO Corps will empower our Army to dominate all adversaries anywhere, anytime, and sustain wherever needed. Modernization bridges the gap of knowledge, training, program management, talent management, policy, and resources.





Sustainment NCO Initiative – Training, Education, and Certification

By CSM Jenny Anne C. Bright, 21st Commandant, Fort Stewart Noncommissioned Officer Academy

The complexity of the current and future environment requires Sustainment Non-commissioned Officers (NCOs) to be competent, confident, resilient, and fit leaders that can adapt to any environment anywhere, anytime, and in any condition. The Sustainment NCO's roles and responsibilities to employ sustainment capabilities are critical both on and off the battlefield and more is required of each to meet the demands of Large-Scale Combat Operations (LSCO) in Multi-Domain Operations (MDO). Sustainment NCOs should be able to adapt and perform these roles as they change their environment. These roles create experiences and opportunities to help them succeed as value-added members of the civilian workforce. To accomplish this, the training, education, and certification of Sustainment NCOs must be aligned to meet these demands.

Leader development has never been more critical to our Sustainment NCO Corps. They are the key to winning and dominating in a contested and uncertain environment. As we live in an operational environment that is dangerous and complex, facing near-peer capable adversaries as well as Violent Extremist Organizations that are all seeking to gain strategic positional advantage, it is critical that our Sustainment NCOs meet the demands required of them to operate in a chaotic environment. Competing with these adversaries requires more than modernized equipment and resources. It will take Sustainment NCOs to understand their roles and responsibilities in order to employ sustainment capabilities anywhere in the world, in any condition, and at any given time. They must quickly adapt and perform

their roles as conditions change. In the long run, their experiences and opportunities gained while operating in this complex environment will not only help their organizations accomplish their mission, but these leaders will also help themselves succeed as value-added members of the civilian workforce. This is exactly the reason why the training, education, and certification of Sustainment NCOs must be nested to meet the demands of today and the future.

The fourth line of effort (LOE) of the Sustainment NCO Supporting Initiatives Guide outlines the Training, Education, and Certification Initiative to grow multi-functional logistics NCOs. Although we currently have an unmatched Noncommissioned Officer Professional Development System (NCOPDS), we need to continue to adapt and change with an environment that is evolving. We are now competing with peer threats that are always striving to gain an advantage over us. For years, our Army has fought using a synchronized approach across air, land, and maritime domains. Those are things we are accustomed to doing, but we are now also competing in cyber and space domains. This environment requires Sustainment NCOs to do more than what is asked of them. They must have the competence, confidence, resilience, and physical and mental fitness to fight across all domains, as sustainment wins wars.

For the last two decades, more has been asked of our NCOs. Currently, units across the globe have a high operational tempo to meet demands as well as working through the challenges to train and fight through an unforeseen pandemic. The NCOPD Program (NCOPDP) at the unit level may require more attention to focus on sustainment topics that are important to current times and that are relevant to keeping pace with the needs of

“Leadership and learning are indispensable of each other.”

- President John F. Kennedy

MDO. Another task in this LOE is to improve our marketing initiative to publicize opportunities for growth and improvement, such as certification and credentialing programs. Most Sustainment Military Occupational Specialties (MOS) have an active credentialing program and some do not. The line of effort outlines a possible solution to implement a non-MOS specific credentialing program that could benefit all Sustainment NCOs, not only while in service, but also after their military career.

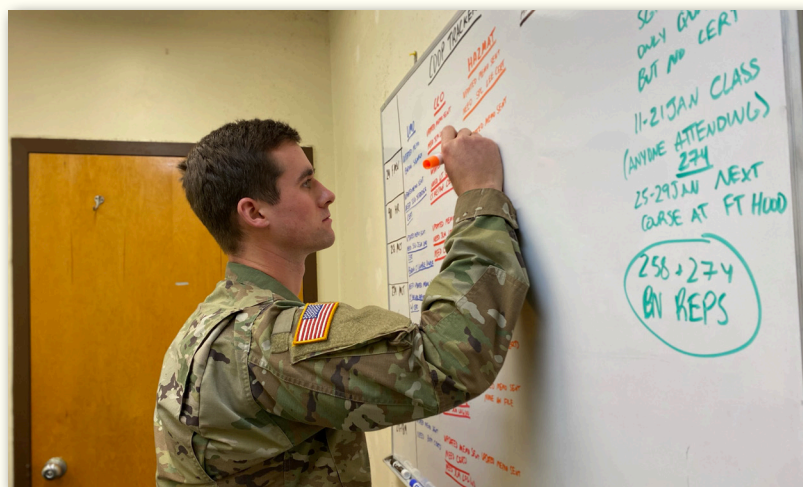
The purpose of this initiative is to bridge the knowledge gap between institutions, organizations, and individuals to empower and build competent and confident Sustainment NCOs. These leaders will have the ability to think on their feet, be open to new ideas, and can adapt and thrive in any environment. The objective is to develop our Sustainment NCOs to be critical thinkers who take care of Soldiers as well as the mission and keep their seats at the table to articulate sustainment capabilities. More importantly, this initiative will enhance the knowledge, skills, and behaviors that all Sustainment NCOs must possess and that the Army needs to execute talent management.

How do we get after growing Sustainment NCOs? It may be worthwhile to start developing future Sustainment NCOs as early as their Advanced Individual Training and continue through each level of Professional Military Education. It is important that Soldiers understand where they fit in LSCO. As we prepare an MDO-capable Army, time is not on our side. It is the current Soldiers in the early stages of military training that will lead our Army through the future LSCO fight. A basic understanding of the Operational Framework described in Field Manual 3-0, Operations, and Field Manual 4-0, Sustainment, will help our Soldiers visualize where and how they fit into LSCO and why their training is important.

This LOE also includes a task that outlines a concept for an MOS-immaterial Training with Industry (TWI) effort. What we have now are programs that are directly linked to a specific MOS. A MOS-immaterial TWI program will increase and enhance the knowledge and skills of Sustainment NCOs and will also enable them to contribute immensely to their organizations. Their experience in the TWI program supports the Soldier for Life Program. This concept is an example of in-

vesting in our Sustainment NCOs with new, emerging, and innovative business practices and technologies. This is a talent that is nested with growing relevant and multi-functional Sustainment NCOs. Another task highlighted is the unit-led NCOPDP. The intent for this task is to publish a standardized Training Support Package from the Sustainment Center of Excellence to facilitate training on sustainment-specific topics every fiscal year. Examples of professional development include Brigade Support Area establishment, Tactical Exercises without Troops, Sustainment Mission Essential Task Proficiency, and Leader Validation. Using sustainment lessons learned from Combat Training Center rotations and Warfighting Exercises creates a shared understanding for improvement. It also allows for a streamlined knowledge base across all sustainment units in support of divisions.

By advancing this LOE, we will enhance the lethality of the Sustainment NCO. This initiative will ultimately enable supervisors and their leaders to properly manage talent and place the right Sustainment NCO in the right job, at the right time. Ultimately, this initiative will result in a more competent, confident, and physically and mentally fit Sustainment NCO who is prepared to provide sustainment capabilities anywhere in the world, while ensuring the readiness and care of our Soldiers. To fight and win the nation's wars, we must continue to modernize leader development and education for our Sustainment NCOs and continue to assess this process to maximize their potential and meet the demands of LSCO in a Multi-Domain environment. Our Sustainment NCOs will remain the most lethal in the world and will continue to dominate to win.





SUSTAINMENT NCO INITIATIVES

Today's NCO Corps is the best in the world. What enables us to remain at the top is our ability to adapt to an ever-changing environment.

- This is a robust and flexible initiative. Major objectives will adjust when they are accomplished or new needs arise.
- Enduring tasks, such as NCO induction ceremonies, leadership boards, and NCODP forums, are critical to the history of our Corps.
- These enduring tasks will be remembered and emphasized during assessment phases. Feedback from the force is critical.
- Your voice and ideas will help move the NCO Corps into the future and keep us the best Army in the world.

FIVE things every Sustainment NCO needs to know about the Sustainment NCO Initiatives:

- The Sustainment NCO Initiatives are nested with the Army NCO Strategy and translate what a multifunctional NCO must be, know, and do.
- The goal of Army NCO Strategy is to ensure NCOs remain highly trained, disciplined, fit, and are Soldiers for Life.
- The Sustainment NCO Initiatives will achieve their goal through changes in knowledge, skills, behaviors, programs, systems, training, education, experiences, assessments, and certifications.
- The Sustainment NCO Initiatives contain four lines of effort (LOEs) which are nested within Army Senior Leader priorities:
LOE 1: People; LOE 2: Readiness; LOE 3: Modernization;
LOE 4: Education, Training, and Certification.
- This is a consolidated effort undertaken by senior to junior NCOs throughout the community.



Laying the Groundwork for Cohesive and Lethal Teams Through Green Platoon Integration

By CPT Jennifer Carpenter and 2LT Alelee Figueroa

In October 2020, the Army adopted a new program, Holistic Health and Fitness (H2F). The program incorporated additions to current doctrine (FM 7-22), including a new physical fitness test, and H2F Personnel Teams, to optimize Soldier personal readiness. The program aims to enhance physical and non-physical performance, reduce injury rates, rapidly rehabilitate and recondition Soldiers, and improve Soldier and unit morale and effectiveness. As a part of this rollout, the 1st Armored Division, Division Sustainment Brigade (1AD DSB) located at Fort Bliss, Texas, was one of the first units on Fort Bliss to receive their H2F Team with performance experts.

With a multitude of established professional resources, such as Military Equal Opportunity (MEO), Sexual Harassment/Assault Response and Prevention (SHARP) Program, Military Chaplains, Occupational Health and Safety (OHS) Specialists, Military and Family Life Counseling (MFLC), and Army Substance Abuse Prevention (ASAP) Program, the newly incorporated H2F capabilities provide an umbrella of services in which Soldiers of all ranks have integrated access for prevention and care across the fitness spectrum. Historically, the Army has taken a one-size-fits-all approach to Soldier physical (including sleep and nutrition) and non-physical (mental and spiritual) readiness.

As the Army continues to invest in modernization and physical training to prepare soldiers for the next enemy, some professionals are persistently finding that preventable overuse of musculoskeletal injuries and low prioritization of principles of health and fitness are acting as a hindrance.

Without emphasizing the total Soldier, leaders believe Soldiers may not be actively steered away from paths of three critical identified Harmful Behaviors, such as sexual harassment/assault, suicide, and racism/extremism.

These are all most preventable in first-term Soldiers and those undergoing permanent change of station moves. Army leadership recognizes these challenges, and the Army has been working to change the culture through a litany of programs such as H2F and emphasizing People First initiatives, including the 1st Armored Division's Operation Ironclad.

To better integrate new Soldiers into the Muleskinners Brigade, the Brigade Leaders and H2F Team coordinat-

ed across the Brigade's staff to develop Green Platoon to ensure Soldier success. The Green Platoon enforces that winning matters by putting people first. It provides early and purposeful education and resources to enhance unit and individual readiness, retention, and performance. Not only are the graduates of Green Platoon introduced to the basics of physical training, proper diet, and the importance of sleep hygiene, but they are given the essential tools to identify and reduce Harmful Behaviors.

All new Soldiers attend four weeks of physical training with H2F Strength Coaches to acclimate them to Fort Bliss and Muleskinners Physical Training. In addition, first-term Soldiers and junior leaders attend two weeks of immersive, multi-disciplinary classes with the H2F Team and other essential DSB and installation resources to develop the necessary skills and education to enhance their acclimation to the unit. Similarly, senior leaders are introduced to essential multi-disciplinary skills and resources that will enable them to lead by example and reinforce Operation Ironclad principles across the formation.

Goals of Green Platoon:

1. Enhance the overall physical, nutritional, mental, spiritual, and sleep readiness of all new 1AD DSB Soldiers to ensure all Soldiers meet Army standards and achieve peak performance.
2. Reduce Harmful Behaviors across the formation by addressing non-acceptable behaviors, teaching resiliency skills, and ensuring Soldiers are familiar with the Muleskinners Sexual Assault Response Coordinator (SARC), Victim Advocate (VA), Military Equal Opportunity (MEO), and other staff professionals.
3. Improve unit readiness by preventing future and addressing existing musculoskeletal injuries through proactive education and appropriate physical and occupational therapy. Increase satisfaction and retention of 1AD DSB Soldiers by improving awareness of 1AD DSB resources and building the needed individual skillset and knowledge base.

Because Green Platoon is coordinated and managed by the H2F Team, the program is able to fully optimize a multi-disciplinary approach to total Soldier fitness

while ensuring that Soldiers receive the highest level of services available from Subject Matter Experts in their respective fields. According to Green Platoon Staff Sergeant Mnqobi Masimula, Soldiers will have access to the facilities and services present at H2F in addition to NCO-specific instruction from other service providers, such as the Army Community Service.

Strength and Conditioning

The Strength and Conditioning Coaches initiate a four-week progressive strength and conditioning program designed to teach new Muleskinner Soldiers basic principles and movement fundamentals, identify baseline fitness status, and establish a fundamental training



Soldiers from the 1st Armored Division, Division Sustainment Brigade, work out at the Muleskinner Holistic Health and Fitness gym in preparation for the Army Combat Fitness Test.

Photo by Sgt. Briaira Tolbert, 1st Armored Division, Division Sustainment Brigade

base to progress Soldiers to their unit's physical training standards, ensuring success on the Army Combat Fitness Test. Soldiers are trained to be familiar with all equipment to confidently navigate physical training exercises and conduct all movements safely and effectively. Throughout the training, the Strength and Conditioning Coaches provide movement assessments and perform on-the-spot movement corrections and exercise regressions as needed, ensuring appropriate individual progression while identifying movement deficiencies and preventing injuries which may impact Soldier potential and performance.

The Strength and Conditioning Coaches also provide foundational education classes on the basics of strength and conditioning programming and developing balanced physical training plans to meet individual training goals and ensure overall mission and unit performance.

Injury Control

The Injury Control team equips the Soldiers in Green Platoon with the knowledge and skills needed to train safely, prevent and manage musculoskeletal pain, and optimize physical readiness. Green Platoon Soldiers receive instruction and practice drills on optimizing the running form and the core components and movement patterns of efficient running. They complete a comprehensive mobility routine with the team that teaches them how to check on their joint health regularly and empowers them to address any problem areas before they become chronic injuries quickly.

Injury Control team members work closely with the Strength and Conditioning Coaches to monitor Soldiers' form with running, mobility work, and strength training during daily physical training and provide individualized instruction and correction to ensure correct exercise performance. In addition, Soldiers are introduced to Injury Control's direct-access sick call procedures and are given the opportunity to initiate a plan of care with a Certified Athletic Trainer or Doctor of Physical Therapy to address any musculoskeletal injuries they may have. In contrast to waiting the typical four to six weeks to receive a physical therapy referral, direct access to musculoskeletal care within the brigade allows Soldiers to quickly address and resolve any lingering injuries from a prior duty station or initial entry training and rapidly return to duty.

Mental Readiness

Upon arrival to Green Platoon, many Soldiers never considered the impact of individual mental readiness on their ability to adapt during challenging situations or manage severe stress. For this reason, the Mental Readiness team strives to provide Soldiers with the tools and skills to build and maintain resilience while challenging them to improve cognitive thinking skills, emotional control, and interpersonal skills. Through skill building, hands-on, and interactive learning, the Mental Readiness team trains and coaches Soldiers in the areas

of stress management, sleep management, and various interpersonal skills to build better, stronger, and more well-rounded leaders.

The Mental Readiness Team and Fort Bliss Behavioral Health provide an overview of personal boundaries, including the definition types (healthy, rigid, and porous), implications, and application across different types of relationships. They also discuss effective communication, problem-solving, and teamwork related to squad/team/platoon dynamics. Team building activities are incorporated to emphasize cohesive team skills.

The Mental Readiness Team teaches soldiers the importance of goal setting, making a plan, and developing appropriate Specific, Measurable, Action-focused, Realistic, and Time-bound (SMART) goals to achieve short- and long-term personal and professional success.

By giving Soldiers these tools to reduce harmful behaviors, support well-being, and build effective teams, the Mental Readiness team directly supports Operation Ironclad and develops leaders who are capable of internalizing these skills, teaching their subordinates, and changing the culture within our formations.

Performance Nutrition

For most Soldiers, nutrition is often deemed an afterthought. It is something that individuals care about when they have to meet the Army's Height and Weight standards or when their doctor tells them that their bloodwork indicates lifestyle changes are required. For most of the Army, nutrition is reactionary. The goal of the Performance Nutrition team is to challenge this standard and encourage Soldiers to consider making positive lifestyle changes early in their career. Soldiers understand how to select foods according to their performance goals at the dining facility, at home, at the grocery store, and at various dining establishments within the nutrition environment as well as understand how to optimize available installation and community nutrition resources, such as the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

Teaching foundational classes on healthy eating will help Soldiers answer questions pertaining to their health, such as: How do I go to the Commissary and pick the right foods for me? How do I go to the dining facility and pick the right foods that are going to support performance and prevent things like weight gain,

but also help me to become a more fit, ready, and able Soldier?

Through practical exercises, Soldiers learn how to optimize fundamentals of performance nutrition, fueling, and hydration strategies to effectively train and prepare for physical events, including the Army Combat Fitness Test and a 12-mile ruck march.

Addressing and Eradicating Harmful Behaviors

The Green Platoon mission and program of instruction fully supports the division-wide initiative, Operation Ironclad. Soldiers are introduced to 1AD DSB SHARP Representatives, who discuss the importance of the program and inform them on how everyone plays a part in the prevention of sexual harassment and sexual assault. Representatives from MEO, MFLC, and the Brigade Chaplain provide more than just the basics of mandatory training, as they're able to have open and honest discussions with the classes so deeper connections are formed.

1AD is executing Operation Ironclad as a key initiative to take care of its people, as the mere existence of any of the aforementioned Harmful Behaviors denotes a direct threat to the Army community. The Green Platoon's creation and advancement will ensure effective communication pathways and life skills are built to most effectively prepare Soldiers to mitigate risk from, and ultimately eliminate, these behaviors.

Green Platoon Class Results

For the past six months, the 1AD DSB Green Platoon has received and graduated new Soldiers to the Muleskinner Brigade.

CPT Jillian Dicola, the 1AD DSB H2F Mental Readiness Director, maintains excitement for the platoon's past and its future - "We started the first Green Platoon cycle in June 2020 and we've ran six cycles since then, so just about one cycle a month since June of 2020. We are just rolling now into Fiscal Year 2022 where we've upped the program a little bit and added new classes, which will help us continue to improve and grow with new services moving forward".

So far, Green Platoon has graduated six classes and 132 new Muleskinners who are trained on H2F capabilities, knowledge on Operation Ironclad, skills to combat harmful behaviors, conducting the ACFT, and promoting a fit, disciplined, and professional formation.

Across the board, Green Platoon has received overwhelmingly positive feedback.

“The program was very resourceful and benefited me by providing information on aspects such as Operation Ironclad and insight on the things happening within the brigade,” said SPC Jerome Sandy of 178th Human Resources Company, Division Sustainment Support Battalion.

Green Platoon has opened additional doors from which it will impact the rest of brigade. As a result, Green Platoon has enabled a culture shift for Soldiers to seek the care and resources they need to be fit, disciplined, and ready!

“Green Platoon has improved brigade-wide company outreach, including and integrating Soldiers who have been here for months and even years,” – CPT Jillian Dicola, the H2F Mental Readiness Director of 1AD’s DSB.

In order to ensure continued success across the formation, there remains a call for leader engagement. When leaders lead by example and emphasize the tenets of physical, nutritional, mental, and spiritual readiness, they will help develop today’s Soldiers and tomorrow’s leaders to hold similar values – shifting the Army’s culture to fully embody putting People First. Before graduating, Soldiers conduct the Miles for Mentorship Ruck March where brigade leadership conducts a 2-mile ruck march around the Muleskinner footprint. Senior NCOs and Officers mentor and support through group and one-on-one engagement, providing meaningful discussion based off of career goals and plans.

“Leaders should see what the program has to offer so that they can understand that they really need to be involved in the program in order to understand its outcomes. If they sit on the outside and just look in, then they’ll never understand the program nor what it’s capable of doing for their Soldiers,” said Doug Briggs, 1AD DSB H2F Program Director, who also holds a doctorate degree in Human Performance.

Muleskinner Strong!



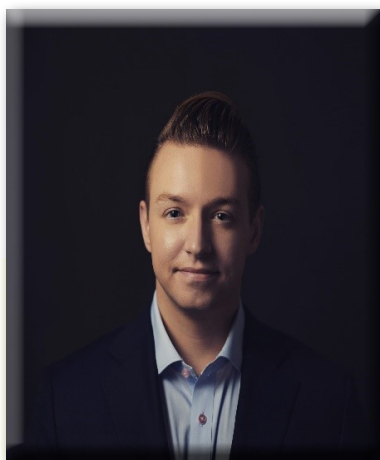
CPT Jennifer Carpenter, Muleskinner Holistic Health and Fitness (H2F) dietitian, explains to Green Platoon soldiers how to appropriately read food labels so they can make a healthy decision when it comes to shopping in the commissary.

Photo by Sgt. Briaira Tolbert, 1st Armored Division, Division Sustainment Brigade



Army Wellness Centers and Their Integral Role in Optimizing Soldier Health

By Dr. Michel Jarka, Army Wellness Center Operations Division Chief and Nicole Leth, Fort Belvoir Armed Forces Wellness Center Director



Army Public Health Center (APHC) Health Promotion and Wellness Director, Laura Mitvalsky, along with the APHC Army Wellness Center (AWC) Operations team and Fort Belvoir Armed Forces Wellness Center (AFWC) Director, Nicole Leth, provided an information briefing on November 18th, 2021 to Army senior enlisted leaders and the Army's Commitment to Improving Overall Nutrition (ACTION) forum. ACTION is the Headquarters Department of the Army (HQDA) G-4's initiative that enables the Food Service Enterprise to enhance readiness

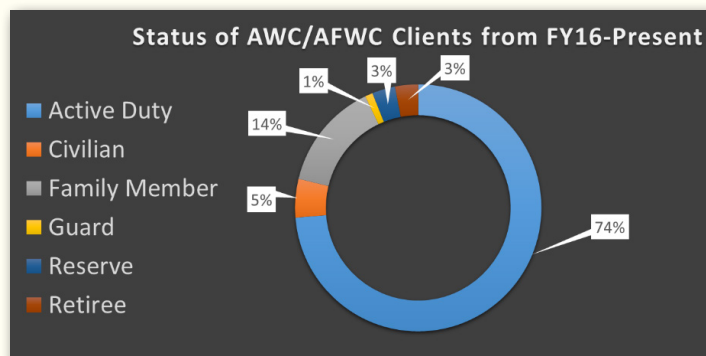
through nutrition. Senior leaders receiving the brief included Sergeant Major of the Army (SMA) Michael A. Grinston, Sergeant Major (SGM) Jimmy J. Sellers, HQDA, G-4 SGM, and the ACTION forum members at Mission Command elements.

The information briefing discussed AWC capabilities and how they can work with Army food service partners to better integrate healthy food choices within the built environment, develop targeted courses of action to support training, and communicate AWC referral criteria for Soldiers in jeopardy of falling outside of Army Body Composition Program (ABCP) standards. The success of our Soldiers depends on their physical and cognitive abilities, and nutrition is a critical component for optimizing Warfighter performance.

The AWC briefing team explained wellness centers have provided platforms to support healthy behavior change through evidence-based health education, health coaching, and advanced fitness testing technology since 2008. Active-duty Service Members, Family Members, Retirees, and Department of Defense Civilians are all authorized to use wellness centers through a provider referral, Unit Leader referral, or self-referral.

The services provided at an AWC/AFWC support a Medically Ready Force by targeting the risk factors most likely to result in chronic disease, injury, and performance issues. The standardized and streamlined

AWC/AFWC model optimizes the delivery of services to maximize health outcomes for clients.



Although Active Duty Service Members comprise the majority of AWC/AFWC clients, services are available to all military beneficiaries.

According to the 2019 APHC Health of the Force Report, musculoskeletal (MSK) injuries are rising within the military community, with 71 percent of those injuries resulting from overuse. MSK injury risk is linked to multiple factors, the most significant being a slow two-mile run time and a body mass index (BMI) of 25 or higher. Reducing MSK injury risk for Soldiers increases readiness and promotes overall resiliency.

Current AWC/AFWC MSK injury referral criteria, established in a 2021 study entitled "Establishing Army Wellness Center Referral Guidelines for Injury Prevention Based on Aerobic Fitness and Body Composition," provide actionable cut-points for quick risk screening. This study confirmed earlier research showing that, for both males and females, MSK injuries increased when BMI and run time increased. Adding in age makes the referral criteria even stronger. Interim AWC/AFWC MSK injury referral guidelines for the ACFT are based on pilot-test data indicating the ACFT two-mile run

Sex	Age & BMI	Most Recent ACFT 2 mile Run Time
Male	Any age and BMI < 19 Age <21 and BMI ≥ 25.9 Age 21-27 and BMI ≥ 26.5 Age 28-39 and BMI ≥ 27.2 Age ≥ 40 and BMI ≥ 27.5	AND ≥ 17:00
	Any age and BMI < 21 Age <21 and BMI ≥ 25.0 Age 21-27 and BMI ≥ 25.3 Age 28-39 and BMI ≥ 25.6 Age ≥ 40 and BMI ≥ 26.0	AND ≥ 19:30

Interim AWC Referral Guidelines by Sex, Based on ACFT 2-Mile Run Performance, BMI, and Age

times could be about two minutes longer on average for men and approximately 1.5 minutes longer for women, compared to current APFT performance.³

Wellness Centers provide evidence-based services across six standardized core programs: personalized health assessment through the Health Assessment Review, state of the art fitness assessments, healthy nutrition education, stress management, general wellness education, and tobacco free living. Individual assessments include metabolic, VO₂ (cardiorespiratory fitness), and body composition testing along with individual health coaching. These assessments can help reduce MSK risk by educating Soldiers on healthy weight loss strategies and fitness improvements. Information provided includes personalized caloric targets to promote the achievement of healthy target body weights and exercise prescriptions based on individualized goals.

The Wellness Centers also support Military Families. Numerous studies suggest, and today's Army leaders agree, that the health, quality of life, and satisfaction of families has a direct impact on the future Army Force. Research by the Office of People Analytics points to clear linkages between spousal satisfaction with Army life, spousal support for retention, and Soldiers' actual retention decisions. Research also suggests that factors of Army Family health (physical and mental) and unique military life events (permanent change of station moves and deployment) significantly impact satisfaction with Army life and decisions about retention. Wellness Centers provide services to support stronger Army Family health and quality of life by providing assessments and health coaching (to include nutritional education) to our Army spouses and Family members.

During the ACTION briefing, SMA Grinston and SGM Sellers recognized the importance of prevention resources within the behavior change space as critical for changing the dining and wellness culture across the Army Enterprise. SMA Grinston asked APHC to conduct a pilot co-locating Wellness Center community outreach efforts within a dining facility for ease of access for Soldiers. SMA Grinston said he also supports initiating future changes to the Army Body Composition Program, AR 600-9, which would include referrals to Wellness Centers.

Soldiers who utilize AWC/AFWC services have seen improvements in their cardiorespiratory fitness and a

decrease in their BMI. Leaders at all levels can empower their Soldiers to optimize their health by sending them to the AWC/AFWC, which can help prepare Soldiers for the military challenges of today and decrease the likelihood of disease and injury in the future. For more information about Army Wellness Centers, visit <https://p3.amedd.army.mil/my-army-wellness-center>.



decrease in their BMI. Leaders at all levels can empower their Soldiers to optimize their health by sending them to the AWC/AFWC, which can help prepare Soldiers for the military challenges of today and decrease the likelihood of disease and injury in the future. For more information about Army Wellness Centers, visit <https://p3.amedd.army.mil/my-army-wellness-center>.

Sources:

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2. LO Rivera, JD Ford, MM Hartzell, and TA Hoover. (2018). An Evaluation of Army Wellness Center Clients' Health-Related Outcomes. *American Journal of Health Promotion*, 32(7), 1526-1536.
3. Schuh-Renner, A., Jones, B. H., Rivera, L. O., & Canham-Chervak, M. (2021). Establishing Army Wellness Center Referral Guidelines for Injury Prevention Based on Aerobic Fitness and Body Composition. Army Public Health Center.

U.S. Army Sergeants Major Academy (USASMA) Fellowship Program



USASMA is targeted for Sergeants Major who have potential and a strong desire to be an educator of future Sergeants Major. Selected candidates will pursue a Master's Degree in Lifelong Learning and Adult Education through Pennsylvania State University or a Master's Degree in Instructional Design, Development and Evaluation from Syracuse University. Both degree programs are 30 semester-hour online programs focusing on the knowledge and skills required to develop professionals who work with adult learners in the academic disciplines of distance and continuing education; program planning, research and evaluation of adult learners; and course design and development.

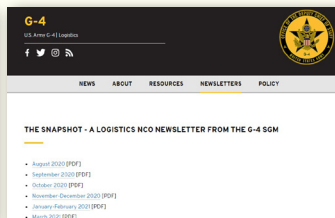
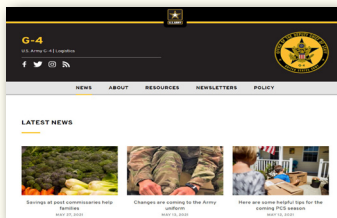
MilSuite Page

Did you know G-4 has a MilSuite page? You can find professional development tools, more recent ALARACT and MILPER messages and a slew of other useful resources.



HQDA G-4 Website

The official U.S. Army Logistics G-4 Website communicates the most recent news and interest stories from the field pertaining to logistics and its governing policy. It also provides additional links to useful resources and leadership bios.



eFLIPL

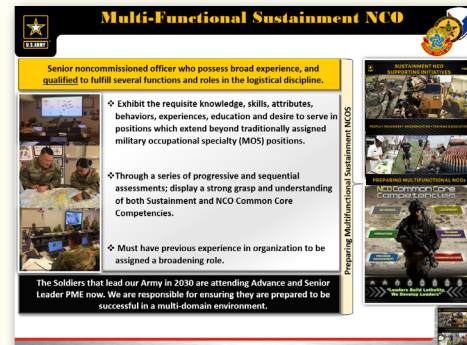
The electronic Financial Liability Investigations of Property Loss (eFLIPL) system achieved full operational capability on March 31st, 2021. The eFLIPL system is an Army Enterprise, cloud-based web application designed to improve accountability and visibility of (FLIPL) process in accordance with Army Regulation 735-5. Army Institutionalized training for eFLIPL is implemented in the Quartermaster School curriculum and training videos are available on MilSuite.



92Z Merger Info

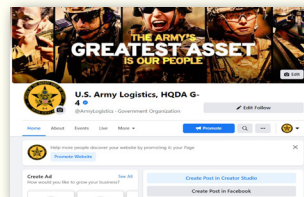


As Soldiers and NCOs advance through their careers, their leadership approach shifts from individual to organizational. However, few NCOs receive an opportunity to lead at a strategic level. The proposed merge of 92 career management field allows senior enlisted logisticians to learn broader, strategically focused perspectives. This also shifts their perceptive from organizational to a more strategic view.



HQDA G-4 Facebook

The official U.S. Army Logistics G-4 Facebook page features logistics news, videos, and photos for Soldiers, Families, and civilians. The purpose is to convey policy changes, rules and regulations, historical facts, and information regarding current and upcoming events.



Digital Resources

The Army PCS Move App: Find information on entitlements, types of moves, planning, scheduling, and the claims process. Check out a live chat feature that offers real-time interaction with a Transportation Specialist to answer questions during a move.

PCS My POV: Quickly view the current location of your vehicle, contact the destination Vehicle Processing Center for information and set up appointments with this app. Available on Google Play and Apple Store.

Army Digital Job Book: Every Soldier and small unit leader in the Army now has the power to view key training information in their personal or small team's individual Soldier training records whenever and wherever they have the need. Small unit leaders also have the additional ability to manage and update this information in their Soldier's records from these same devices.

SNAPSHOT: A Newsletter by NCOs for NCOs

“Communication - the human connection - is the key to personal and career success.” - Paul Meyer

Honing our communication skills provides value to others while we celebrate their achievements. The Snapshot was developed by NCOs to share and honor the sustainment Soldier's many stories by highlighting organizational and individual achievements. It highlights the achievements of your organizations and your people. The Snapshot is a tool, a medium of communication, and a vessel of knowledge for relevant and valuable information throughout the worldwide sustainment community. We invite you to share content, promote best practices, engage in emerging topics, and drive thought provoking ideas. By challenging the status quo and constantly pursuing knowledge and growth, our Army and the sustainment cohort will achieve new heights.

Thank you to our teammates across the Army Sustainment Enterprise who make this publication possible:

AMC
CASCOM
SSI
TRADOC
Transportation Corps
Quartermaster Corps
Ordnance Corps
U.S. Army Reserve
DLA
National Guard
NCO Logistics Academy
Joint Culinary Center of Excellence
Acquisitions Corps
Sustainment Soldiers and NCOs

Do you want to see your article in the Snapshot? Consider the Army's strategic direction as it relates to sustainment and let us

know your thoughts!

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