

LOGISTICS TIMES

The latest news, commentary, and articles from the “Backbone” of Army Logistics. Established 2021.

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“The collective drive to posture ourselves for the complex and dynamic nature of future warfare and become the Army of 2030 will be enabled by a community of multi-functional NCOs. Establishing a culture of multi-functionalism across the Sustainment NCO community will ensure each Soldier leverages their broad logistics experience for the Total Army’s benefit so we can develop the expeditionary and operational mindset required to sustain the force to fight and win in combat. Similarly, multi-functional NCOs must be critical thinkers who possess and display the requisite knowledge, skills, behaviors, experiences, and – most importantly – desire to effectively support the Army’s and Joint Force’s warfighters on the future battlefield.”

- SGM Jimmy Sellers







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ABOUT HQDA, G-4





G-4: Who We Are and What We Do

Our Mission	G-4 Directorates	G-4 Initiatives
<p>Develop, implement, and oversee Army strategy, policy, plans, and programming for logistics and sustainment to enable Army readiness, strength, and speed.</p>	<p style="text-align: center;">★★★ G-4 Directorates</p> <p>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.</p> <p>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.</p> <p>G44S: Establishes supply policies, resources supply programs, and develops key logistics action plans that enable Total Army Readiness.</p> <p>G44M: Provides comprehensive sustainment capabilities (strategic through tactical) that enable ready forces over time through integrated maintenance and lifecycle policies and programs.</p> <p>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.</p> <p>G48: Performs and facilitates Sustainment Program Evaluation Group (PEG) responsibilities for the PPBE processes.</p> <p>Reserve Component Integration: Advises the DCS, G-4 and the G-4 staff on RC training, utilization, readiness, and mobilization.</p>	<p>G-4 Initiatives</p> <ul style="list-style-type: none"> Foodservice Modernization Retained Issue Quality of Life Army Uniform Board  <p>The Combined Logistics Excellence Awards (CLEA)</p>  <p>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.</p>
<p style="text-align: center; background-color: #003366; color: white;">Our Vision</p> <p>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.</p>		
<p style="text-align: center; background-color: #003366; color: white;">What We Do</p> <ul style="list-style-type: none"> 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. 		
<p style="text-align: center; background-color: #003366; color: white;">Professional Development</p> <p>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.</p>		

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“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







<p>Multifunctional Logistician Education</p> <ul style="list-style-type: none"> • 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 <p>Modernization</p> <ul style="list-style-type: none"> • 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 	<p>Talent Management Framework</p> <ul style="list-style-type: none"> • Focuses on Alignment, Mentorship, and Continuity • People, Readiness, Modernization, Performance <p>Communicate, Collaborate, Coordinate</p> <ul style="list-style-type: none"> • Sustainment Leaders Forum (SLF) • Sustainment NCO Strategy Working Group • Talent Management Working Group • Senior Leaders Seminar (SLS) <p>Outcomes</p> <ul style="list-style-type: none"> • 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, HQDA, G-4



Greetings from the Pentagon! This past year has been one marked by impressive productivity and development across the Sustainment Non-commissioned Officer (NCO)

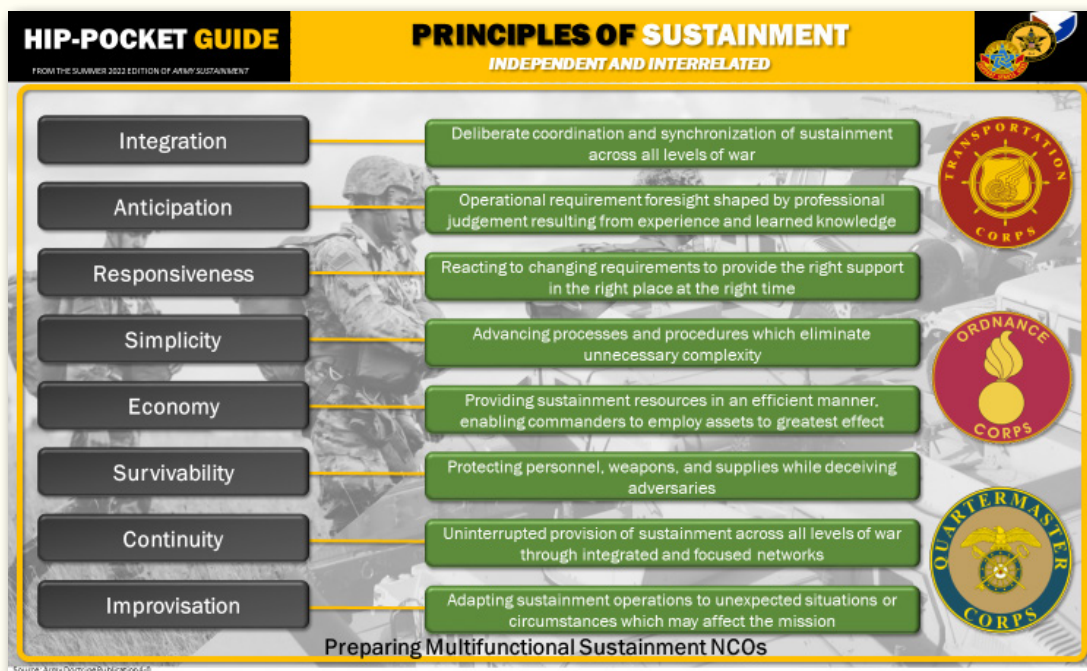
community. From defining and operationalizing what a successful multi-functional Sustainment NCO must be, know, and do, to honoring the highest performers in our ranks through another fantastic edition of the Chief of Staff of the Army's Combined Logistics Excellence Awards (CLEA), 2022 has been a busy year for us sustainers. We weren't busy for the sake of being busy, however, as all of this hard work was intentional and targeted to directly benefit our warfighters – I'm excited to see us carry that momentum into 2023!

In this edition of Logistics Times, you'll learn more about how the Sustainment NCO community is modernizing to meet the needs of an Army and Joint Force preparing for the future fight. At this year's Association of the United States Army (AUSA) Annual Meeting, our Army Senior Leaders clearly outlined what this sustainable strategic path will entail as we transition from counterinsurgency to large-scale combat operations. It is no great secret that the Army has consistently relied on its NCO corps across all of its varying warfighting functions, and the demands of its sustainers will only become more intense as we posture our-

selves for the complex and dynamic nature of future warfare. As GEN James McConville, the Army's Chief of Staff, noted during his keynote at AUSA, we must be prepared to operate in small and dispersed units who will be highly trained, disciplined, and fit thanks to contributions made by the "world's greatest NCO corps".

The bottom line for the Sustainment NCO community, then, is guided by our drive towards being wholly multi-functional across our formations. To support and enable the Army of 2030 and beyond, we must commit ourselves to operational excellence at echelon that extends beyond those specialty positions we feel most comfortable. To be multi-functional means you are an agile, adaptive, and anticipatory logistician who knows your commander's needs and can deliver the required capabilities before they're needed. To be multi-functional means you're ready to integrate your unique knowledge, skills, and behaviors as part of a cohesive team that is greater than just the sum of its parts. As you read more about 2022's CLEA winners in this edition of Logistics Times, I'm sure those very attributes will be readily apparent in the units that performed so well during this year's competition.

I'll conclude by wishing you all a safe, relaxing, and joyful holiday season alongside your friends and family. Thank you for your consistent dedication to enabling strategic, operational, and tactical readiness each and every day for our Army and our Nation. Army Strong!



Preparing Multi-Functional Non-Commissioned Officers for Large-Scale Combat Operations

By SGM Jimmy Sellers, HQDA, G-4

Earlier this year, nominative command sergeants major and sergeants major across the Total Army developed the definition for the term multi-functional non-commissioned officer (NCO). In the end, it was agreed that a multi-functional NCO is a “senior noncommissioned officer who possesses broad experience and is capable of fulfilling several functions or roles in the logistical discipline.”

The need for that definition stems from our enabling responsibilities as a sustainment enterprise in the push toward the Army of 2030. I had the privilege last year to participate in and listen to several sustainment forums and Army Senior Leader discussions regarding the importance of developing an agile and adaptive force for the future. From the start of those discussions, the importance of developing multi-functional NCOs for large-scale combat operations (LSCO) became abundantly clear. LTG Charles Hamilton, the Deputy Chief of Staff, G-4, and I agree the Army enables its total readiness by putting its people first, and this extends across the Service’s backbone – its NCO. 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. With this in mind, I believe it’s important to develop this further by defining and messaging what the term “multi-functional” truly means to the NCO cohort.

Since arriving to the G-4 in 2020, one of the areas I’ve learned an immense amount of information about is the Total Army Analysis (TAA) process. TAA is commonly referred to as the Army’s pacing process that takes us from the Army of today to the Army of the future. Through the TAA process, it became clear to me that the Army’s force structure is ever evolving. For the sustainment community, this dynamic requires decision makers to anticipate requirements for where adjustments to force structure may be required. Changes to our force structure present an opportunity for the sustainment community writ large to ensure we are resilient to shifts which may alter the ways in which we deliver critical sustainment support.

By establishing a culture of multi-functional NCOs throughout the Army, we will develop the expedition-

ary and operational mindset required to sustain the force to fight and win in combat. Similarly, multi-functional NCOs must be critical thinkers who possess and display the requisite knowledge, skills, behaviors, experiences, and – most importantly – desire to serve in positions which extend beyond their traditionally assigned military occupational specialty (MOS) positions.

I’ve always given the following advice to NCOs: “Get comfortable with being uncomfortable.” This really boils down to NCOs being able and willing to serve in positions of greater responsibility and scope. Positions like drill sergeant, recruiter, NCO Professional Development System instructor, or observer, coach, trainers are a few great examples. These positions provide an opportunity for NCOs to excel, gain confidence, leverage untapped potential, and develop areas of expertise to access later in their careers. Among many other benefits, experiences gained in the force generating domain help an NCO build upon foundational knowledge, ensuring they become a subject matter expert in their given field. Upon completion of the aforementioned broadening assignments, successful multi-functional NCOs will then compete to serve in MOS Immaterial positions, such as operations, support operations, or logistics NCOs within a Battalion, Brigade, Division, or Corps level staff.

Possessing a strong grasp and understanding of Army Doctrine is foundational to the success of a multi-functional NCO. Take your pick, but I suggest starting out with our own sustainment doctrine, ADP 4-0, to understand the fundamentals central to setting the joint strategic support area. By familiarizing yourself with doctrine, you’ll be equipped with the knowledge necessary to fully operationalize the principles of sustainment: integration, anticipation, responsiveness, simplicity, economy, survivability, continuity, and improvisation. Additionally, through a series of scheduled career assessments, adept multi-functional NCOs will display the attributes attained from learning the Sustainment and NCO Common Core Competencies (C3s). By design, the C3s are woven into the Logistics NCO Academy program of instruction to be progressive, sequential, and designed to develop multi-functional NCOs who are successful regardless of the position in which they serve.

The education attained through the professional military education system, coupled with varying operational experiences across MOSs, will build and continually develop the pedigree of high performing NCOs capable of fighting and winning in LSCO across all domains.



Figure 1: CSM(R) James K. Sims (former AMC CSM far left), CSM Alberto Delgado (AMC CSM, second from left), CSM Jorge Escobedo (CASCOM CSM, second from right), and SGM Jimmy Sellers (HQDA, G-4 SGM, far right) pose with NCOs attending the first Sustainment NCO Town Hall at Fort Lee, VA.





Improving Readiness through the Logistics Excellence Awards and Excellent Performance in Commodities

By MSG Tiereney E. Wilcox

In July, the Army announced this year's winners and runners-up for the Chief of Staff of the Army's (CSA's) Combined Logistics Excellence Awards (CLEA) program. Managed out of Fort Lee, VA by the Combined Arms Support Command (CASCOC), the CLEA program consists of the Army Award for Maintenance Excellence (AAME), Deployment Excellence Award (DEA), and Supply Excellence Award (SEA). The three distinct award categories also determine who is the "Best of the Best" for each program. The competition occurs throughout each fiscal year with a focus on sustained readiness. To compete, units submit an evaluation packet and are subject to varying inspections to determine winners across each program. While restrictions in place to combat the COVID-19 pandemic forced award ceremonies to become virtual, winners of the FY23 edition will be recognized in-person at the Association of the United States Army's (AUSA's) Annual Meeting in October 2023.

Mentorship is important to the success of every organization's CLEA program participation. The program's rigorous competition allows Senior Leaders to complete training checks on behalf of their Soldiers while enhancing mentorship programs within their areas of operation. As outlined in FM 6-22, mentorship is beneficial for the mentor, mentee, and the organization. Operational Inspection Programs from Division, Brigade, and Battalion leaders before the LEA Program evaluation have proven to be vital to the success of a competing organization.

The worldwide challenge of the pandemic and other global conflicts has increased focus on the CSA's priorities – People, Readiness, and Modernization. To drive sustainment readiness across the force, the G-4 developed the Excellent Performance in Commodities (EPIC) initiative. EPIC also directly supports the CLEA program through similar inspections, evaluations, di-

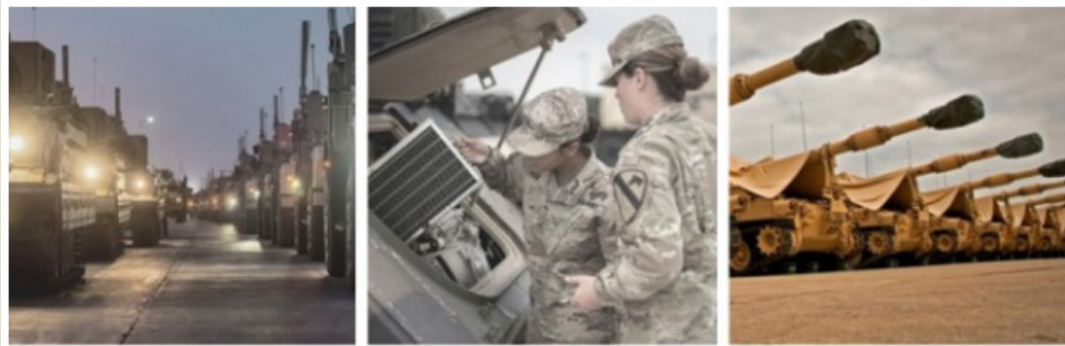
alogue, and competition. These two programs work in concert with each other to optimize the Army Sustainment Enterprise's (ASE's) readiness posture.

The EPIC initiative has established performance standards from all three CLEA program evaluation checklists. Commands extract reports from the main Accountable Property Systems of Record (APSR) pertinent to the category or topic on the EPIC Scorecard, which are constructed to align with standards used for the CLEA program. The Army is incorporating its new data analytics platform, Vantage, as the analysis and historical reference dashboard for EPIC's extracted reports, as Vantage will provide real-time logistical data from all APSR. Based on those standards, Commands will receive a score to be displayed on the scorecard. During each fiscal quarter, an EPIC-specific forum is held to discuss scorecard scores, logistics trends, best practices, and to recognize Soldiers for outstanding work within their areas of operation.

At the end of the fiscal year, the Command with the highest cumulative score from their EPIC scorecard is awarded the CSM(R) James K. Sims EPIC Award during the Association of the United States Army (AUSA) Annual Meeting in Washington, D.C. CSM(R) Sims maintained a prominent presence in the ASE with 33 years of honorable service concluding as the 15th Command Sergeant Major of the Army Materiel Command at Redstone Arsenal, AL.

CHIEF OF STAFF OF THE ARMY

COMBINED LOGISTICS
EXCELLENCE AWARDS



Our Journey to Excellence as a Group Support Battalion

By SFC Alejandro Clemente, Maintenance Company, GSB 7th SFG (A)



The journey of Maintenance Company, Group Support Battalion (GSB), 7th Special Forces Group (Airborne) to compete in the Small MTOE FY22 Army Award for Maintenance Excellence (AAME) was an experience Soldiers will never forget. This Maintenance Company is a combination of 82 service members consisting of Engineers, Welders, Logistic Specialists, Supply Specialists, and Maintenance Specialists for Electronics, Weapons, and Ground Systems. There is no doubt that reaching the Department of the Army level of the competition was a team effort, all the way up from the lowest ranking Soldier to the Company Command Team. During each inspection through the Command Maintenance Discipline Program, obstacles were always on the horizon, namely those regarding the ability to contend with personnel gains, losses, and setbacks from the ever-present COVID-19 pandemic. Because of this, every single Soldier in every section of the Company was expected to understand and be prepared to brief their capabilities and operating procedures within the motor pool. The preparation for these inspections was challenging, exhausting, and took countless hours. But as the competition advanced to each higher level, the knowledge and confidence the Soldiers developed allowed the preparation to get easier and the inspections to flow smoothly. This competition not only allowed the Soldiers to compete at the highest levels of the Army, but to learn from it, become subject matter experts in their section, and to grow as soldiers and a team. The AAME instilled a culture of correct and proper understanding of regulations and procedures in every member of the company. The Soldiers of the GSB's Maintenance Company all expressed that this was an experience that they will never forget and will take with them wherever they go. As we completed each level of the competition, the mindset of this company shifted towards achieving excellence, not just in the AAME but in everyday operations. The soldiers worked harder, production increased, and, as a result, they now have more knowledge of their MOS. They also work cohesively as a unit, maintain a strong work ethic, and take pride in being part of the "Punisher" team. This is what the competition was about and served as one of the most rewarding parts of this journey. The Maintenance Company, Group Support Battalion, 7th Special Forces Group (Airborne) not only won the FY22 Department of the Army, Army Award for Maintenance Excellence but won as a team and built a Family!



7th Special Forces Group (Airborne), Group Support Battalion, Maintenance Company, FY22 Army Award for Maintenance Excellence (AAME)

How Competition Improved Unit Readiness and Proficiency for the 635th Movement Control Team

By: CPT Jong (Ryan) Lee and 1LT Jasmine Jackson



In the 635th Movement Control Team (MCT) Headquarters, 39th Transportation Battalion, 16th Sustainment Brigade, 21st Theater Sustainment Command in Kaiserslautern, Germany, there are five Deployment Excellence Awards (DEAs) proudly displayed. Although a commendable achievement, 635th MCT refrained from defending its title after the 2015 competition. The increased deployments of United States Army Europe and Africa (USAREUR-AF) supported rotational forces drastically impacted 635th MCT's operational tempo and contributed to the seven-year participation gap. The 2020-2021 competition period was no different and continued with relentless operational tempo, large-scale operations with strict COVID-19 restrictions, and several unplanned missions.

Despite these added challenges, 635th MCT decided to break its competitive hiatus and pursue the DEA. Throughout the yearlong competition, 635th MCT began realizing important lessons and started encouraging adjacent units to participate after realizing the benefits to its own sustainment readiness caused by participation in the DEA. Throughout competition preparation, the detachment reviewed and improved standard operating procedures, evaluated changes in the field, and shared best practices with the Deployment Process Modernization Office and supported units. Consequently, 635th MCT won the DEA in the "Deploying Small Active" category and was subsequently selected as the "Best of the Best", which is the overall program winner in all categories.

Defender Europe 2021 (DE21) marked the return of large-scale exercises in multiple countries, and COVID-19 precautions required 635th MCT to evaluate and streamline their internal deployment standard operating procedures (SOPs) to meet the mission requirements. 635th MCT tailored its deployment preparations to mitigate complex mission challenges inherent to geographic separation, multiple customer units, and movement of different types of cargo requiring clearance from multiple host nation partners.

In addition to these challenges, the new MCT Commander, Capt. Jong (Ryan) Lee, and the Mission Officer-in-Charge, 2nd Lt. Jasmine Jackson, faced a steep learning curve on MCT operations in the European theater. The lack of experience drove both Lee and Jackson to research the Army Command Deployment Discipline Program (CDDP) and emplace SOPs to deploy the unit's equipment rapidly. The 635th MCT Detachment Sergeant, Sgt. 1st Class Thomas Adams, remarked that "both developing SOPs and leveraging the CDDP aided the unit's success, and it was a learning curve since my experience as Unit Movement Officer (UMO) and MCT Detachment Sergeant was primarily in CONUS and the Pacific region." Specific USAREUR-AF deployment requirements are not covered in the standard UMO course, which made the 635th MCT mission increasingly complex. During DE21, the exercise required 635th MCT to tactically deploy and provide in-transit visibility and movement control of customer units at three convoy support centers and three border crossing points in Slovakia, Czechia, and Austria. Because DE21 was a series of complex exercises, the customer units had similar movement timelines requiring 635th MCT's small force to operate at six locations simultaneously. 635th MCT coordinated with each of the eight units convoying through the area of responsibility to ensure accurate processing of diplomatic clearances and movement credits to allow cross-border movement. The transportation of weapons of war, sensitive items, environmental hazards, and oversized and overweight cargo was a dynamic procedure. Each unit's movement plan and cargo had to receive diplomatic clearance approval by all countries in route and abide by each host nation's laws. Any deviations required additional approvals and at least a two-week notice. The biggest challenges that 635th MCT faced were those related to receiving an inaccurate Unit Deployment List and drastic changes made to a Modified Unit Deployment List. These changes require the re-submission of a diplomatic clearance modification request, greatly delaying the onward movement process. 635th MCT coordinated their own 600-mile convoy in addition to all eight of their customer units' deployments. 635th MCT created several CDDP products

quiring clearance from multiple host nation partners.

The 635th MCT Detachment Sergeant, Sgt. 1st Class Thomas Adams, remarked that "both developing SOPs and leveraging the CDDP aided the unit's success, and it was a learning curve since my experience as Unit Movement Officer (UMO) and MCT Detachment Sergeant was primarily in CONUS and the Pacific region."

Specific USAREUR-AF deployment requirements are not covered in the standard UMO course, which made the 635th MCT mission increasingly complex. During DE21, the exercise required 635th MCT to tactically deploy and provide in-transit visibility and movement control of customer units at three convoy support centers and three border crossing points in Slovakia, Czechia, and Austria.

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during the DE21 mission, such as a UMO continuity book and march credit guide, which profoundly affected their unit and customers' capability to deploy rapidly.

Following DE21, 635th prepared to support the Reception, Staging, and Onward Movement and Deployment to home station of two combat aviation brigades. During the process, 635th MCT reassessed their deployment SOPs developed during DE21. These SOPs aided the CAB's intra-theater onward movement and the outbound CAB's port to home station shipping to ensure equipment accountability.

In addition to planned exercises, the USARERUR-AF theater saw an increase of no-notice missions to support Operation Allies Welcome (OAW), Task Force Assure & Deter (TF A&D), and emergency Class VIII medical support for United States Army Medical Material Center – Europe. Best practices were also implemented during no-notice mission support where 635th MCT was required to immediately deploy and support other units' deployment and redeployment in support of both OAW and TF A&D.

Additional assessments of their internal unit SOPs came when 635th MCT worked in joint environments to send emergency Class VIII resources to Africa and worked with 86th Airlift Wing at Ramstein Air Base to complete a large evacuation. 635th MCT highlighted these achievements during their DEA brief to showcase deployment efficiencies.

The DEA competition brief gave a chance for the Deployment Process Modernization Office (DPMO) team to gather the best practices used by both 635th MCT and 635th MCT's parent unit, 39th Transportation Battalion, which was competing in the large unit DEA category. Given the no-notice missions like OAW, TF A&D, and the increased reception, staging, and onward movement requirements for rotational units, the DPMO team gathered the SOPs to disseminate to the many units deploying and integrating into doctrine.

While the DPMO team visited 635th MCT Headquarters in Kaiserslautern, Germany for their evaluation, they reserved time to give special recognition and award coins to all the 635th MCT Soldiers. Pvt. Corbin Stone, 635th MCT, said, "I was especially grateful for DPMO's visit and recognition. Being the newest member, I believe I can take this high standard of deployment excellence that I learned in 635th MCT to my follow-on assignments and continue to provide world-class customer unit support."

Overall, the DEA fosters a competitive environment to enhance unit proficiency by challenging Soldiers to assess and share best deployment practices, which impacts the unit's capability to deploy efficiently. The DEA also provides additional opportunities to recognize Soldiers' hard work and dedication.

Soldiers, particularly UMOs, believe the external evaluation increased their proficiency and the entire unit's proficiency to prepare for actual deployments. The DEA competition should be an integral program supported by all commands to increase their unit's readiness.



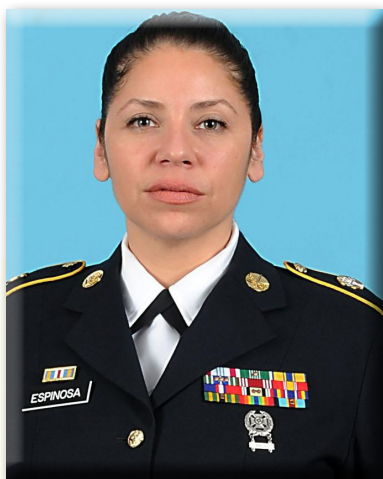
Army Capt. Jong (Ryan) Lee, 635th Movement Control Team commander, briefs Maj. Gen. Heidi J. Hoyle, Surface Deployment and Distribution Command commanding general, on the 635th MCT's onward movement plan November 22, 2021 at the port of Vlissingen, Netherlands. 635th MCT Soldiers received, staged and facilitated the onward movement of more than 97 aircrafts and 2,200 pieces of equipment at Vlissingen to support the 1st Air Cavalry Brigade's deployment and 1st Combat Aviation Brigade's redeployment from November to December 2021. The 635th MCT supported the movement of multiple rotational units to the European theater for large-scale operations, which earned the unit the 2021 "Best of the Best" Deployment Excellence Award in the Deploying Small Active (DEA) category.



Soldiers of the 635th Movement Control Team verify a military shipping label April 1, 2022 at the port of Alexandropolis, Greece. The 635th MCT provided in-transit visibility during the onward movement for the 3rd Brigade Combat Team, 4th Infantry Division and the 489th Engineering Battalion in support of Defender Europe 2022 and Resolute Castle 2022. The 635th MCT supported the movement of multiple rotational units to the European theater for large-scale operations, which earned the unit the 2021 “Best of the Best” Deployment Excellence Award in the Deploying Small Active (DEA) category.



Sgt. 1st Class Thomas Adams, 635th Movement Control Team detachment sergeant, (left) conducts convoy support center and border crossing point operations May 21, 2021 at Horsching, Austria in support of Defender Europe 2021. The 635th MCT ensured accurate processing of diplomatic clearances and movement credits to allow cross-border movement and in-transit visibility across six locations in three countries for multiple units. The 635th MCT supported the movement of multiple rotational units to the European theater for large-scale operations, which earned the unit the 2021 “Best of the Best” Deployment Excellence Award in the Deploying Small Active (DEA) category.



416th Theater Engineer Command Sweeps Logistics Excellence Awards, Named “Best of the Best”

By MSG Jessica Espinosa

The 416th Theater Engineer Command (TEC) continued its winning streak, with two companies adding top-tier logistics excellence awards to its fall lineup. The 409th Engineer Vertical Construction Company (EVCC), out of Windsor, Colorado, and the 397th Engineer Battalion's Forward Support Company (FSC), out of Marina, California, earned awards in both the Chief of Staff of the Army's Supply Excellence Award (SEA) and the Army Award for Maintenance Excellence (AAME) at the U.S. Army Reserve (USAR) level and Department of the Army (DA) level.

In the supply arena, the 409th EVCC gained the overall title of “Best of the Best” out of 21 other competing active duty, National Guard, and other U.S. Army Reserve units for 2021 and 2022. They won this top slot in the SEA competition after clinching first place at the DA level during Phase II of the competition.

“Winning the ‘Best of the Best’ is truly an honor and humbling,” said Sgt. 1st Class Frederick Hillabrand, 409th EVCC supply sergeant. “This feat was arduous, requiring long hours, exceptional attention to detail and command emphasis and involvement; no singular person won this recognition alone.”

In the maintenance realm, the 397th's FSC continued the winning streak for the TEC by receiving first place in the small unit category at the USAR and DA levels of the competition.

Furthermore, the 409th EVCC also excelled in the maintenance competition, receiving first place in the medium unit category at the USARC and DA level for of the AAME competition.

During an awards ceremony Sept. 15 in Windsor, the 416th TEC Commanding General Maj. Gen. Brian E. Miller was joined by additional leadership to praise the units' accomplishments.

“The commanding general came out and was joined by other leadership, including the USAR G-4, the USAR ordnance sergeant major, and the battalion commanders. They each had a moment at the podium and explained how constructive the SEA and AAME programs are and what it means to not only be selected during the Phase I and Phase II of the competitions, but to also be named the ‘Best of the Best’ across all compos,” said Warrant Officer Timothy Andress, who recently left the 409th EVCC for the 863rd Engineer Battalion that is co-located with the 416th TEC Headquarters in Darien, Illinois. “We have a healthy competition between maintenance and supply that pushes each other to excel. You can't have one without the other. Without each other it's rough, but with each other we win awards.”

He said he hopes this win helps sustain that strong rivalry and continues to drive both sections. These logistic victories come on the coattails of another big feat this past summer with the 416th TEC winning top-tier safety awards from USARC, the U.S. Army Forces Command and the DA levels in its respective category for fiscal year 2021.

“We're on fire right now,” said Andress, acknowledging the landslide awards for the TEC in safety, maintenance, and supply.

The 416th TEC downtrace units continue to showcase their tenacity and hope to continue to sweep the competition, as this now marks the second year of wins for these logistics excellence awards.



Senior Enlisted Logisticians Use Whole Soldier Evaluation Concept as Vital Tool to Address Current Army Leadership Objectives

By: CSM AnDante' T. Williams and CSM Todd E. Elsberry



All Soldiers should be led by engaged leaders, as there are few responsibilities more important for Army leaders at all levels than ensuring they truly know their Soldiers. Effective leaders engage in mutually beneficial, two-way communication, supported by the right counseling methods. Used in the optimal way, counseling tools can assist in addressing some of the Army's most complex leadership challenges, and in eliminating risk-taking activities and destructive behaviors across our force.



One potential approach to enhancing Soldier counseling involves the reinvigoration of the existing Whole Soldier Counseling (WSC) concept. Developed more than a decade ago, WSC is a tool that may assist the Army in improving both NCO leadership skills and Soldier behavior. It is also consistent with Sergeant Major of the Army (SMA) Michael A. Grinston's "This is My Squad" campaign to build strong, cohesive teams in our Army.

Whole Soldier Counseling approach emerges from recent Sustainment Leader Seminar

During the recent Sustainment Leaders' Seminar (SLS), senior enlisted leaders from across the logistics community met virtually to conduct a series of focused working groups and discussions designed to present actionable solutions to a range of serious issues confronting the Army.

The seminar allowed brigade-level senior enlisted leaders to actively engage with the senior sustainment community. Designed to increase enlisted leaders' overall knowledge base, the SLS simultaneously enhances their ability to lead sustainment organizations across the Army. A key part of the seminar presented these leaders with overarching topics that required the group to holistically assess and understand "Big Army" problem-sets.

The challenges presented to the participating leaders included a range of critical questions, such as, "How do you eliminate negative and destructive behaviors ranging from suicide to sexual harassment/assault incidents to extremism within the ranks?"

After a review of the levels of leadership in the best position to impact issues like these, the enlisted leaders rapidly identified the need for improved assessment and leadership tools at the platoon and squad levels.

The seminar divided the participants into two teams, with nominative enlisted leaders serving as working group leaders or mentors to ensure the discussion and resulting recommendations would focus and maintain accountability at the proper echelon, position and grade.

The seriousness of the challenges confronting the logistics community was made quickly apparent, as was the need to bridge knowledge gaps in training, assessing, and counseling leaders at the squad and platoon levels. As part of its work, the groups reviewed the 2021 Army Posture Statement along with the Army's evolving guidance and priorities related to people, readiness, and modernization. The groups then worked closely together, conducting detailed research in preparation for briefings and specific recommendations to their senior enlisted counterparts in the sustainment field.

During the research phase and in consultation with legal, suicide prevention, and Sexual Harassment/Assault Response and Prevention (SHARP) professionals, Command Sgt. Maj. Todd E. Elsberry, 10th Mountain Division Sustainment Brigade, and Command Sgt. Maj. AnDante' T. Williams, 598th Transportation Brigade, identified the WSC as a potentially effective means to mitigate high risk behaviors and address the challenges related to varying damaging behaviors.

A Holistic Approach to Soldier Counseling and Engagement

The WSC is a holistic approach to counseling Soldiers and serves as an innovative tool to mitigate risks and behaviors associated with negative and destructive actions.

It is important to note that the WSC and its approach to counseling, assessing, and mentoring Soldiers is not a new Army initiative. In fact, the WSC was first presented in 2008, using an initial pilot test of 195 Soldiers assigned to the 3rd Brigade Combat Team of the 1st Cavalry Division at Fort Hood, Texas. During a 2014 Camp Arifjan, Kuwait town hall, Sgt. Maj. Kelvin V. Raibon, who was then serving as the Army Senior Career Counselor, described the objective of the WSC effort as helping build "a Soldier who is well balanced and can do everything well."

In 2015, the WSC concept was used to support the

Chief of Staff of the Army's first and third priorities of Readiness and Taking Care of the Troops, respectively. Under the direction of the United States Army Combined Arms Center and the Sergeant Major of the Army, the G-1 then aimed to initiate a second WSC pilot. The WSC counseling form itself was improved several times with input from select senior enlisted leaders along with the support of both the Secretary of the Army and then-SMA Daniel Dailey. With support at that level, the WSC effort began to take form, marked by a phased implementation beginning in 2017.

This new WSC concept included important leadership factors, such as Soldier-specific attributes, competencies, leadership potential, adherence to standards, and duty performance, along with evaluations that demonstrated the Soldier's ability to thrive while working in any capacity. Moreover, the WSC is designed to drive two-way conversations and demonstrates the potential to identify indicators consistent with high-risk behaviors.

Additionally, the WSC provided a more comprehensive tool for leaders and subordinates to connect and collaborate in counseling sessions through a comprehensive framework of assessing, analysis, and agreement. The WSC met the Army's priorities at the time, while providing a means to improve mentoring, measuring, and matching talent, while driving better personal and personnel decisions.

Yet, due to competing requirements from 2018 to 2022, the WSC was not implemented across the force.

To address the continued value of the WSC and provide data analysis and an after-action review of the initiative, both the 10th Mountain Division Sustainment Brigade and 598th Transportation Brigade conducted Proofs of Principle (PoP) from two separate perspectives to test the initiative. The 10th Mountain Division Sustainment Brigade afforded a perspective from an operational/tactical environment, while the 598th Transportation Brigade provided the strategic. In total, more than 400 Soldiers from both Brigades participated in the PoP.

The initiative and PoP were implemented for a period of approximately three months between April and June 2022. Soldiers and NCOs first received a WSC focused briefing to ensure they understood the task and purpose of the form and how to use it in comparison to the traditional counseling form, better

known as Department of the Army (DA) Form 4856.

Throughout the initiative and PoP process, both brigades conducted ongoing after action reviews to evaluate the pros and cons of the WSC form. Upon conclusion of the initiative, the brigades received similar feedback from the participants, including:

- The layout of the WSC form was more user-friendly when compared to the DA 4856, which was described as more "intimidating" by some of the participants as it requires greater knowledge, skill, and experience to complete.
- The WSC form permits commanders to lay out their vision statement and priorities for subordinates, allowing Soldiers to be more easily integrated into a command, and work more rapidly toward accomplishing the unit's goal and purpose.
- The WSC form assists leaders with maintaining Soldier Readiness as a 'one-stop shop' counseling program that covers a wide range of readiness indicators.
- The WSC form allowed Soldiers to assess themselves before the counseling, leading to a dialogue that made Soldiers feel more invested in their counseling session.
- The WSC form allowed for more communication between leaders and Soldiers because the layout and detail of the form allows leaders to learn more about their Soldiers and allows Soldiers to express their goals.

A potential, and rather important, advantage of the WSC approach results from its integration with the Integrated Personnel and Pay System-Army (IPPS-A), allowing for seamless and effective counseling and evaluation with IPPS-A data fields.

Overall, the implementation of the WSC in both brigades demonstrated that the WSC counseling form allowed leaders to better outline priorities and maintain readiness. More importantly, however, the WSC approach encouraged a more enhanced, two-way conversation between the leader and Soldier to better develop, mentor, identify emerging personal and professional issues, and take care of the Soldier being counseled.

With the ultimate goal to mitigate risks and behaviors associated with suicide, SHARP, and extremism, the outcome of the PoP was clear: the WSC is a flexible, adaptive, and highly useful tool for our leaders to identify indicators consistent with de-

structive behaviors and address them before they occur. Beyond that, if effectively implemented, the WSC provides our force a systematic method and approach to evaluate, communicate, engage, and develop our Soldiers, allowing them to better understand their command's mission and how their role contributes to it.



CAMP DARBY, Italy - U.S. Army Sergeant Daniel Cruz conducts Whole Soldier Counseling (WSC) at the 839th Transportation Battalion as part of a Proof of Principle effort intended to gauge the WSC's effectiveness.



Sustainment NCO Initiative – Readiness

By CSM Montrell L. Kea, 916th Support Brigade, National Training Center

Our Army remains consistent as the most dominant fighting force in the world as it continues to modernize, transform, and deter kinetic and non-kinetic threats to the United States. Recognizing that multi-domain threats are amongst us, our Noncommissioned Officers (NCOs) must understand that the foundation of the Army is our people – how they are trained and equipped is paramount. The Senior NCOs in the Sustainment community have a particularly critical responsibility with training and equipping the force while being adaptive and innovative to changes in the way our National Defense Strategy calls us to deploy lethality. Particularly, Sustainment Command Sergeants Major (CSMs) and Sergeants Major (SGMs) are entrusted to remain competent, confident, and trusted professionals of the Sustainment Enterprise while being multi-functional with their understanding of how to leverage available resources during peace time and at war. One source of information available to them is the Sustainment CSM/SGM Handbook.

The CSM/SGM Handbook serves as a quick access document that provides a foundational understanding of the Sustainment Enterprise through the lens of the Total Army Analysis. The handbook also shares an array of perspectives that CSM/SGMs can utilize to nest their

formation with the Army NCO Strategy while serving as a Senior Multi-Functional NCO. Additionally, the handbook offers a way to consume, digest, and exercise duties and responsibilities while remaining abreast with the nuances of relationship building and unit culture understating. The handbook also provides a 100 Critical Task Checklist and Self-Reflection Tool for CSM/SGMs to employ while trying to tackle all their varying responsibilities. Though the handbook is not all inclusive of what a CSM/SGM may experience while carrying out their duties, it is intended to provide CSMs/SGMs an accessible and reliable reference that complements their efforts in caring for people while remaining competent, confident, and a trusted professional.

Understanding the Sustainment Enterprise requires specific reading, research, and real-life experience to conceptualize our sustainment structure, composition, and capabilities. In the operational domain, most NCOs and Officers are familiar with the task organization of a Forward Support Company, Brigade Support Battalion, Division Sustainment Support Battalion, and Army Field Support Battalions. Most can conceptualize the operations of combat trains, field trains, logistic release points and forward logistics element. Fewer understand the Army Organic Industrial Base and the public-private partnerships within. Nor is there a collective understanding of the multi-component sus-

“Humility and empathy for those you are obligated to lead will facilitate an environment of growth.”

-CSM(R) Dana Spencer Mason Jr.

tainment structure. The handbook provides a quick reference to baseline that understanding, including a layout of Sustainment echelons above brigade (EAB). Additionally offered is a reference that illustrates that sustainment EABs primarily reside in the Army Reserve and National Guard component, making up about 70 percent of sustainment force structure. CSMs and SGMs must remain well-informed of Sustainment structure to nest training and equipping with the Sustainment NCO Supporting Initiatives Guide. The CSM/SGM Handbook briefly touches on the guide itself and outlines necessities that set the foundation for Multi-Functional NCOs, concluding with a clear way ahead which applies a phased approach towards exhaustive understanding.

Once an understanding of the Sustainment Enterprise is firmly established, then the same grasp of the Duties and Roles of the CSM can follow. Per the Noncommissioned Officer Guide, the CSM “is the senior NCO in the command at battalion and higher levels. The CSM carries out and enforces policies and standards on performance, training, appearance, and conduct of the organization.” The CSM/SGM Handbook complements this description and offers four distinct phases that can guide CSM/SGMs to successfully complete the many obligations associated with the position. The four phases include approaches to preparing, time to gather understanding, techniques to sustain, and continued development during their tenure in position. In the realm of being a Multi-Functional NCO, the handbook encourages CSM/SGMs to build on relationships associated with other primary sustainment functions on the installation. These other sustainment centric functions include, but are not limited to: establishing a relationship with the Garrison CSM, interactions with the Mission and Installation Contracting Command, understanding work relationships with Department of the Army Civilians, and association with the Logistic Readiness Center. There is an abundance of logistical nodes on any installation that are designed to move soldiers and equipment from forts to ports and provide quality of life assurance to our soldiers and their family members, not just the Sustainment node under the CSM’s/SGM’s responsibility.

Additionally, the handbook fosters the objective of remaining humble while preparing and gaining understanding. The exercise of modesty and humility is an enduring theme throughout the handbook. Collectively, the handbook proposes elements that will keep CSM/SGMs grounded through his or her first quarter in position. Combined with input from their senior mentor, continued education and a true assessment of themselves using the Self-Assessment Tool, CSM/SGMs will be equipped with the resources required to conduct daily operations while making intent-driven decisions.

There are many resources that afford the opportunity to conduct self-assessment throughout the Army. The Defense Organizational Climate Survey extends candid feedback from peers and subordinates, the Multi-Source Assessment Feedback tool delivers self-awareness assessments while identifying developmental needs and heaps of other resources that promote self-reflection at any given time. The CSM/SGM Handbook provides a more intimate Self-Assessment Tool that encourages the individual to be honest with what they do well and what they do not do well. An honest self-assessment can drive thoughts and promote self-improvement. CSM(R) Roy L. Young while serving as 10th Mountain Sustainment Brigade CSM, asserted that you deter from being the most effective leader when you truly do not know yourself, imploring CSMs/SGMs to “take care of yourself as you take care of others”. When employing the Self-Assessment Tool properly, CSM/SGMs can take themselves to ground-zero before taking on major responsibilities and reassess themselves every 180 days or so. The time dedicated to reviewing yourself internally is something we owe to our soldiers as we lead them.

The Sustainment CSM/SGM Handbook is available digitally to all February/March 2023 time frame. There are a limited number of hard copies being produced. If you desire a copy; please contact CSM Montrell L. Kea at Montrell.l.kea.mil@army.mil.

My Army PCS App

By Dr. Sophronia Riley



Advanced planning and preparation are critical to a successful permanent change of station (PCS) move. We have learned and understood that Soldiers only want to know

one thing before their PCS move, and that is what they need to do 120, 90, 60, and 30 days before their report dates to enable better forecasting and scheduling for their PCS and household goods (HHG) move.

In 2020, the G-4 achieved its goal in helping answer Soldiers' questions about their household goods by launching the first official Army PCS Move mobile app. An objective of the PCS Move app is to assist Soldiers, Civilians, and families to reduce overall stress and unpredictability before, during, and after their move. Additionally, it allows users to become very familiar with the PCS process, entitlements, and resources to improve their household goods experience. As a result, equipping Soldiers with the app makes the process more seamless and less challenging.

The Army PCS Move app is directly tied to the Chief of Staff of the Army's people-first philosophy. We have provided Soldiers, Civilians, and families an organized tool with a central hub of information on types of moves, how to plan/schedule a move, claims, and essential moving information related to COVID-19 PCS impacts in the palm of their hands.

As the Army prepares for PCS Peak season in 2023 and beyond, the G-4 sent out a request to Soldiers (E1 – E7) to garner their input in the drive to redesign the Army PCS Move app. Over 200 Soldiers, spouses, and civilians responded to the request. However, SFC Adam Litterio of U.S. Army Reserve Command immediately went to work on redesigning the app based on his experience with several PCS moves and user experience as a game designer. As a result, the Army PCS Move app was renamed "My Army PCS" – it has been designed for Soldiers and Civilians by a Soldier.

We will use Soldiers, spouses, and Civilians to beta test the app starting in March 2022. Under the leadership of the G-4's SGM, SGM Jimmy Sellers, Dr. Sophronia L. Riley, MSG Justin Williams, and Ms. Alyce Vargas worked diligently alongside SFC Litterio to ensure the app included installations, official housing, and garrison information. Additionally, they tested the My Army PCS Move

processes before the beta testing began in March 2022.

The Army PCS Move app redesign has everything Soldiers and Civilians need to improve the PCS Move and household goods experience. It is an information tool to help Soldiers and their Families prepare, organize, and execute their PCS move.

A few of the most notable upgrades are:

- The app's ability to calculate and display the number of days until the users' PCS report date.
- Soldiers can request a sponsor through the Army Career Tracker.
- A military pay chart calculator allows Soldiers to see their active base pay and drill pay.
- Through a Basic Allowance for Housing calculator, they can receive direct access by inputting their zip code.
- Users can access a virtual call center and chat function to assist users if they have questions regarding their household goods or inquiries related to their move.

Why redesign the Army PCS Move app? While all PCS move information is already available on the internet, it is not easily found in one integrated environment. The app integrates information from authoritative Army sources, operated from official government website networks. Additionally, the app puts real-time information into Soldiers', families', and Civilians' hands and keeps military communities connected, a crucial part of readiness and resiliency. The app is available to download in both the Apple and Google Play stores.



Industry Based Broadening: Logistics – Driving Innovation through Education

By: MSG William Frazer, 1SG Gabriel Hamilton, CSM Matthew Laybourne, and SGM Jeremy White



Have you ever been at your desk or in a training exercise and questioned why we perform a task a certain way? Or maybe thought to yourself, “If we only did it how industry does it, we as an organization would increase efficiency drastically.” Many leaders often think, “If we just taught innovation in professional military education and remained flexible, leaders could perform their duties and meet their objectives every time.” Well, the truth of the matter is, the Department of Defense (DoD) strategically operates in a complex and resource-constrained environment. It is no secret that the DoD has no shortage of regulations, policies, and procedural manuals to help guide our formations to successful outcomes while protecting resources or saving lives.

You will be happy to know that there is indeed a program designed to teach innovation in logistics. That program is called Industry Based Broadening: Logistics (IB2 LOG) and is taught by the Institute for Defense and Business (IDB). IDB is a nonprofit education and research institute that designs and delivers learning solutions which spread knowledge and foster collaboration among the private and public sectors. IDB helps organizations like the DoD address shared challenges and objectives by partnering with industries in the civilian sector who perform similar operations. IDB has

several programs which help to meet the end state of

achieving optimal performance. These courses include Logistics for the 21st Century, the Advanced Program in Logistics Technology, Life Cycle Executive Leadership Program, and, of course, IB2 LOG.

Let’s use IB2 LOG as an example as to how these courses operate. IB2 LOG is a tough combination of academic education achieved through seminar or lecture-based learning, industry visits, and group application. During week zero students come together to learn about and develop problem statements which they believe can be fixed, such as, “How do organizations mitigate disruption in the supply chain when modes of transportation and internet connectivity are compromised in a contested environment?” Once completed, problem statements are compiled and voted upon by students based on their desire to work the problem statement. Throughout the duration of the course, students were asked to record profound quotes, statements, or processes to share during each morning’s “nuggets” session. Each week, the course had different requirements, so these nuggets would serve as our opportunity to understand what each team learned during their group work or benchmark tour.

IB2 LOG also teaches the importance of using data analytics to understand your current operating environment while measuring goals and outcomes. As a large organization, the Army uses enterprise resource planning (ERP) software – such as Global Combat Support System-Army (GCSS-Army) – to manage data, execute transactions, monitor metrics of success, and create historical documents. The use of ERP software aids an organization to ask and understand, “Where are we now?” and “Where do we want to be?” As Army leaders, understanding those questions and effectively using ERP software creates an environment where leaders can anticipate a need and operate in the realm of foresight through data analytics.

An overarching theme of IB2 LOG is educating its students how to think critically while exploring the limits of what’s possible. Instead of simply teaching how to do execute tasks, this framework ensures students complete the course knowing how to positively affect and create opportunities that will be strategically important in the future. With this concept in mind, this course was successful in expanding our thinking, which is subsequently driving conversations and motivating teams to share what’s been learned across each organization.

With the military under continuous change with seen and unseen threats emerging across the globe, sustainers will have to become more creative when solving complex problems. For example, during one of the benchmarking visits to Caterpillar Inc., class participants discovered how the organization overcame supply chain disruption and minimized risk. With the global pandemic placing a strain on the world's transportation sector, Caterpillar Inc. was able to cut costs and receive parts via ride share services. These kinds of innovative thinking from the sustainers and leaders enabled the organization to continue with the production of equipment and decreased customer wait time to receive parts. Caterpillar Inc. changed the organizational mindset on how to tackle complex logistical problems through innovation.

Week 1:

During week one, students come together at the University of North Carolina (UNC) in Chapel Hill, having read and ranked the top seven problem statements. This week, they are educated on how to further define the problem statement to get the most out of industry. Throughout the week, academic professionals and industry leaders come into the classroom and educated the class on their specific areas of expertise.

Key insights from the first week's guest speakers include:

- "Simple rules are strict but not restrictive. Simple rules promote collective behavior." Dr. Chris Birmingham, University of North Carolina at Chapel Hill
- "Always provide clear guidance and explain where you can assume risk. Leaders define the problem and establish outcomes that solve problems. Don't prescribe activities, describe them." Assistant Deputy Chief of Staff, G-4, Mr. John Hall

Week 2:

Throughout week two, students proceed on multiple industry visits to gather best practices, possibilities and lessons learned. Students are asked to select five companies from a diverse list of over 20 companies to visit. The selection criteria are to find companies that do what it is you're trying to fix in your problem statement. The objective is to share your group's problem with the industry and learn their methods and best practices. The desired outcome is to bring all the best practices back from the five places visited to develop one or more

courses of action to fix the group's problem. Using the example provided above, students would pose questions like, "When your company experiences shortages on a particular item, how do you go about sourcing that item or filling that void?" Students take those lessons learned and explore the possibility of implementing industry-based solutions into DoD operations.

Week 3:

In week three, groups develop presentations which they deliver to a panel of professionals as a capstone event. Final presentations combined several methods of presentation delivery, public speaking, and innovation learned through guest lectures which helped to encapsulate thought-provoking concepts, as well as engaging with and reaching large crowds and senior leaders. The panel consists of an industry Chief Executive Officer, a member of the Senior Executive Service, and a General Officer. Together, the panel reviews the team's proposed solutions, asks questions to understand the problem, and provides real-time feedback as it relates to the proposed problem statement. During this cohort, topics ranged from how Soldiers are integrated, trained, and retrained in the Army to tracking parts, maintenance hours, and commodities in GCSS-Army. Different perspectives from numerous industry partners taught participants that industry must also continuously assess and adapt to ensure they remain relevant and innovate in their respective industries.

Ultimately, the lessons learned during IB2 LOG prepare leaders for their return to settings where sustainment equities comprise 70-80 percent of a successful operation. Efficient logistics practices in support of Army sustainment will lead to efficient products and mission outcomes. A theme of IB2 LOG is for leaders to gain logistics efficiency through education and exposure to industry culture and best practices. A goal is to expand military leaders' thinking and ability to identify problems and establish outcomes that will solve well-defined problems. The intent is to communicate and describe outcomes, but not prescribe activities. A key motivation is for leaders to clearly define a problem and its solution path while avoiding misunderstandings which may hamper the resolution effort. Agreeing on a clearly defined problem will generate ambition and the necessary energy for success.

Graduates of the IB2 LOG course within military formations are educated to assist decision makers with creating innovative solutions that may run contrary to the status quo. Graduates are uniquely prepared to advise commanders with solution-based recommendations based off historical data, not just experience or intuition. In doing so, commanders will have greater transparency and accountability and can properly measure key performance indicators when making decisions for the Warfighter.



Ensuring Soldier Readiness through Changes to the Central Issue Facility and Introduction of Organizational Clothing Individual Equipment Direct Ordering Program

By Mr. Willie L. Jones, Mr. William M. Grissett, SFC Angelica K. Bridges, and SFC Eric Maldonado

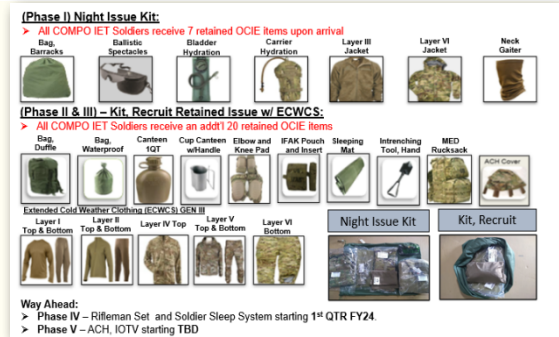
There are many Soldiers that find the Central Issue Facility (CIF) to be the worst part of any Permanent Change of Station (PCS), retirement, or Expiration Term of Service (ETS). Soldiers want to maintain gear from one duty station to another, and they also want to be able to turn in or direct exchange (DX) as quickly possible so that they can continue their mission or start a new chapter after the military. Have no fear, the Army has heard your concerns and has developed the Retained Issue Policy, CIF Reform, and Organizational Clothing Individual Equipment (OCIE)

Direct Ordering Program (ODO) to fix many of these major issues pertaining to Soldiers' gear.

The Army Sustainment Command's (ASC's) goal in OCIE Reform is to transform and modernize issue of OCIE and reconstruct CIFs across the Army Field Support Brigade (AFSB) and Logistics Readiness Centers (LRCs) to gain efficiencies, rebalance the workforce, and support Army modernization and readiness. The divestment of excess and obsolete equipment is also another main reason for the reform taking place across the entire Army. The CIF reform consists of three pillars: Retained Issue, drawdown of stocks at the CIF, and implementation of ODO at the unit level. These pillars are conducted by a phased approach starting with Retained Issue.

What is Retained Issue?

Are you one of those Soldiers that has 10-20 duffle bags full of OCIE? If so, the Army's Retained Issue Policy will help. This policy allows Soldiers to be issued approved core OCIE and maintain those items until the end of their military service. Retained Issue standardizes the list of OCIE items required to conduct Warrior Tasks and Battle Drills (WTBD), providing basic issue at Initial Entry Training (IET) and MOS-specific required OCIE at Advance Individual Training (AIT), gradually transitioning all Soldiers to the standard list of OCIE. Army leaders, along with the individual Soldier, will continue to take owner-



ship and accountability of their individual equipment.

Storefront: The New Way Ahead for CIFs

Currently, many CIFs are overstocked with obsolete gear. Many Soldiers find it difficult to make appointments to DX gear in the CIF due to PCS timing conflicts and personnel issues. The implementation of the CIF Storefront concept will reduce stocks anywhere between 40 to 60 percent which varies by location and mission. Storefronts will continue to support in-processing, out-processing, PCS turn-ins, ETS turn-ins, and DX. In addition, the Storefront also will issue items that are not yet part of Retained Issue. Regional specific items may also be stored and issued from the storefront locations. The CIF Storefront will continually have the capability to assist with the Rapid Fielding Initiative (RFI) for deploying units as needed.

The CIF will only manage, store, and maintain items that are funded by Tank-automotive and Armaments



Command's CMO (Central Management Office) – all unit funded items must be maintained at the local unit. When Soldiers Turn-In OCIE the CIF will no longer classify gear. The CIF will ensure that the OCIE is free of debris and further classification will be done by the Regional Logistics Support Center, reducing the number of Soldiers who get turned around for gear that is dirty. The Storefront will only have menus that have been approved by Common Table of Allowance (CTA) 50-900. Units will have to store and maintain their own Joint Service Light Weight Integrated System Training, as the CIF will not issue this item.

Rightsizing OCIE at the CIF

If you are a legacy Soldier and have over five years in service, you may need to right size your OCIE to ensure you can return excess to the Storefront. The Storefront can also modernize any OCIE that is available for issue and shortages filled to authorized levels.

Why is the Army Leveraging OCIE

Direct Ordering?

In 2018, the Army reviewed all OCIE management and business processes and found that the Army's current processes for issuing and sustaining OCIE are limited in supporting a globally engaged force. OCIE evaluating, planning, and systems are mixed amongst many programs that are not designed to effectively communicate with each other. The Army's desired end state is to implement a system that streamlined the operating business processes to ensure mission success while at the same time drive down cost.

ODO Support

Active-Duty Army units and individual Air Force, Navy and Marines assigned to or embedded within Army units that are performing tactical missions are authorized to use ODO for sustainment of OCIE through the army units they are assigned to or embedded with. ODO Managers will be accountable for the unit ODO program in the system of record. The advantage is that all the transactions of a CIF are available to the unit 24/7, items are shipped to and from the requiring unit directly to support the unit's readiness.

If you are a unit that is enrolled in the ODO program, the CIF Storefront will service the unit on an emergency basis once their account has been fully established. The main customers of the storefront will

be non-ODO customers who have been assigned to that location. All IET Soldiers are supported by the storefront and will obtain all their gear from the local storefront location. Equipment is placed in the storefront based off senior leader approval in the menu review board and signed approval to CTA 50-900. Recommendations for changes to the standard menu can be submitted to the G-4's Troop Support Division for consolidation and adjudication prior to Maneuver Center of Excellence review and approval each year.



The NCO Leadership Center of Excellence (NCOLCoE), Sergeants Major Academy (SGM-A) Fellowship Program 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

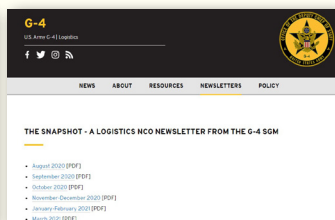
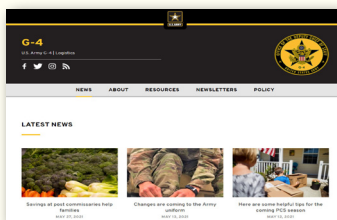
Did you know G-4 has a MilSuite page? You can find professional development tools, more recent ALARACT and MILPER messages and a slew of other useful resources.

https://www.milsuite.mil/book/community/spaces/sustain-net/news_items/hqda-g4-news



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

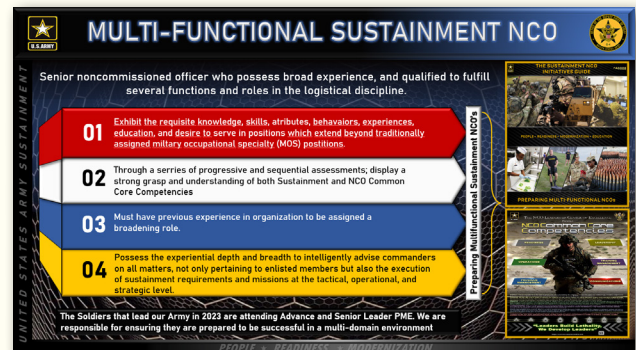
The electronic Financial Liability Investigations of Property Loss (eFLIPL) system achieved full operational capability on March 31st, 2021. The eFLIPL system is an Army Enterprise, cloud-based web application designed to improve accountability and visibility of (FLIPL) process in accordance with Army 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

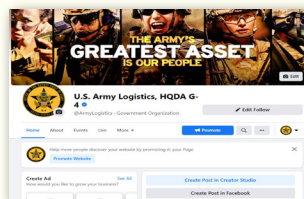


As Soldiers and NCOs advance through their careers, their leadership approach shifts from individual to organizational. However, few NCOs receive an opportunity to lead at a strategic level. The proposed merge of 92 career management field allows senior enlisted logisticians to learn broader, strategically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



HQDA G-4 Facebook

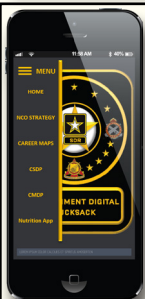
The official U.S. Army Logistics G-4 Facebook page features logistics news, videos, and photos for Soldiers, Families, and civilians. The purpose is to convey policy changes, rules and regulations, historical facts, and information regarding current and upcoming events.



Sustainment Digital Rucksack-Enhanced App

By MSG Justin T. Williams

The Sustainment Digital Rucksack-Enhanced mobile app, formerly known as the Digital Rucksack, is being retooled for the Sustainment Community. It will enable enlisted Soldiers and NCOs to quickly access learning and developmental tools and will be available on both iOS and Android operating systems. It will provide them with self-development, experiential learning, education, and credentialing at their fingertips. Additionally, it will complement the Army Career Tracker (ACT) and place Soldiers' careers in the palm of their hands. It will allow them to manage their career, both academically and professionally, within their MOS to ensure they receive the most recent information.



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

Mike Crozier - Strategic Analyst

Cliff Harris - Multimedia Specialist

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!

Please contact us at:

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