

JANUARY-FEBRUARY 2017

ARMY SUSTAINMENT

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Developing World-Class Sustainment Professionals

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Twelve contestants competed at the California Army National Guard's Best Warrior Competition at Camp San Luis Obispo, California, Nov. 1-5, 2016. The annual event determines the California National Guard's Soldier and noncommissioned officer of the year. (Photo by Staff Sgt. Eddie Siguenza)

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*Lt. Gen. Aundre F. Piggee,
Maximizing the Army's
Logistics Talent, p. 4*

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Identifying the Talent in Talent Management

■ By Gen. Gustave “Gus” Perna



The Army's new talent management program will match Soldiers to jobs and missions that align with their preferences, skills, and experiences.

Before I left the Pentagon this fall to become the Army Materiel Command's commanding general, I asked my colleague in charge of Army personnel policies, Lt. Gen. James C. McConville, to help me explain the Army's new talent management program in this issue of *Army Sustainment*.

In my 33 years in the Army, Soldiers have basically been defined only by rank and military occupational specialty. But thanks to Lt. Gen. McConville's farsighted work, the way we manage talent will fundamentally change.

A New Personnel System

For the first time, the Army will have an integrated personnel and pay system for active Army, Army Reserve, and Army National Guard members. The system will include a database containing information about Soldiers' job preferences, backgrounds, skills, and proficiencies.

This system will be useful for matching Soldiers to particular missions. For example, if we find ourselves on a humanitarian mission in a South American country, we could tap into the new system to find Soldiers with appropriate language skills or other special knowledge of the region.

Think of the system as a Global Combat Support System—Army for personnel. Just as that system is giving sustainers unprecedented visibility over equipment and supplies, this new system provides visibility of our talent.

You will no longer simply be Sgt. Smith in charge of a supply room. Now we know all of the special skills and attributes that you have, as well as your professional desires, so we can

find you the best fit. As Lt. Gen. McConville has pointed out to me, if we had a system like this in place in the 1960s when Jimi Hendrix entered the Army, we would have put the greatest guitarist ever in the band, not jump school.

There will be some growing pains as we get the right people and put them in the right spots. But this will make a million-person Army more agile and flexible; most importantly, it will increase readiness.

The new system will only work if leaders take ownership. We cannot treat this nonchalantly, as if it is just another survey the Army wants us to fill out.

In the pages of this issue, two leaders I greatly admire, retired Gen. Johnnie E. Wilson, whom I once worked for, and Lt. Gen. Aundre F. Piggee, who succeeded me as the Army G-4, offer insights into the management aspect of talent management. They provide tools and blueprints for how to maximize the benefits of a good talent management system.

Five Points About Talent

I want to focus my comments on talent. The Army is a people business. I always use five points when I talk to Soldiers about talent.

Be the very best. When you go to war, you want the best people around you and you have to be at your best. You cannot be average, just “phone it in,” and get promoted; it will not happen. The way all of those before us were successful was by being the very best.

One hundred percent of the people need to do 100 percent of the work. In today's environment (a smaller Army with more demands and deployments looming), everyone needs to be ready.

That includes the total force—active, reserve, and civilian. Within the Army, I see unlimited talent and energy in our personnel, but everyone has to contribute. Wars are won by nations, not one individual, one unit, one group, or one service.

Focus your efforts on what is important. What is important right now is building readiness, building a future Army, and taking care of our Soldiers, civilians, and families. If you are working on something that is not focused on the Army's priorities, re-evaluate what you are doing.

Hold yourself accountable. In 2003, when I got a phone call saying that we were going to war and I was to load my unit's equipment on a train, no one first asked, "Is your equipment ready to go?" It was my job to make sure it was ready. I held myself and my unit accountable. If you get a call saying that you are being de-

ployed tomorrow, ask yourself if you are physically and mentally fit. Do you have the discipline needed to go now? Are your Soldiers and equipment ready?

Be competent, be committed, and be strong in character. Competence, commitment, and strength of character are responsibilities we have to ourselves, our families, our units, our Soldiers, our Army, and most importantly, our country.

Since I became the commander of the Army Materiel Command, many people have asked me if I plan to continue contributing to *Army Sustainment* magazine. I cannot always drop into your supply room, but I want to keep sharing my ideas with the talented men and women of our sustainment community.

So yes, I will keep writing, and I charge each of you to keep sharing,

discussing, and even challenging the ideas presented in this great professional bulletin.

One final thought: the Army G4, the CASCOM commander and I are working on a plan that will combine the efforts put into *Army Sustainment* magazine with those of the team that produces *AMC Today*. This will create the magazine of choice for Army logisticians and a key professional development forum for our Soldiers and our civilian workforce, as I believe it is very important for the logistics community to have a venue to discuss and debate the ideas and developments that will form the backbone of our future force.

Gen. Gustave "Gus" Perna is the commander of the Army Materiel Command at Redstone Arsenal, Alabama.



A Soldier with the 122nd Aviation Support Battalion, 82nd Combat Aviation Brigade, conducts a maintenance check on a UH-60 Black Hawk helicopter at Fort Bragg, North Carolina. (Photo by Sgt. Steven Galimore)

Maximizing the Army's Logistics Talent

■ By Lt. Gen. Aundre F. Piggee



The Army deputy chief of staff, G-4, shares his lessons learned about talent management as the Army begins using a new talent management program.

Planning the editorial content of *Army Sustainment* is a little like mentoring. The Army G-4 selects topics in order to send a clear message to every sustainer that this is what we need to focus on. In upcoming issues this year, we will tackle how the Army sustainment team can train, build readiness, and best support the Army in 2017. But first, there is no better way to start the year than with this issue's emphasis on talent management.

The Army's new talent management program is designed to improve how the Army matches Soldiers' knowledge and skills with emerging requirements. This effort could not come soon enough, as demands for the Army to support global contingency operations continue to grow.

The Army has never faced a more diverse array of challenges than it does today—from where it will fight future wars to how it will fight them and what enemy it will face. In the headlines every day, we see continued instability in the Middle East, with massive numbers of refugees leaving and the consequences of that migration around the world. We see challenges in Europe caused by Russia's aggression. In the Pacific, we see China's increased capabilities and North Korea's continued instability.

We face technological challenges as well. Rivals may not have greater capabilities than ours, but they are developing comparable ones. Our past dominance of land, air, sea, space, and cyberspace are all at risk.

How do we ensure the Army's greatest resource, talent, is not at risk, too? The Army has to do its part; this talent management program is a positive step. Soldiers must do their part by being fit, trained, and ready for duty. Leaders must also do their part by coaching, teaching, and mentoring.

Opportunities abound in the Army, and we have to keep asking, "How can we ensure our Soldiers are taking advantage of these opportunities so they can be their very best?"

Many of my ideas on managing talent are not my own. They come from observing senior leaders and being encouraged by mentors to take different routes than I originally planned during my career. I tried what they suggested, and it has worked for me. In the spirit of sharing, here is what I have learned about managing talent.

Use Knowledge to Mentor

First, understand all the Army's programs, assignment processes, policies, and systems so that you can effectively counsel and mentor. You cannot mentor unless you have a solid baseline of knowledge. That knowledge affects what you can do for your Soldiers and what you can teach them.

You are always a mentor in some capacity, if not by your words, then by your example. Your Soldiers are paying attention to you and will learn from you—both the good and the bad.

Make sure you engage in honest and fair counseling routinely—not just when appraisals are due. You need to have the hard conversations about performance and potential, which might be difficult for you and your Soldiers. This issue's hip-pocket guide provides a checklist with tips for improving counseling at all levels. Study it. Add it to your notebook. Refer to it often. Share it with your peers.

Embrace Discomfort

Second, sometimes people want to remain in jobs where they feel comfortable and perform familiar roles. But as leaders you need to know your Soldiers' strengths and capitalize on those strengths by placing them in new jobs where they may be uncomfortable. This



GUIDED DISCUSSION CHECKLIST - TIPS FOR SUSTAINMENT LEADER DEVELOPMENT

Tips For Logistics NCOs		Warrant Officers Topics		Junior Officer Topics	
Mission Command	Build cohesive teams through mutual trust	WOAC POI All Branches	100% technical proficiency	Troop Leading Procedures	How to command respect from your platoon
Troop Leading Procedures	How to transition from squad to platoon leadership	MDMP Projects / Support Operations	Establish credibility as a staff officer and SME	Operational Environment	Examples of the complexity of environments in which the leader has operated
Operational Environment	Example of the complexity of environments in which the leader has operated	Best Practices for Individual / Collective Training and Self-Development	Maintaining MOS proficiency through self-development	Thinking Critically and Creatively	Problem-solving, which is especially important when you have limited resources
Leader Development	Individual and group counseling sessions	Military justice / On-line Conduct	Army profession and ethics	Ethics / Army Profession	Personal ethical dilemmas
Thinking Critically and Creatively	Separation between leader and led/ recommended professional readings	Joint Operations	Role in Army Operating Concept	Military Professionalism	Promoting character development in your unit
Ethical Climate, Decision-Making	Personal conflict, ethical dilemmas	RCWO Briefings	WO 2025 Strategy	Military Writing	Written communication is the primary means for passing Operations Orders. Effective writing makes sure those orders are clear and concise.
Military Professionalism	Sustaining a climate of trust	Branch Proponent Briefing	Broadening assignments / opportunities	Lead, Influence, Counsel	Presence: self-confidence, assertiveness
Effective Writing	Counseling / NCOER / Support Form	Dean's WOPD All Branches	Provide effective mentorship and leadership promotion trends / selection board preparation	Resiliency	Handling personal life challenges as a platoon leader; work-life balance for you and your platoon
Resiliency	Handling life challenges; work-life balance for leader and Soldiers	Cultural Awareness / SHARP	Best practices and strategies to build cohesion, develop and maintain talent, and professional character	Property Accountability	Signing for millions of dollars worth of equipment; how to adjudicate losses
Career Progression	Broadening assignments			Commander Programs	SHARP / EO, ASAP, Unit Readiness (training/medical)
Military / Branch History	Steward of the Army Profession			Military Justice	Tools available to commander's during Article 15 process; also BARs and FLAGs
				Common Logistics Lessons	How does logistics shape the battlefield and drive operations?
				Counseling	Career-progression, the NCOER/OER process, how is an effective counseling program structured

Mid-Grade Officer Topics

BCT Capabilities and Limitations	Culture of the BCT and how to succeed; Importance of being physically fit	Leader Development	Designing LD programs for officers	Lead, Influence, Counsel	Presence: self-development, assertiveness
Mission Command	Establish mutual trust	Ethical Climate, Decision-Making	Personal ethical dilemmas	Resiliency	Handling personal life challenges during command
Knowledge Management	How KM can be used to self-develop	Military Professionalism	What to do after command; Promoting character development in your unit	Property Accountability	Personal examples and proper way to remedy losses
Art of Command	Routine, informal sessions with teams	Effective Writing	Review of AR 25-50	Military Justice	Role of JAG
Troop Leading Procedures	How to step up from LT-level	Media Engagements	PAO Talking Points, Rehearsals, AARs	Sustainment Unit, Planners, Managers	Understanding Combined Arms Maneuver, LOG estimates
Operational Environment	Examples of complex environments				

HIP-POCKET GUIDE - ARMY CAREER TRACKER



A U.S. ARMY
LOGISTICS, G-4
PRODUCT

What is it?

The Army Career Tracker is an Army leadership development web-based tool developed by U.S. Army Training and Doctrine Command's Institute for Noncommissioned Officer Professional Development. The ACT provides Army personnel -- enlisted, officer and civilian cohorts -- a system to manage their professional development and to monitor progress toward training, education, and career goals. The ACT interfaces with more than a dozen source systems in providing data such as assignment history, training history, education history, and certifications.

What has the Army done?

The ACT promotes lifelong learning for Soldiers and Army civilians. The ACT provides Army personnel with a more efficient and effective way to monitor their career development. The ACT enhances personnel counseling by providing leaders and mentors a framework to create individual development plans. As a result, leaders, supervisors, and users have created thousands of recommendations and goals in the ACT. With the ACT, Soldiers and civilians are able to establish short and long term goals and a pathway to achieve them. They do this by mapping out events, decision points, and outcomes. The ACT also enables users to track progress against known career benchmarks.

What efforts does the Army have planned for the future?

The ACT will help Soldiers and civilians with transition and sponsorship. Development programs in the ACT ensure that Soldiers are both "military" and "career" ready from the start of their Army careers. Individual development plans created using the ACT will ensure Soldiers are aware of the career readiness standards they must meet long before their separation from service.

ACT LEADER / MENTOR REFERENCE GUIDE

RECEIVE / ACCEPT LEADER REQUESTS

- Click on your pending Leader/Mentor requests in the My Notices section on the Home Page and accept/decline, as appropriate
- Accept FERPA Agreement to give you permission to view your Soldier's education data

MONITOR KEY CAREER METRICS

- In the Leader Dashboard explore subordinates, PME, Civilian Education, Professional Goals, Reenlistment and GAT statuses at once
- Click the Number in thermometer or the View All hyperlink for itemized Soldier data
- Use the My Soldiers section to view all your Subordinates and Mentees data

REVIEW / EXPORT SOLDIER DATA

- Click the Export Soldier Data hyperlink to view a consolidated list of all your subordinates data
- Use the consolidated Soldier list to track and monitor training and regulatory requirements
- Export, Save or Print consolidated list into an easily accessible external source for future use

VIEW SOLDIER DETAILS

- While in the Leader tab click My Soldier Details for easy access to your My Soldiers List and access to individual subordinates' Career Dashboard, My Planner, My Calendar, and My Career to view pertinent Soldier information
- Use this relevant data to conduct individualized counseling sessions

SEND RECOMMENDATIONS

- While in the Recommendation Kit create career/training recommendations to Subordinates & Mentees
- Send recommendations to one or more subordinates
- Track and monitor previously sent recommendations
- Also use the My Notices section to quickly send recommendations to your Soldiers

DEGREES & CREDENTIALING

- In the My Planner section send recommendations from Guided Self Development for MOS related degree programs to your subordinates
- Send recommendations to subordinates from Credentials / Certifications for MOS related and other recommended certifications to support their professional and personal career goals

will teach them new skills and maximize their potential.

In addition to knowing your Soldiers' skills, you need to know your own. Personal growth results from placing yourself in unfamiliar situations. If you are an introvert, take on an extrovert's job. If you are good at tactics, take on a job where strategic skills are needed. As you learn and achieve success in these situations, you will grow to be a better leader and a better person.

Consider the Whole Picture

Third, look at the whole picture when you advise. Consider your Soldiers' family situations. Manage talent from the perspective of what is right for the individual and their family circumstances. Sometimes small changes can help bring big performance improvements.

Encourage Broadening

Fourth, understand and encourage Soldiers to participate in broadening assignments. Many Soldiers believe that these are positions entirely outside of their military occupational specialties, such as working in industry, serv-

ing as a congressional liaison, or going to graduate school.

But broadening assignments are much more than those opportunities. They also include some tactical and institutional positions, such as serving in special operations units, at regionally or functionally aligned headquarters, or at training centers or schoolhouses. These jobs can stretch you professionally.

Redefine Success

Fifth, think anew about personnel management. The old personnel management framework created a highly structured path with definite milestones. It was ultimately defined by progression up through the ranks. This led to an up-or-out system, one dependent upon a requirement to meet certain gates but bound by increasingly limited opportunities for advancement.

It is time to redefine what it means to be successful. With the new system, success will mean building an Army that acknowledges the skills and abilities that our Soldiers have. A National Guard member may speak the language of a country that we need to go to, or a reservist may have expertise from a ci-

vilian job about a product that we will need. These are the skills that will help us win on the battlefield in the future.

I truly believe managing talent is every leader's primary business. It is part of the Army's charter to take care of and provide world-class leadership for our daughters and sons, whose character and commitment led them to serve our great nation.

As I lead the G-4 team in creating the policies that you will use as sustainers, I want to hear from you. When I can, I will be stopping by to see firsthand how our policies affect your ability to train and build readiness. If you have ideas you want to share, let me know. Feedback is how we can all improve to meet tomorrow's challenges.

Lt. Gen. Aundre F. Piggee is the Army deputy chief of staff, G-4. He oversees policies and procedures used by all Army logisticians throughout the world. Prior to joining the Army staff he served as the director of logistics and engineering for the U.S. Central Command at MacDill Air Force Base, Florida.

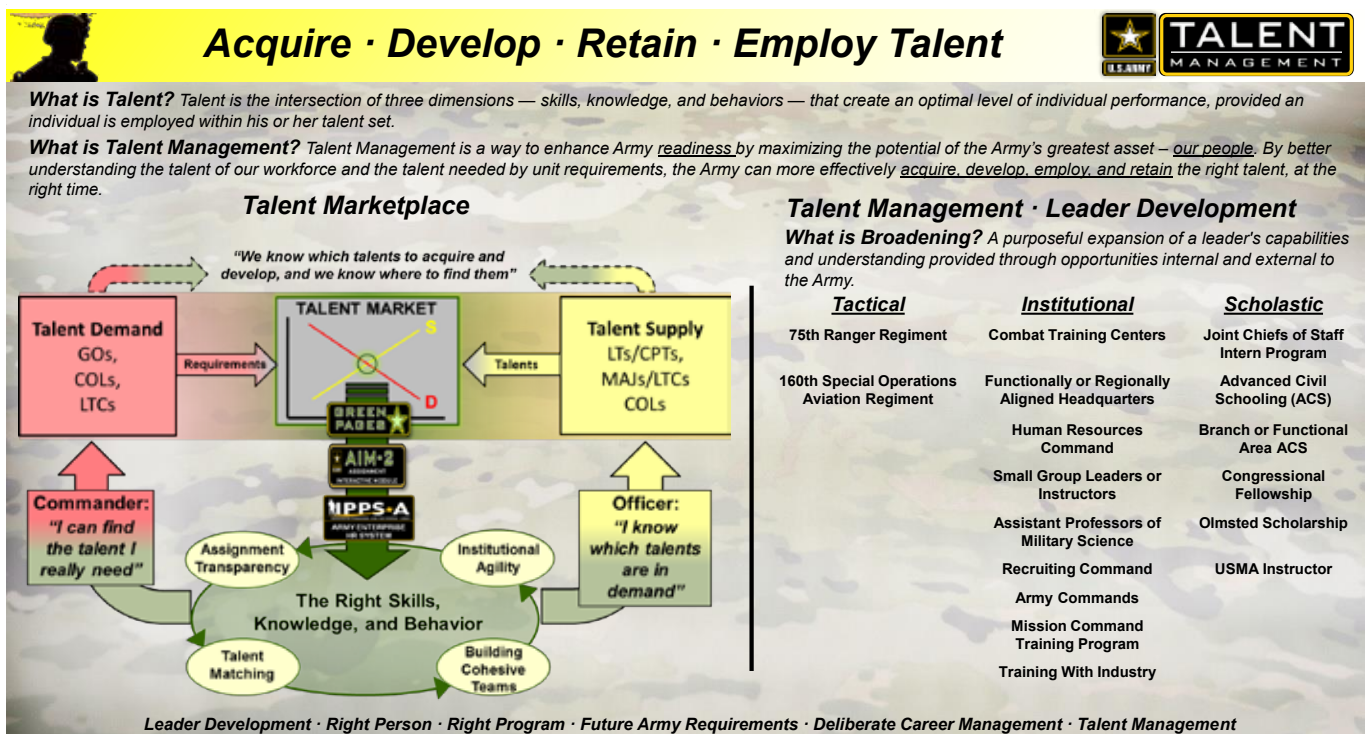


Figure 1. This Army G-1 figure explains talent management. See more at www.talent.army.mil.



Talent Management: Developing World-Class Sustainment Professionals

■ By Maj. Gen. Darrell K. Williams and Capt. Austin L. Franklin



Talent management is paramount to maintaining Army readiness, which can be achieved only through leader engagement at every level.

In recent years, the term “talent management” has gained considerable traction as a way to describe how the Army meets its vast human capital requirements. Gen. Mark A. Milley, the chief of staff of the Army, said about the Army’s priorities, “Readiness is number one, and there is no other number one.” Without question, talent management is a key component of personnel readiness and essential to the Army’s ability to win in a complex world.

Unlike many areas of commercial industry, the Army grows its talent from within. Mastery of the profession requires years, often decades, of schooling, operational assignments, and self-study. Few civilian professions can fully prepare someone for service in the military, especially at the midgrade through executive levels.

The military profession is unique, and thus certain skills can be honed only through experience within the military context. It is impossible, for example, to hire someone directly from the private sector to replace the leadership and experience of a sergeant first class with 10 years of service and combat tours in both Iraq and Afghanistan.

Attempting to replicate the technical expertise of our warrant officers (WOs) would be equally daunting. The old saying “leaders don’t grow on trees” is really true for the Army. Talent management is paramount to maintaining Army readiness and to producing the right leader for the right position at the right time.

Sustaining the Total Force

The chief of staff of the Army directed everyone to focus on the total

force (active Army, Army Reserve [USAR], and Army National Guard [ARNG]), not just on the active component. Total force integration and talent management within the sustainment community are critical given the diversity and complexity of the quartermaster, ordnance, transportation, human resources, and financial management missions across the components.

Collectively, the sustainment war-fighting function manages 51 enlisted military occupational specialties (MOSs) and 23 officer specialties that include more than 300,000 Soldiers, noncommissioned officers (NCOs), and officers. Sustainment branch schools and the Army Logistics University train more than 100,000 students at 78 different locations throughout the continental United States and overseas.

The Human Resources Command (HRC) Sustainment Branch, along with USAR and ARNG human resources professionals, manage more than 6,000 sustainment officers. At the tactical level, these processes must account for an officer’s progression through an array of functional and multifunctional companies, battalions, brigades, and developmental staff positions.

Sustainment leaders also serve in key assignments at the operational level within expeditionary sustainment commands, theater sustainment commands, Army service component commands, and combatant commands. At the strategic level, talent is managed to position leaders at the Army Materiel Command, the Department of the Army headquarters, the Joint Staff, the Defense Logistics Agency, the Financial

Management Command, interagency organizations, and other nominative positions.

While talent management of the officer corps is challenging, officers represent only 8 percent of the force sustainment population. Management of the enlisted force, which accounts for 92 percent of force sustainment, is significantly more complex.

Talent management within the USAR and ARNG presents a high degree of difficulty as well. Of the more than 300,000 sustainment troops, approximately 25 percent serve in the active component and 75 percent serve in the reserve component. Although the components' personnel management systems differ, their training is becoming more integrated.

The One Army School System initiative standardizes training at Fort Lee, Virginia; Fort Jackson, South Carolina; and remote training locations. This initiative dramatically improves the professional military education aspect of talent management. Talent across the total force is the only way the sustainment force of the future can keep pace with the demands of global unified land operations.

The Army also manages the critical skill requirements of more than 65,000 civilian sustainers. These professionals provide depth, talent, and experience to the operating and generating forces. The Army has made tremendous progress in civilian leader development and talent management.

Definition and Doctrine

So what qualities and attributes must our professionals possess? What competencies must sustainers have? And how do we provide the right combination of education, training, and experience at the right points in their careers?

Having the right systems in place to address these challenges is central to meeting Army requirements and readiness goals. Fortunately, some answers already exist.

Institutionally, the Army has already defined the overarching skills and attributes all leaders must possess. The leadership requirements model found in Army Doctrine Publication 6-22, Army Leadership, establishes the foundation for leadership using a core set of requirements and the expectations for what a leader should be, know, and do.

All Army leaders must possess the three fundamental attributes of character, presence, and intellect and display the three Army leader competencies of "leads, develops, and achieves." According to Army Doctrine Publication 6-22, talent management must also account for an individual's talents, skills, behaviors, and potential.

Core Competencies

The Training and Doctrine Command (TRADOC) recently published the Sustainment Leader Development Implementation Plan, which describes the specific competencies sustainment leaders must possess. There are six core sustainment competencies.

Understanding joint combined arms maneuver. Understanding combined arms maneuver allows the sustainment leader to assist in shaping operations by enabling the maneuver commander to consider sustainment estimation within the overall concept of operations.

Total force sustainment integration. Sustainment leaders must know how to integrate all components of total force sustainment during all phases of planning and execution.

Expeditionary sustainment. Leaders must prepare themselves and their units to maintain readiness for deployment. Once operations commence, they must be able to perform their roles in an expeditionary environment.

Unified action partner integration. In order to provide effective and efficient sustainment to the force, sustainment leaders must understand how Army sustainment fits into the context of unified land operations.

Strategic sustainment enterprise operations. Sustainment leaders must understand strategic capabilities and how the links work across the three levels of war.

Sustainment information systems. Army sustainers should understand what enterprise resource planning systems are, why the Army is moving toward them, what kinds the Army has, and how they are integrated.

Additional Competencies

In addition to understanding these core competencies, the Army must manage talent to build competence in several areas highlighted in the Deputy Chief of Staff, G-4, Logistics Strategic Planning Guidance. The Army defines some of these skills as follows.

Force projection. The ability to project the military instrument of national power from the United States or another theater, in response to requirements for military operations. It is a demonstrated ability to alert, mobilize, rapidly deploy, and operate effectively anywhere in the world.

Force reception. The initial step in introducing combat power, force reception can determine success or failure of the reception, staging, onward movement, and integration operation. Reception from strategic lift is implemented at or near designated air and seaports of debarkation, normally under the control of the geographic combatant commander.

Onward movement. A joint and multinational effort that uses the capabilities and organizational structures of other services, allies, host nations, and other governmental entities. It is an iterative activity in which units advance from one line of communication node to another. Onward movement occurs when units move from ports to theater staging bases or forward to the tactical assembly area. Three primary factors affecting onward movement are movement control, transportation infrastructure, and security.

Distribution management. The function of synchronizing and co-

Attributes		
Character	Presence	Intellect
<ul style="list-style-type: none"> • Army Values • Empathy • Warrior Ethos/Service Ethos • Discipline 	<ul style="list-style-type: none"> • Military and Professional Bearing • Fitness • Confidence • Resilience 	<ul style="list-style-type: none"> • Mental Agility • Sound Judgment • Innovation • Interpersonal Tact • Expertise
Competencies		
Leads	Develops	Achieves
<ul style="list-style-type: none"> • Leads Others • Builds Trust • Extends Influence Beyond the Chain of Command • Leads by Example • Communicates 	<ul style="list-style-type: none"> • Creates as Positive Environment/Fosters Esprit de Corps • Prepares Self • Develops Others • Stewards the Profession 	<ul style="list-style-type: none"> • Gets Results

Figure 1. Leader attributes and competencies adapted from the Army leadership requirements model found in Army Doctrine Publication 6-22, Army Leadership.

ordinating a complex system of networks (physical, communications, information, and finance) and sustainment functions (logistics, personnel services, and health service support) to achieve responsive support for operational requirements.

Matériel management. Directing, integrating, synchronizing, prioritizing, and optimizing the function of supply, to include maintenance and transportation functions that support supply, to provide uninterrupted support to the deployed force.

Institutional Talent Management

Talent management actually begins before a Soldier begins his or her career. The number and variety of MOSs, officer specialties, and WO specialties within the sustainment branches provide a wide range of opportunities for prospective officers and enlisted Soldiers. Each specialty, however, requires a great deal of continuous talent management.

For officers who receive their commissions through the Reserve Officers' Training Corps, the talent management process starts with the Cadet Command's Cadet Talent Management Program. The Cadet

Command provides a web-based platform for cadets to explore potential career opportunities within the active Army, ARNG, and USAR. Cadets can research various branches and specialties to assess how their individual talents and interests match the needs of the Army.

At the United States Military Academy, officers are assessed over a four-year period and assigned branches based on overall performance and talent. The Army Officer Candidate School assesses candidates based on their previous military experience, their performance during the course, and the needs of the Army.

Talent management continues for all lieutenants when they arrive at their respective basic officer leader courses. Talent management starts early and continues throughout an officer's career.

Talent management for the enlisted force is equally active. Initial efforts begin through the Army Recruiting Command. Recruiters match the talents and desires of prospective Soldiers with specific MOSs. The MOS that a Soldier qualifies for is based largely on the

Armed Services Vocational Aptitude Battery.

One important aspect of talent management that sustainment professionals should understand is the relationship between HRC and TRADOC. Most people are aware that HRC executes the assignments process. HRC interfaces with officers, NCOs, and Soldiers and assigns them to positions at various posts, camps, and stations. HRC also orchestrates the numerous promotion and selection boards for the Army.

What is not commonly understood is that the centers of excellence and branches under TRADOC actually write the doctrine and establish the requirements for each enlisted MOS and officer specialty. The Combined Arms Support Command (CASCOM) is the center of excellence that represents the sustainment community.

The CASCOM Logistics Branch Proponency Office and quartermaster, ordnance, transportation, adjutant general (AG), and financial management (FM) representatives work with HRC to marry the needs of the Army with the professional and technical development

needs of individual Soldiers.

CASCOM and the branches, in conjunction with Army staff proponents (G-1, G-4, and the Office of the Assistant Secretary of the Army for Financial Management and Comptroller) and HRC, write the sustainment-related chapters of Department of Army Pamphlet (DA PAM) 600-3, Commissioned Officer Career Management. The Army staff sections are a critical link in the policy chain for sustainment talent management and career development. They write the policies that govern career management for sustainment professionals.

DA PAM 600-3 applies to officers and WOs in both the active and reserve components. Under Force Sustainment, Chapter 35 covers career development for each of the logistics branches, and Chapters 36 and 37 address career development for AG and FM officers, respectively. It is impossible to discuss talent management of officers without an understanding of the contents of this foundational document.

The enlisted branches are governed by DA PAM 600-25, NCO Professional Development Guide. The requirements for each career management field are described and updated through a continual dialogue between the HRC Enlisted Personnel Management Directorate and representatives from each branch.

In both examples, talent managers align each individual's needs and talents with the strategic objectives of the Army. The relationship between CASCOM and HRC for sustainment professionals is critical.

While the active and reserve components are governed by the same DA PAMs, USAR and ARNG talent management processes differ somewhat from the active component. Geographic and organizational constraints, as well as limited available training days, dictate different approaches to talent management.

For sustainers, it is common for elements of a single command to reside in five or more states. At the

expeditionary sustainment command and theater sustainment command levels, the span of control can easily touch 20 states.

Sustainment professionals in the reserve component must routinely balance the demands of a civilian profession with the professional development and talent management requirements of an Army career. Many Soldiers travel vast distances for key developmental opportunities. It is quite common for reserve component Soldiers to reside in Georgia and report to a headquarters in Louisiana, New York, or California. This is particularly true at higher level commands.

Further, ARNG Soldiers must also train to meet missions mandated by the states to which their units are assigned. These conditions affect talent management and pose challenges to maintaining personnel readiness. Although they are different than active component processes in several ways, both the USAR and ARNG systems consistently produce strong sustainment professionals capable of supporting the full range of military operations.

Maximizing Talent Management

As important as the institutional aspects of talent management are, assignments within the operational Army are more decisive to the success of overall talent management efforts. During a typical 20-year career, a sustainment officer will likely spend 60 to 75 percent of his or her time in operational assignments.

Successful NCOs and WOs will trend closer to spending 75 percent in these assignments, serving 12 to 15 years in tactical and operational units and two to three years in military schools. The remaining time will likely be served in career broadening assignments away from the operational Army. Thus, talent management within the operational force will continue to play the dominant role in growing the types of sustainment leaders the Army demands.

Presently, HRC assigns Soldiers

and leaders directly to brigades. It is imperative that sustainment leaders take an active and coordinated role in managing talent within their organizations. Yes, this pertains to all officers, WOs, and NCOs.

The process begins with understanding the developmental needs of the Soldiers assigned to the unit. For final position determinations, leaders must use DA PAM 600-3 and DA PAM 600-25, their informed knowledge of Soldiers' past assignments and performance, and an understanding of career paths for future developmental requirements. This goes beyond merely placing a round peg in a round hole; it requires knowledge of the Soldiers and their developmental needs.

For example, a brigade support battalion commander must make deliberate decisions about the placement of captains arriving from a captains career course. Leaders must work closely with the brigade S-1 and brigade commander to influence this process as much as possible for AG captains as well. Within the FM community, leaders must work closely with the division G-8 to ensure proper placement and use of brigade S-8s.

This same level of engagement is required for enlisted talent management by first sergeants and command sergeants major across the sustainment community. WO talent management is equally important. Senior warrant advisors in particular must take an active role in advising commanders on the placement and developmental needs of WOs across the force.

Another area of intense discussion is low-density MOSs and specialty talent management. Often low-density populations are not managed, trained, or coached as well as the more common specialties.

Sergeant's time training for low-density officers and enlisted MOSs is one effective method of addressing the specific training and talent management needs of these specialties. This constant process of



New York Army National Guard recruiters set up new Soldiers for success by going over military basics on Nov. 5, 2016, at Camp Smith, New York, during an event for members of the Recruit Sustainment Program. (Photo by Spc. Jonathan Pietrantonio)

talent management better ensures that a leader will be in the right position at the right time.

In addition to proper assignment management, sustainment leaders at all levels must coach and mentor junior leaders by providing routine formal counseling and accurate evaluations that will continue to build future talent within the sustainment community. It is the responsibility of all leaders to grow the bench of the Army and groom junior leaders to become the best sustainers and leaders.

Leader professional development sessions should include not only the basic tenets of Army leadership; for sustainers, they should also include the sustainment core competencies outlined in the Sustainment Leader Development Implementation Plan. A deliberate mentorship, counseling, and development program will create holistic, successful sustainment leaders for the future Army.

Leaders should use the talent management process to identify sustainers for career broadening positions after their key developmental posi-

tions. Understanding the sustainment career timeline in DA PAM 600-3 and DA PAM 600-25 is a must for all leaders to nominate the right Soldier for a broadening or nominative assignment, such as at a combat training center, as a small-group instructor for professional military education courses, and for Training With Industry, Advanced Civil Schooling, and fellowship and internship opportunities.

Assignments as recruiters, drill sergeants, advanced individual training platoon sergeants, and division and corps-level staff members are also considered broadening assignments. One common myth is that broadening assignments are inherently away from troops. This simply is not true; fellowships and internships are not the only way to achieve a broadening experience.

Combat training center assignments, for example, are equally valuable and provide Soldiers with the doctrinal knowledge required to mentor other leaders and the lessons learned of each rotating unit.

It is through these various broadening assignments, in addition to key developmental assignments, that we will continue to grow our leaders to be the best trained, most knowledgeable, and most effective sustainers in our force.

Talent management is key to the readiness of our force. The size and complexity of this task for the sustainment community is enormous. The challenges are numerous in both the active and reserve components for enlisted and officer specialties across our force.

The fact is that we will continue to require a dedicated and consistent effort to achieve success. The only way to collectively achieve Army personnel readiness objectives is through leader engagement at every level in the process.

Sound institutional processes are in place. However, the talent management battle will be won or lost at the individual leader level, such as when squad leaders take care of Soldiers in the squads and when commanders and senior enlisted leaders take the time to teach, coach, and mentor.

Sustainment leaders are up to the challenge. We always have been, and we always will be. We must maximize the potential of our greatest asset: our people.

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Advise and Assist Logistics: In Search of Wisdom

■ By Christopher R. Paparone, Ph.D., and George L. Topic Jr.

Our current national security and military strategies demand that we increase our emphasis on advise and assist missions to help build partner capacity. We see great potential in such efforts within logistics functions.

We strongly commend an excellent article entitled “The Challenge of Reforming European Communist Legacy ‘Logistics,’” which was recently published in *The Journal of Slavic Military Studies*, Volume 29, Issue 3. The article was written by an experienced strategic analyst who has worked closely with nations across Eastern Europe, Thomas-Durell Young of the Naval Post Graduate School.

We thought it was a good idea to summarize a few of Young’s main points and encourage readers to seek a copy of the article. Many of his findings are applicable across a wide range of efforts to build partner military logistics capacity around the world.

FWP Versus NATO

The legacy concept of “push logistics” is well-suited to former Warsaw Pact (FWP) nations’ limited mission of territorial defense and centralized decision-making about supply distribution. But it is less appropriate for NATO, which uses “pull logistics,” based on advanced information networks and a decentralized, expeditionary, as-needed ordering process.

Because military bases in former Soviet bloc nations were co-located with depots, military distribution capabilities, to include tactical transportation and materiel handling, did not mature.

FWP logistics is typically controlled at the ministerial level, with state-owned defense industries, rather than by the armed forces themselves. Supply discipline is often a matter of culture. NATO nations typically have embedded demo-

cratic values associated with transparency and accountability, but FWP nations are still struggling with developing effective government oversight and administrative checks and balances.

Young’s Recommendations

Young offers several recommendations to help better integrate FWP nations into a more complementary and modern military logistics system as they continue to merge into coalitions and treaty organizations such as NATO.

He suggests that national governments should have laws and regulations on procurement processes that facilitate pull logistics rather than focus on what to buy under a push concept. Centrally controlled, state-owned defense industries should be privatized and focus on meeting demands of commanders in the field.

While central governments have the important role of validating and providing oversight for military procurement, tactical formations should generate needs. Outsourcing should be used to gain efficiencies and economies of scale, particularly in support of new missions such as out-of-country deployments.

Young also offers guidelines for those who advise and assist to improve the logistics systems of FWP militaries. He highlights that the aggressive activities of Russia make these logistics reforms imperative. Advisers should help these nations view logistics as an enabler of operations and provide the impetus for building logistics units into their military formations and integrating them with national logistics capabilities, both military and commercial.

Modernization toward expeditionary capability requires wholesale, disruptive institutional changes in both the government and its forces; blending the old with the new over a long transition pe-

riod has not worked.

The mission-centric logistics estimation systems that we take for granted are, for the most part, foreign to these institutions; hence, changing the top-down push logistics system into a bottom-up pull system is a key goal.

Young’s well-researched article highlights the absence of a robust, coherent, and effective capability within the Department of Defense to plan and execute the strategic mission of building partner military logistics capacities. The United States needs a multinational logistics strategy that would ensure we have the appropriate organizations, authorities, processes, and resources to assist partner nations around the world. Our current programs do not come close to meeting these requirements.

While our senior leaders consistently call for increased focus and investment, efforts tend to focus on short-term, tactical-level engagements rather than a holistic, enterprise solution. A few possible improvements would include a research center, an online training and support capability to assist logistics advisers, inexpensive information technology systems to integrate logistics from the unit up to the ministerial level, and logistics cooperative efforts through special operations forces security force assistance initiatives. Making sure leaders are committed to these strategic endeavors is the most important requirement of all.

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Spc. Dan Bora, a 716th Quartermaster Company petroleum supply specialist, fuels a five-gallon gas can on June 4, 2016, at a fuel farm during Exercise Anakonda 16. (Photo by Timothy L. Hale)

The Effects of the Army 2020 Bulk Fuel Design on Decisive Action

The proposed Army 2020 force structure removes bulk fuel assets from the brigade support battalion. How does that affect support to brigade combat teams?

■ By Maj. Paul W. Smith

As a logistician, I know how critical sustainment is to operations, and any proposed changes to the Army's concept of support pique my interest. That is why I chose sustainment in the Army 2020 force structure as the topic for my thesis for my 2015 master of military art and science degree from the Command and General Staff College.

My experiences as a support op-

erations officer and a battalion executive officer have made me wary of reductions in the capability of a brigade support battalion (BSB) to support its brigade combat team (BCT) during operations. With those personal biases firmly in place, I dove into an exhaustive look at sustainment in the Army 2020 design, using the Force Management System website, FMSWeb, to identify quantitative differences in BSB force

structures (before and after Army 2020 conversions).

Background

A reduced operating tempo and fiscal constraints emplaced by the Budget Control Act of 2011 led the Army to transform from the modular Army to the Army 2020 force structure. This change increased the lethality of the armored brigade combat team (ABCT) by reintroducing a

third maneuver battalion.

However, according to the Sustainment Concept of Support: CASCOM Tactical-Level Sustainment for Army 2020, the chief of staff of the Army mandated that all proposed redesigns must keep the BCT deployable while retaining no more than 4,500 Soldiers. So, in order to add the third maneuver battalion and remain under the imposed force cap, several capabilities were consolidated at echelons above brigade (EAB).

In the May–June 2014 *Army Sustainment* article “Sustainment for the Army of 2020,” Col. Robert Hatcher, Jeffrey A. Martin, and Lt. Col. Karl F. Davie Burgdorf explain that the proposed Army 2020 force structure removes sustainment capabilities like water purification, bulk fuel distribution and storage, and troop movement from the brigades. These capabilities are consolidated at EAB within combat sustainment support battalions (CSSBs), moved to the Army Reserve or National Guard, or eliminated.

While Army 2020 proposes significant changes to CSSBs, the primary focus of my research was sustainment operations at the brigade level. I conducted an in-depth analysis of the changes to the BSB’s force structure regarding bulk fuel operations.

I focused on bulk fuel not only because of my background with fueling operations but also because bulk fuel is one of the most critical commodities required to sustain the BCT’s operating tempo.

Analysis

I completed my analysis using the following sustainment principles from Army Doctrine Reference Publication 4-0, Sustainment, as evaluation criteria: integration, anticipation, responsiveness, simplicity, economy, survivability, continuity, and improvisation. Using the sustainment principles as a guide illustrates the impact of the upcoming force structure changes.

It also broadens the scope of my research to cover more than just capacity. The results of my analysis show

that the Army 2020 force structure creates a positive effect across most of the sustainment principles.

The overall effect of removing the bulk fuel assets from ABCTs in the Army 2020 force structure is positive because it enables BSBs to provide simple, innovative, and economical support to warfighting units.

The largest positive changes occur across the principles of simplicity,

The positive effects brought about by changes made in equipment and capability outmatch any negatives caused by reducing the BSB’s bulk fuel capacity.

economy, survivability, and improvisation. The negative effects of the changes, found in the principles of integration, anticipation, and continuity, seem largely temporary in nature.

Simplicity. Refueling operations within BSBs become simpler with Army 2020 because the ABCT has fewer refuel systems and types. In previous force structures, a BSB had four fuel systems: a fuel system supply point (FSSP), a 5,000-gallon fuel tanker, a heavy expanded-mobility tactical truck (HEMTT) fuel tanker, and a tank and pump unit.

In the Army 2020 structure, the only fuel distribution asset is the HEMTT fuel tanker. This change not only simplifies distribution operations but also eases maintenance demands by reducing the types of equipment that must be maintained in a BSB.

Economy. The redesign of the ABCT BSB is clearly intended to create an economy of scale across the force. It accomplishes this by removing bulk fuel and water purification capabilities from BSBs and consolidating them at the CSSB. This reduces the number of FSSPs the Army requires in its inventory, thereby consolidating fuel storage and dis-

tribution assets at EAB units.

Since many of the changes created by the Army 2020 force structure are designed to consolidate logistics assets, it is not surprising that the effect on the principle of economy is largely positive. Consolidating assets at the CSSB is more economical than having these systems available at each BSB.

Survivability. Consolidating more static systems like the FSSP and wa-

ter purification assets at EAB is more survivable too. Unlike in the modular Army, where these limited assets were maintained in the BSBs, the CSSB and its companies are further from the forward line of troops and therefore less likely to be threatened by direct or indirect fire.

Additionally, by going to a purely HEMTT distribution fleet, it is harder for the enemy to identify the brigade support area (BSA), whereas in the modular Army, the BSA was easily identifiable because of the 5,000-gallon tankers.

Improvisation. The Army 2020 force structure increases maneuverability by transitioning from using the 5,000-gallon fuel tankers included in the modular Army force structure to using an all-HEMTT force. This enables sustainment planners to use routes for resupply that were previously untenable because of the 5,000-gallon tanker’s inability to operate on rough terrain.

Under Army 2020, planners have only one platform to consider for resupply. Plus, HEMTTs are more mobile than either tankers or tank and pump units. This mobility increases the ability of sustainment planners to improvise fuel delivery

methods to forward units.

Additionally, the FSSP limited the ability of a brigade to rapidly exploit gains in an offensive operation because the collapsible fuel tanks were difficult to drain and move. In the Army 2020 design, consolidating these assets at the CSSB and increasing the modular fuel racks across the BSB together allow the BSB to rapidly reposition itself to adapt to any unforeseen circumstances.

Integration. The removal of bulk fuel storage assets from the BSB makes it more mobile and better suited to sustain maneuver forces during the offense than it was with the modular Army force structure. However, that mobility comes with increased reliance on EAB assets to ensure the continuity of operations.

When originally published, the Army 2020 concept lacked clearly defined command and support relationships, which limited the integration of assets within the division and jeopardized the uninterrupted provision of sustainment to the BCT. The Army took steps in 2015 to resolve

this lack of clarity when the chief of staff of the Army directed that sustainment brigades be aligned with each division headquarters no later than July 2015.

The change in command relationships increases unit cohesion and simplifies the chain of command for sustainment units. This solution is preferable to the vaguely discussed habitual orientation originally proposed, but it will take time to fully implement across the force.

Anticipation. Although negatively affected by Army 2020, anticipation will improve as units adapt their support planning based on after action reviews from exercises conducted with the new force structure.

Continuity. As the BSB loses its bulk storage capability and relies more heavily on the division-aligned CSSB, continuity is reduced. However, the FSSP that has moved to the CSSB was traditionally used during stability operations, in which mobility is not as large of a concern. Therefore, the overall impact of the FSSP's loss is reduced because the capability

was not planned for use during offensive operations.

Effects on Stability Operations

An unexpected finding of the research was that the Army 2020 structure decreases the ABCT's ability to independently support stability operations. The removal of bulk fuel storage and water purification assets from BSBs prevents them from being self-sustaining in stability operations. Since the BSB loses all bulk fuel storage assets, it requires augmentation from the CSSB's composite supply company or a petroleum support company in order to establish bulk fuel storage.

The ability of an ABCT to independently establish a fuel farm reduces resupply requirements and the number of vehicles on supply routes. The same is true for water purification; as long as a unit with water purification equipment is located near a water source, the ability to generate potable water reduces the demand for resupply from a CSSB.

Removing water purification and



Spc. Tatiana Watler and Sgt. Melissa Vega, petroleum supply specialists from the 716th Quartermaster Company, monitor fuel distribution on June 4, 2016, at the fuel farm at the Drawsko Pomorskie Training Area, Poland, during Exercise Anakonda 16. (Photo by Timothy L. Hale)



Pfc. Aung Kyaw, a petroleum supply specialist with the 716th Quartermaster Company, fuels a humvee at a fuel farm in Poland during Exercise Anakonda 16 on June 4, 2016. (Photo by Timothy L. Hale)

bulk fuel storage systems from the brigades essentially eliminates the ability of BSBs to support their maneuver units beyond 72 hours. This still meets the brigade's demands for self-sufficiency for offensive operations, but it increases the overall need for continued CSSB support or augmentation during defensive and stability operations.

Current Army doctrine still expects brigade commanders to execute continuous and simultaneous combinations of offensive, defensive, and stability operations outside of the United States. However, the sustainment changes in the Army 2020 design reduce the capability of BSBs to independently support anything other than offensive operations.

Further analysis is needed to determine whether or not Army Doctrine Reference Publication 3-0, Unified Land Operations, (and any other doctrine concerning the role of the brigade in tasks that are conducted

outside of the United States) needs revision to match requirements to the actual capabilities within the brigade.

The Army 2020 force structure, found in United States Army 2020 Operational and Organizational Concept: Evolution 3, represents a positive change from the modular Army force structure in five of the eight sustainment principles. What I found during the arduous process of researching and writing on the topic of sustainment in Army 2020 increased my belief that the Army 2020 force structure is capable of supporting a brigade during offensive operations. The positive effects brought about by changes made in equipment and capability outmatch any negatives caused by reducing the BSB's bulk fuel capacity.

My research also indicates the need for follow-on studies to determine the impact of these changes on current doctrinal expectations

for how brigade commanders simultaneously execute offensive, defensive, and stability operations.

Access to my entire thesis, "Sustainment in the Army 2020 Force Structure," is available online at the Combined Arms Research Library at <http://cgsc.contentdm.oclc.org/utills/getdownloaditem/collection/p4013coll2/id/3316/filename/3367.pdf/mapsto/pdf/type/singleitem>.

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Soldiers with Ghost Troop, 2nd Squadron, 2nd Cavalry Regiment, unload Strykers during a rail operation at Gaiziunai, Lithuania, on April 21, 2016. The equipment made the troop fully mission capable as it began its rotation in support of Operation Atlantic Resolve. (Photo by Staff Sgt. Michael Behlin)

Putting Movement Control Back Into Movement and Maneuver

■ By Stacey L. Lee

Army movement control is faced with a number of challenges, including its force structure and the doctrine and associated capabilities supporting it. Some challenges are caused by environmental factors, and others are caused by the normal ebb and flow of Army processes.

But the most significant challenge faced recently has been one of perception or, more accurately, misperception. As the Army transitions from a multitheater, conflict-driven, rotational force to the fully expedi-

tionary force envisioned in the Army Operating Concept, it is time to relook at the critical role movement control plays in enabling the maneuver commander.

The Army Operating Concept describes an Army capable of several types of operations. Military forces will contend with anti-access/area-denial and cyber threats from state and nonstate actors, conduct movement and maneuver over strategic and operational distances, and face a number of other requirements that will stress deployment and mobility

systems and processes.

All the requirements for this future force have a common prerequisite: an enhanced ability to coordinate movements in time and space in order to meet the commander's intent. Other demands of these types of operations will include the following:

- High effectiveness with maximum cost-efficiency.
- The ability to integrate and even reconfigure forces while en route.
- Nearly immediate transitions from deployment to employment

of units—a true “fight off the ramp” capability.

- The ability to see and influence assets in time and space.
- Full integration with joint and coalition partners and allies.

The combat enabler that meets all these demands and more for the maneuver commander is Army movement control.

Defining Movement in Doctrine

For the Army, fulfilling requirements starts with precise doctrinal language. From the sustainment standpoint, Army Techniques Publication (ATP) 4-16, Movement Control, defines movement control as, “The dual process of committing allocated transportation assets and regulating movements according to command priorities to synchronize the distribution flow over lines of communications to sustain land forces.”

While this definition is accurate, it is decidedly sustainment-centric, making it less useful to general discussions between maneuver and sustainment planners.

From the maneuver standpoint, Army Doctrine Publication (ADP) 3-0, Unified Land Operations, defines movement and maneuver as, “The related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats. Direct fire and close combat are inherent in maneuver. This function includes tasks associated with force projection related to gaining a positional advantage over the enemy.”

While the ADP 3-0 definition is also accurate, it is decidedly maneuver-centric, which once again makes it less useful to discussions between maneuver and sustainment planners.

All warfighting functions support the maneuver commander in the command of forces conducting operations, regardless of the mission. So, for a doctrinal definition of movement control to bridge the doctrinal-operational divide and span the broad

range of mission types and requirements, the definition needs to clearly link sustainment functions to maneuver functions.

The precursor to ATP 4-16 (Field Manual 4-01.30, Movement Control) proposed a more useful definition than the current publication does. It defined movement control as “the planning, routing, scheduling, controlling, coordination, and in-transit visibility of personnel, units, equipment, and supplies moving over Line(s) of Communication (LOC) and the commitment of allocated transportation assets according to command planning directives. It is a continuum that involves synchronizing and integrating logistics efforts with other programs that span the spectrum of military operations at the strategic, operational, and tactical levels. Movement control is a tool used to help allocate resources based on the combatant commander’s priorities, and to balance requirements against capabilities.”

The operational reality is that movement control requires a delicate balance between art and science. That balance constantly fluctuates based on the phase of an operation and how successful the operation has been. The efficacy of both have atrophied considerably over the last 14-plus years.

Improving Relevance

For Army movement control units to be relevant to the maneuver commander, and “a tool used to help allocate resources based on the combatant commander’s priorities,” a number of changes must occur.

Train the science of movement control. The Army’s institutional training and associated programs of instruction must instruct junior and midgrade Soldiers and leaders in the science of movement control. This includes reinvigorating training on concepts like march tables, pass times, refuel on the move operations, and the battlefield calculus of moving forces for positional advantage.

That training must be in the con-

text of the maneuver commander’s intent; sustainment planners should know the maneuver synchronization matrix as well as or better than the maneuver planners.

Learn to speak the language. Those same junior and midgrade Soldiers and leaders have to learn to speak the language of the maneuver force. During the early years of Apple’s iPod, several other brands of portable music devices could store more music, had longer battery lives, and included other features that made them better than the iPod. The makers of those other devices used “technobabble”—descriptions of all of the technical and engineering details—to market what were technologically better products.

Apple turned the idea on its head and simply stated that the iPod could “put a 1,000 songs in your pocket.” Apple used language that consumers understood; sustainers have to use language the maneuver team understands. Save the technobabble of logistics for conversations among sustainers in the tactical operations center.

Conduct rehearsals for everything. Prior to 2001, the combat service support rehearsal was a key component leading up to any exercise or operation. On par with the combat rehearsal, it was attended by many of the same Soldiers, especially the combat leaders responsible for operations. Even an operation as simple as a road march to exercise vehicles during sergeant’s time training kicked off with an early morning rehearsal.

Sand tables or the actual ground where the operation would occur were used to rehearse actions on contact, requirements for refuel and resupply on the move, and myriad other details. The rehearsals were conducted as many times and in as much detail as required to ensure everyone—not just the logisticians responsible for the physical execution of the events—understood their roles and responsibilities.

Today systems such as the Command Post of the Future provide even more options to leverage the power of

rehearsals. As stated in Field Manual 4-01.30, the Army's movement control capability in doctrine and in execution has to focus on "synchronizing and integrating logistics efforts with other programs that span the spectrum of military operations at the strategic, operational, and tactical levels" so that every commander can ask for that "tool" designed "to help allocate resources based on the

and equipment will stabilize. But in the interim, a focused and disciplined effort has to be made to reinvigorate the art and science of movement control.

Improving Relationships

Change starts with recognizing and mitigating some of the factors that complicate the relationships among the maneuver force and the

and other resources, by limiting the amount of materiel that deploying units need, and by drawing, to the greatest extent possible, from host-nation sources.

Establish relationships at home station. The relationship between the supporting movement control element and the supported maneuver element must be established at home station long before receiving an order to deploy. Habitual relationships, even those accomplished through simple administrative reorganizations, like aligning MCTs with brigades and divisions at home station, will go a long way toward bridging gaps and reasserting movement control as a critical enabler both on the battlefield and, more importantly, in the mind of the commander.

For the apostles of mobility, movement and its control are perhaps the most important capability and technique of land warfare.

—Richard E. Simpkin, *Race to the Swift: Thoughts on Twenty-First Century Warfare*

combatant commander's priorities, and to balance requirements against capabilities." Rehearsals are part of synchronizing and integrating logistics effects.

Find or make the expertise. One of the most intimidating challenges for today's new leaders is that typically no seasoned movement controllers are available to show them the ropes. The Army has substituted civilians and contractors for Soldiers in places where deployment and movement control expertise are needed. Even today's seasoned leaders likely spent most of their formative years in the Army relying on a mix of contractors, established channel flights, lockstep programs, continental United States-based replacement centers, and personnel assistance points.

The solid analytical thinking, teamwork, relationship building, and negotiation skills required to control movement has been turned over to contractors, which is unsustainable because contractors rarely deploy with the unit.

The good news is that over time the institutional knowledge will be rebuilt, smart books will be remade, and modified tables of organization

movement control capabilities that support them.

Ensure MCTs are trained and equipped. Movement control teams (MCTs) must be staffed with trained Soldiers—preferably transportation Soldiers—and led by experienced mobility warrant officers and transportation captains in order to fully support the maneuver commander. Training and experience must be coupled with the latest equipment, systems, and processes to support the capture, analysis, and flow of information.

Train for the fight. Misconceptions brought on by the relative ease of the rotational deployments of the past 14 years must be addressed. Exercises, training events, and simulations must place as much rigor on predeployment and Phase 0 operations as they do on Phases 3 and 4. Wishing away the movement of forces during the deployment phase of an operation—generally referred to as the "magic move"—may work in simulations and exercises, but real logistics always obeys the laws of physics.

Interestingly, savvy logistics planners understand that they can cheat physics by leveraging pre-positioned stocks, operational contract support,

For the maneuver commander who understands how to employ it, and the sustainer who understands how to sell it, the Army's movement control capability is a maneuver enabler that is second-to-none. A trained, integrated, and resourced MCT that is able to coordinate assets in time and space, eliminate waste and inefficiency before and during operations, and provide near real-time in-transit visibility increases the number of options available for the commander.

Fully leveraging and employing Army movement control capabilities gives the maneuver commander the one resource not typically in excess during an operation: time. The bottom line is that it is time to put the movement back into movement and maneuver.

Stacey L. Lee is a retired lieutenant colonel with over 25 years of service and a Department of the Army civilian working deployment-related issues for the Combined Arms Support Command at Fort Lee, Virginia. He holds a bachelor's degree in biochemistry from Clemson University, an MBA from Norwich University, and a master of military art and science degree from the School of Advanced Military Studies.

Submissions

Commentary

Commentary articles contain opinions and informed criticisms. Commentaries are intended to promote independent thoughts and new ideas. Commentary articles typically are 800 to 1,600 words.

Spectrum

Spectrum is a department of *Army Sustainment* intended to present well-researched, referenced articles typical of a scholarly journal. Spectrum articles most often contain footnotes that include bibliographical information or tangential thoughts.

In cooperation with the Army Logistics University, *Army Sustainment* has implemented a double-blind peer review for all articles appearing in its Spectrum section. Peer review is an objective process at the heart of good scholarly publishing and is carried out by most reputable academic journals. Spectrum articles typically are 2,500 to 5,000 words.

Features

Features includes articles that offer broader perspectives on topics that affect a large portion of our readers. These can focus on current hot topics or the future of the force. These articles can be referenced, but it is not required if the content is within the purview of the author. While these articles can be analytic in nature and can draw conclusions, they should not be opinion pieces. Features typically are 1,600 to 5,000 words.

Operations

Operations includes articles that describe units' recent deployments or operations. These articles should include lessons learned and offer suggestions for other units that will be taking on similar missions. These articles require an official clearance for open publication from the author's unit. Photo submissions are highly encouraged in this section. Please try to include five to 10 high-resolution photos of varying subject matter. Operations articles typically are 1,200 to 2,400 words.

Training & Education

Training & Education is dedicated to sharing new ideas and lessons learned about how Army sustainers are being taught, both on the field and in the classroom. Training & Education articles typically are 600 to 1,100 words.

Tools

Tools articles contain information that other units can apply directly or modify to use in their current operations. These articles typically contain charts and graphs and include detailed information regarding unit formations, systems applications, and current regulations. Tools articles typically are 600 to 1,800 words.

History

History includes articles that discuss sustainment aspects of past wars, battles, and operations. History articles should include graphics such as maps, charts, old photographs, etc., that support the content of the article. History articles typically are 1,200 to 3,000 words.

Writing for *Army Sustainment*

We are always looking for quality articles to share with the Army sustainment community. If you are interested in submitting an article to *Army Sustainment*, please follow these guidelines:

- Ensure your article is appropriate to the magazine's subjects, which include Army logistics, human resources, and financial management.
- Ensure that the article's information is technically accurate.
- Do not assume that those reading your article are Soldiers or that they have background knowledge of your subject; *Army Sustainment's* readership is broad.
- Write your article specifically for *Army Sustainment*. If you have

submitted your article to other publications, please let us know at the time of submission.

- Keep your writing simple and straightforward.
- Attribute all quotes to their correct sources.
- Identify all acronyms, technical terms, and publications.
- Review a past issue of the magazine; it will be your best guide as you develop your article.

Submitting an Article

Submit your article by email to usarmy.lee.tradoc.mbx.leeasm@mail.mil.

Submit the article as a simple Microsoft Word document—not in layout format. We will determine the layout for publication.

Send photos as .jpg or .tif files at the highest resolution possible. Photos embedded in Word or PowerPoint cannot be used.

Include a description of each photo in your Word document.

Send photos and charts as separate documents.

For articles intended for the Operations department, obtain an official clearance for public release, unlimited distribution, from your public affairs and operational security offices before submitting your article. We will send you the forms necessary for these clearances.

If you have questions about these requirements, please contact us at usarmy.lee.tradoc.mbx.leeasm@mail.mil or (804) 765-4761 or DSN 539-4761.



Chief Warrant Officer 3 Eduardo Calderafavela, from Allied Forces South Battalion, U.S. Army NATO Brigade, administers the oath of reenlistment to Sgts. Winston Crofford and Corey G. Bollinger on Nov. 1, 2016, during a ceremony at Allied Joint Force Command Naples in Lago Patria, Naples, Italy. (Photo by Elena Baladelli)



New Talent Management Program Will Significantly Change the Army:

*An Interview with
Lt. Gen. James McConville*

■ By Arpi Dilanian and Taiwo Akiwowo

FEATURES

The Army deputy chief of staff, G-1, explains a new program that the Army will use to identify, define, and manage the talents of Soldiers across the active and reserve components, fundamentally changing the way the Army operates.

For the first time, the Army will use a talent management process that integrates the personnel records of active Army, Army Reserve, and Army National Guard Soldiers into one system. Lt. Gen. James C. McConville, the Army deputy chief of staff, G-1, shares his insights into the service's new talent management program and explains how it will change the Army and improve readiness.

Can you describe the Army's new talent management program?

The Army's most important weapon is its people. Where the other services may man equipment, what we do is equip the Soldiers, the women and men who are the Army. That's where talent management comes into play.

What we are doing is moving the Army from an industrial age personnel management system to a 21st century talent management system. This will allow us to manage the knowledge, skills, and behaviors of all of our Soldiers in both the active and reserve components so that we can get the right Soldier in the right job at the right time.

How will the new talent management program work?

We will have a new integrated personnel and pay system. For the first time in the history of the Army, we will have active, Reserve, and National Guard Soldiers in one personnel system. This gives us visibility over the entire force.

In the National Guard and Reserve, we have Soldiers with tremendous talents learned from their civilian jobs that we may not see when we manage them by rank and military occupational specialty. They may run a construction company on the side, they may be a design engineer, or they may have skill sets in technology—and we will now be able to see that.

We will be able to describe all lower enlisted Soldiers, noncommissioned officers, and officers beyond their basic branches. We will be able to develop a profile of their knowledge, skills, and

behaviors; and we will define them with more variables than we do now, which is basically two variables—rank and military occupational specialty.

We will be able to define Soldiers by multiple variables: the countries they have visited, the language skills they have, if they are airborne or air assault qualified, how many combat deployments they have, how many flying hours they have and in which types of aircraft, and their certifications and hobbies. We will have a much better idea of what talents a Soldier can contribute.

We also want to know what Soldiers want to do and where they want to go. If we can match these desires and have them do the things they are passionate about where they want to do them, we think we will be a much better Army going forward. We are working very aggressively to implement these initiatives, and we think they will fundamentally change the way that the Army operates.

Does all of this fit with the chief of staff of the Army's number one priority of readiness?

Absolutely. Readiness is defined by four factors: manning, equipping, training, and leader development. The talent management initiative really focuses on improving the Army's manning and leader development.

Is the issue of nondeployable personnel affecting talent management?

We have fewer Soldiers in the Army, so every single Soldier has to be able to get on the field and play their position, both at home and away. If Soldiers cannot deploy, then we need to take a hard look at their ability to stay in the Army.

If there are Soldiers with deployment limitations who have certain talents that are critical to the mission, and they can contribute in nondeployable ways, we need to consider that. But as a general rule as we go forward, Soldiers will have to be able to deploy for the away games because that is what the Army does.



Lt. Gen. James McConville, Army G-1

Will you be changing broadening assignments for officers?

Some people think broadening assignments are just going to graduate school. It is much more than that. We have gone to three categories of broadening assignments.

The first is tactical broadening. These assignments are for those Soldiers who want to excel at tactical assignments outside of their area, [such as] going to a Ranger battalion, going to the 160th Special Operations Aviation Regiment, or going to a special mission unit.

The second is institutional broadening. These Soldiers become trainers at the combat training centers, they become small-group instructors, they become recruiters, or they teach ROTC. We have tremendous opportunities for Soldiers to serve in the institutional Army.

The third category is scholastic broadening. Here we will send Soldiers to top-tier graduate schools or they will be Joint Chiefs of Staff or congressional fellows or instructors at the U.S. Military Academy.

You spent many years as an aviator. How did you manage talent?

I would spend a lot of time with the Soldiers who I rated and senior rated. I would begin the conversation by asking, “What do you want to do in the

future?” And once you start to have that conversation, you can determine, first of all, if they want to stay in the Army. That is a good question to start with. And if they do not want to stay in the Army, find out what they want to do in the civilian world and help them get ready for civilian life.

If they said they wanted to stay in the military, I would ask, “Where do you see yourself in 10, 15, or 20 years? Do you want to be a battalion commander? Do you want to be a sergeant major?” Once you know that, then you can start developing a path with them to achieve their objectives.

Only 10 percent of enlisted Soldiers stay for 20 years to retire; and only 30 percent of officers stay for 20 years to retire. So it is very important that we identify the best Soldiers, noncommissioned officers, and officers and manage their talent appropriately.

Will the Army’s recruiting processes change?

We are looking at putting better screening measures in place to ensure we get the quality Soldiers we need for the future. We are getting ready to put forward the occupational physical assessment test, which is a physical test on a recruit’s potential.

We know the attributes that we want in Soldiers as we go forward. We know that we want resilient and fit Soldiers of character. What we are trying to do is put in place screening tests and assessments with more fidelity that will help identify those recruits that have the potential to be high quality Soldiers.

We also want to ensure Soldiers have the character needed to serve in the Army. This is very important. The number one reason Soldiers do not complete their first term is misconduct, and that comes down to character. Number two is alcohol and drug abuse, and that’s either resilience or character. And numbers three, four, five, and six are related to physical and mental illnesses or disabilities. So we want to screen for all of these very important factors up front.

How are Soldiers doing when they leave the Army?

As Soldiers leave, we give them two missions: hire and inspire. What we mean by hire is we want them to go into the civilian world, live the American dream, take advantage of the GI Bill benefits, get a great job, raise their families, then get to a point where they are hiring veterans just like them.

And when they have the opportunity, we want them to inspire young men and women to come into the military and serve just like they did. We want to give young men and women the opportunity to do one of the most important things they will do in their lives: serve their country.

Right now, we are pretty happy—not satisfied, but happy—that the unemployment rate for our veterans is lower than the national unemployment rate, which is at about 5 percent. That is pretty amazing. We would like more Soldiers to use their educational benefits; only 30 percent are using the GI Bill. We want more to take advantage so they can better themselves.

What one tip would you give to a new Soldier?

The most important thing is to be willing to learn. The Army expects you to come in physically fit and with integrity, and that allows you to perform those tasks you need to do. Everything else we will teach you.

Arpi Dilanian is a strategic analyst in the Army G-4’s Logistics Initiatives Group. She holds a bachelor’s degree from American University and a master’s degree from Rensselaer Polytechnic Institute.

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Talent Management: Right Officer, Right Place, Right Time

■ By Lt. Col. Kent M. MacGregor and Maj. Charles L. Montgomery

Thirty-two top performing company-grade warrant and noncommissioned officers at the joint and multinational levels within the Pacific region completed the 8th Theater Sustainment Command's Phase I of the Young Alaka'i Leader Development Program 16-02 on September 17, 2016. (Photo by Staff Sgt. John C. Garver)

WORLD LEADERSHIP
ECONOMIC STABILITY
VOLUNTARY AGREEMENTS
SEXUALIZED CRIME
NUCLEAR PROLIFERATION
MIGRATION
IMMIGRATION
REFUGEES
AGRICULTURE



FREEDOM OF PRESS

LAW

FEATURES

The Human Resources Command uses talent management to place officers in positions that are best suited for their units and their careers.

If you have served as an Army officer for more than a few years and have experienced a permanent change of station move, you have probably wondered what considerations and information are used to determine your next assignment. The simple answer is “all the information that is available.” But what does that really mean?

The Human Resources Command (HRC) has the unique responsibility to optimize personnel readiness across the Army. It does so by engaging the force, maximizing leader development opportunities, and building strategic leaders.

Through recurring engagement opportunities, HRC collates information pertinent to an officer’s career to inform decision-making for the purpose of strategic management. This information is crucial to the strategic talent management (TM) role of HRC’s Officer Personnel Management Directorate (OPMD) and Force Sustainment Division (FSD).

What Is Talent and TM?

The Mission Command Center of Excellence published a TM White Paper in April 2015, and the Army Combined Arms Center quickly followed with the TM Concept of Operations five months later. The Army also published the U.S. Army TM Strategy in September 2016. These documents define and set the Army on a path to more effective TM.

The Office of Economic and Manpower Analysis, an arm of the Army G-1, developed this commonly accepted Army definition of talent: “Talent is the unique intersection of skills, knowledge and behavior in every person. It represents far more than the training, education and experiences provided by the Army. The fullness of each person’s life experiences, to include investments they’ve made in themselves, personal and familial relationships (networks), ethnographic and demographic background, preference, hobbies, travel, personality, learning style, education and a myriad number of other factors better suit

them to some development or employment opportunities than others.”

The concept of TM is maturing, and information technology systems are being developed to maximize HRC’s ability to execute this critical task. FSD currently uses a variety of means to strategically manage talent while ensuring the Army achieves the chief of staff of the Army’s number one priority: readiness.

Simultaneously, HRC focuses on professional development in accordance with Department of the Army Pamphlet 600-3, Commissioned Officer Professional Development and Career Management, and personal readiness by managing the life cycle of an officer’s career.

TM Is the Commander’s Business

Like each of the OPMD assignment divisions, FSD’s mission is simple: place the right officer (with the right skills) in the right unit at the right time to meet readiness and professional development needs.

The goal of TM is similar, but it looks to enhance Army readiness by maximizing the potential of all its personnel in order to create an optimal level of individual performance. Placing the right person with the right talents in the right job begins with the unit’s mission essential requirements list (MER), or in TM vernacular, the “demand signal.”

OPMD executes two manning cycles annually. These cycles determine who will move and which units will receive the officers identified to move in order to meet the unit’s designated manning levels. Units submit a MER to OPMD’s Officer Readiness Division.

The MER is how the commander prioritizes unit vacancies based on the table of organization and equipment (TOE) or table of distribution and allowances (TDA). The MER explains what other talents (knowledge, skills, or behaviors) are needed to make the unit successful. The clarity of the demand signal enhances the strategic talent match, benefiting both the unit and the officer. Commanders lose

their voices if they do not deliberately participate in the MER process.

In the months preceding the semi-annual manning conference, assignment officers are busy on the phone identifying which officers will move during the cycle, what the officers would like to do for their next assignments, and where they would like to do them. At the same time, the assignment officer must always consider each officer's professional development needs.

The Officer Readiness Division, in conjunction with the assignment branches, determines which requirements will be filled and their priority. Once the branch receives its mission requirements, the assignment officer starts to implement talent matching using HRC's current tool set and all relevant available information.

What Are the Tools?

The assignment officer is the principal face of FSD. As the primary touch point for an officer's next assignment, an assignment officer balances Army

requirements, guidance from branch proponents and local leaders, policy, and the officer's input and performance assessments. He or she also ensures that an officer remains on a developmental and competitive career path by applying all the information that has been collated.

Talent information accumulates over time. As more information becomes available, more refined talent matches fall into place. Company-grade officers working up and through key developmental (KD) assignments are mastering fundamental leadership and branch-specific skills to achieve branch expertise.

Company-grade sustainers can expect to serve primarily in brigade and below formations, leading troops and executing sustainment tasks in both TOE and TDA units. All the while, a performance profile is maturing through academic and officer evaluation reports, individual skill qualifications are being recorded on the officer record brief (ORB), potential is being articulated by senior raters, and per-

sonal needs and desires are being noted based on the assignment officer's engagements with the officer and the chain of command.

KD OERs contain critical information. The compilation of this information and Army requirements now drive options for post-KD broadening experiences for company-grade sustainers. Performance matters; the best performers will receive more and diverse opportunities.

Assignment officers will give officers assessments of where they stand against their peers during any of their multiple one-on-one engagements. The assessments become more refined as the sustainer completes KD qualification. Once KD is complete, the officer may be eligible for a broadening assignment. It is important to note that the assignment officer's assessment has no part in a Department of the Army promotion and selection board.

Broadening assignments are categorized into three distinct groups: tactical, institutional, and scholastic.

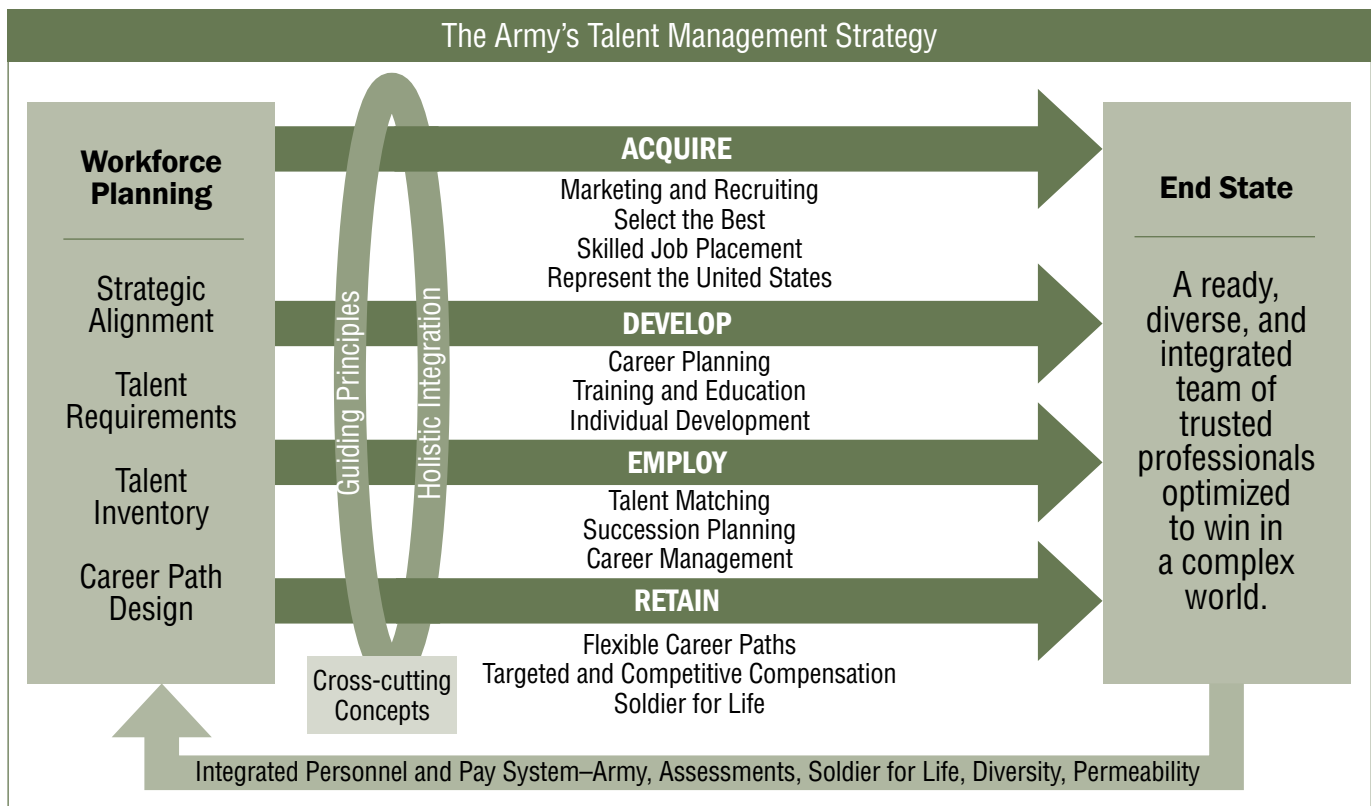


Figure 1. The Army's talent management strategy.



Col. Stephen Bousquet, commander of the 369th Sustainment Brigade, congratulates Lt. Col. Joel Buffardi following his promotion ceremony in Iraq on Nov. 9, 2016. Buffardi was serving as a liaison officer with the 369th Sustainment Brigade.

Tactical broadening opportunities may include assignments to the 75th Ranger Regiment, the 160th Special Operations Aviation Regiment, and other special mission units.

Institutional broadening allows officers to serve in generating force assignments as small-group leaders or instructors at the Army Recruiting Command, an Army component command, a combat training center, a mission command training center, or a regionally or functionally aligned headquarters.

Examples of scholastic broadening opportunities include the Joint Chiefs of Staff Intern Program, congressional fellowships, the Olmsted Scholarship, and a wide variety of Advanced Civil Schooling opportunities with follow-on assignments to the United States Military Academy and other highly selective branch or functional area positions.

Being selected for major and completing Intermediate Level Education initiates the field-grade portion of an officer's career. Information about the officer's talent continues to build, and a profile begins to emerge for strate-

gic TM. The cycle of KD qualification continues for sustainers who can expect to serve at the corps level and below in both TOE and TDA units.

As field-grade sustainers complete their major KD experiences, the compilation of information and Army requirements again drives options for broadening experiences. OERs from both KD jobs and broadening assignments will determine the officer's competitiveness for the centralized selection list and promotion to lieutenant colonel.

Officers demonstrating the greatest potential at this stage can expect to be assigned to joint duty assignment list positions, as a military assistant, aide-de-camp, or executive officer, or to joint, Army, or Army Materiel Command staffs to gain enterprise-level experience.

HRC's methods and information are neither perfect nor complete, but over the years HRC has refined its strategic TM tactics, techniques, and procedures. The future holds great potential for progressive leaps forward as FSD, OPMD, and HRC work collaboratively with the Talent Man-

agement Task Force and senior Army leaders to enable better strategic TM.

The Future of TM

Information (and how it is used to achieve both readiness and professional development) is important. Its importance will remain critical going forward.

Many of the new initiatives now being considered are expected to improve what human resources professionals and commanders know about officers and unit requirements. Further, a number of proposals that are in the planning stages could fundamentally change career progression and how an individual officer's talent is employed.

The first major initiative underway is the rollout of the Assignment Interactive Module 2 (AIM-2). The previous version of the system was fairly limited in its application and use. Its goal was to begin collecting officers' assignment preferences and information not normally found in Army personnel systems.

AIM-2 will be a primary means of communication among officers in the field, units, and HRC. It will allow more robust information-sharing and collaboration, and its goal will be to minimize the underuse or misalignment of talent in the assignment process.

AIM-2 is the bridging strategy from HRC's current information collection and management practices to tomorrow's Integrated Personnel and Pay System—Army. AIM-2 functionality will continue in the Integrated Personnel and Pay System—Army for use by all branches in the active Army, National Guard, and Reserve.

Each officer's AIM-2 "landing page" will be tailored to his or her branch and grade and will take the place of much of the current branch webpage content. No longer should logistics lieutenant colonels have to seek out announcements for the upcoming Senior Service College board; they will instead find information about an upcoming Senior Service College or colonel promotion board on the landing page.

The ORB will continue to provide

a single-page snapshot of an officer's military and civilian schooling, his or her assignment history, and similar pertinent data. Promotion and selection boards will continue to use the ORB to provide that basic data.

However, AIM-2 will go much farther, enabling an officer to build a resume of knowledge, skills, and behaviors visible to the assignment officer. Much of this information will also be visible to the officer's next units of assignment.

This resume will allow the officer to inform the reader of facts or talents that are not on the ORB. Were you a foreign exchange student in high school? Have you received a certification in supply chain management on your own? Are you on your local school board or active in your community? Any of these attributes or experiences could be useful for an assignment officer trying to match an officer's knowledge, skills, and behaviors to a particular Army or joint requirement.

Assess, Assess, Assess

The Army is also reviewing the numerous assessments currently in place to determine which are the most useful. Everything is under review, from the OER to Commander 360 to the Global Assessment Tool to the Army physical fitness test.

Each of these assessments measure different aspects of an officer's performance, potential, and behaviors, but most are not connected in any coherent or usable way. There may be gaps in what is assessed, so other tools may be implemented to gauge an officer's knowledge, skills, or behaviors. Officers should be interested in knowing their own performance and in developing themselves, and many of these mechanisms can enable that.

A human resources professional will look for demonstrated performance, potential, and signals that the officer is ready and well-suited for the next opportunity. Regardless, the goal is to provide more information to better inform assignment and professional development processes.

Additional mechanisms may provide valuable information about an officer. The United States Military Academy and Army Cadet Command have both begun to accumulate a significant amount of data about their cadets: intellectual and interpersonal aptitude, behaviors or personality traits, and career field aspirations. The Army is also considering requiring

Commanders must participate so that they do not lose their voices, in whole or in part, in the process.

officers to take the Graduate Record Exam or the Graduate Management Admission Test, possibly during the captains career course.

Any of this information, whether pertaining to propensities collected prior to commissioning or analytical reasoning capability collected at the captains course, could be invaluable when trying to decide about the fit of an officer to a particular assignment, broadening program, or even (in the case of the Voluntary Transfer Incentive Program) a future career field.

It Is Not Just About You

The future of TM in the Army certainly depends heavily on information about the officer, but there is an equally important component to matching those talents to a requirement: the unit's needs. As previously mentioned, the unit's MER allows the unit to communicate the specific attributes and talents it desires of its future Soldiers.

In the near future, AIM-2 will allow the unit to enter this information for its positions. AIM-2 will enable the unit to announce its talent desires not just to HRC but also to officers who may be interested in the position and available to move.

AIM-2 will then facilitate the discussion and decision-making process for both the officer and unit by enabling the parties to see each other's

information. Officers will see the unit's requirement and desired talents; units will see the officer's basic information, ORB, and resume.

Commanders must participate so that they do not lose their voices, in whole or in part, in the process. HRC will still play the critical role of assigning officers to units in order to meet each one's required manning level, but

this "marketplace" environment will better inform the decision from both a unit and individual perspective.

Moving the Army in the direction of maximizing TM is an enormous undertaking, but it is necessary to meet the Army TM Strategy's desired end state, which is "A ready, professional, diverse and integrated team of trusted professionals optimized to win in a complex world." Success in this critical endeavor will depend on active and informed participation by individual officers and leaders in the field.

Lt. Col. Kent M. MacGregor serves in HRC's OPMD as part of the Army's Talent Management Task Force. He has a bachelor's degree in aeronautical technology and management from Arizona State University. He is a graduate of the Command and General Staff Officer Course, Joint Firepower Course, Combined Arms and Services Staff School, and Survival Evasion Resistance and Escape School.

Maj. Charles L. Montgomery is an assignments officer at HRC. He holds a master's degree from the School of Advanced Military Studies at Fort Leavenworth, Kansas. He is a graduate of Intermediate Level Education, Pathfinder School, Airborne School, and the Joint Plans, Joint Firepower, and Mobilization and Deployment Courses.

A photograph of soldiers in full combat gear, including helmets and vests, carrying a simulated casualty on a stretcher. The scene is set outdoors during a bright, hazy day, likely at sunrise or sunset, with the sun low on the horizon creating a strong backlighting effect. The soldiers are in motion, and the overall atmosphere is one of active training.

A Multidimensional Approach to Leader and Organizational Development

■ By Brig. Gen. Christopher J. Sharpsten

Soldiers carry a simulated casualty to a collection point during training at the National Training Center at Fort Irwin, California, on Nov. 11, 2016. (Photo by Sgt. Nikayla Shodeen)



Growing talent today is critical to the future of the Army profession. The Army must find effective techniques to evaluate, position, and groom leaders. Too often, units rely on an overly simplistic method of ranking talent to build order of merit lists for ratings, job placements, and school opportunities. A ranking method like this fails to consider the dynamic nature of our operational environment, unit cultures, individual personalities, or specific situations.

Multidimensional Assessment

To be truly effective at growing talent, leaders must use a model that assesses individuals and units in a more comprehensive manner. One such model is the multidimensional assessment. This model enables a leader to assess subordinates across multiple spectrums simultaneously

to determine strengths, weaknesses, and potential blind spots. Using an X-Y scale, leaders can examine a Soldier's experience level, technical proficiencies, character traits, and other factors that are relevant to a certain unit or mission set.

Imagine that during the first few months after assuming command, a commander desires to understand the experience levels of the unit's senior staff officers and noncommissioned officers (NCOs). Instead of ranking the leaders from best to worst, the commander assesses what unique contributions each leader can make to the team by charting their experiences on a scale with two spectrums. The commander's goal is to ensure that the right leader is in the right job.

The two spectrums on the chart are doctrine-focused versus innovation-focused and functional versus multi-

FEATURES

The 3rd Expeditionary Sustainment Command used its multidimensional assessment model to shape its leader development program and become a more effective organization.

functional. The ends of both spectrums are neither good nor bad. They merely describe the leaders' previous experiences. (See figure 1.)

Working purely from the job descriptions and units on a leader's officer or enlisted record brief, the commander can begin to see which quadrant the leader is best suited for. Subsequent interviews with the leader may further clarify which quadrant is the closest match.

This method shows where the leader is a good fit at the current time; but more importantly, it shows where the leader needs to focus personal development efforts to become a well-rounded leader. It also shows where the organization needs to focus its development program.

Leader Development Program

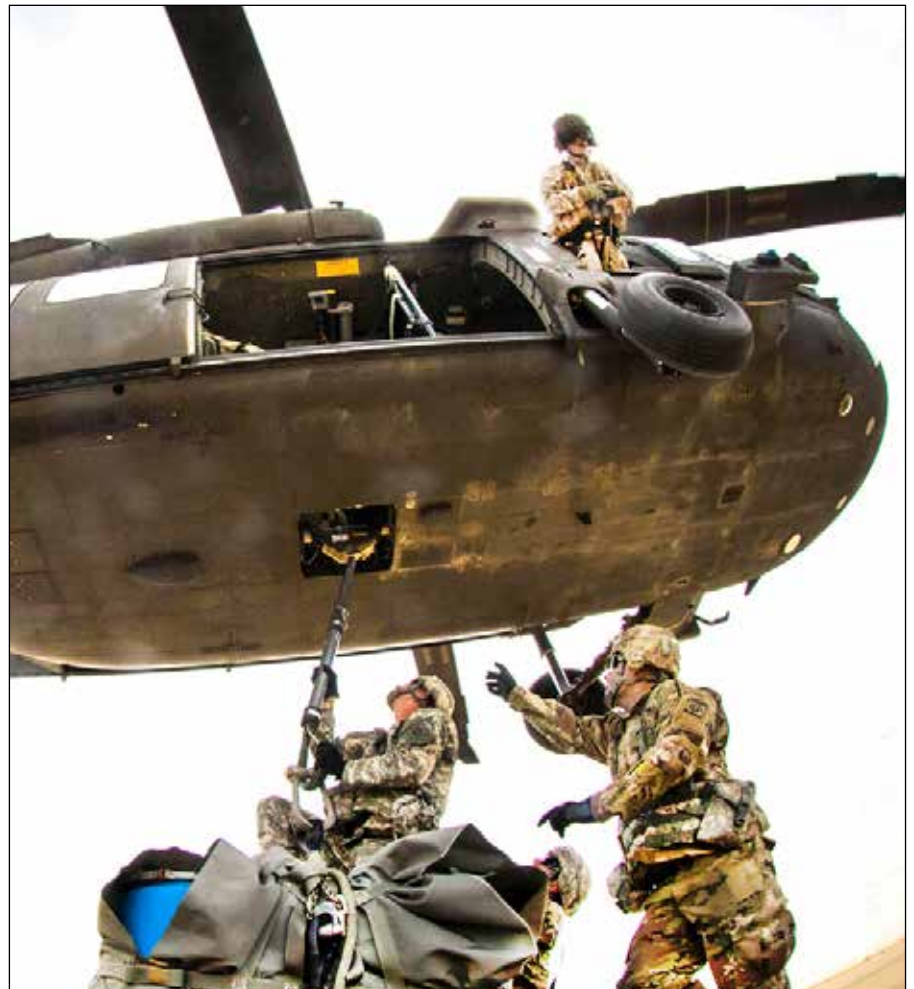
The 3rd Expeditionary Sustainment Command (ESC) took this

model to the next level by using it as an organizational assessment tool. The results gave the 3rd ESC a starting point for its leader development program.

The multidimensional assessment looked at each leader's experience in previous assignments (from tactical to strategic), unconventional units, training with commercial enterprise, and education. These were the foundations that each leader already possessed.

Interestingly, leaders fell into certain quadrants based on rank, time in service, and assignment experience. The results graphically portrayed where the Army's focus has been over the past decade both in terms of operations and the NCO and officer education systems.

The goal of the 3rd ESC's leader development program was to expand each leader's understanding and



Soldiers attach cargo to a UH-60 Black Hawk helicopter during training at Fort Bragg, North Carolina, on Aug. 24, 2016. (Photo by Capt. Adan Cazarez)

knowledge to bring those experiences more to the center of the graph. In other words, each leader needed to have the tools to operate across both spectrums in order to execute boldly within their lanes.

Many of the unit's leaders had experience toward the doctrine focus and deep functional experience quadrant. This result was not surprising considering the operations that the Army has been conducting over the past decade, where it was necessary to have leaders singularly focused. However, as the Army adapts and changes with new national security challenges, so must the 3rd ESC.

The next challenge for 3rd ESC leaders was building a leader development program that provides opportunities to learn and gain experience, all while maintaining a high operating tempo.

The program involved the development of an extensive plan of staff seminars led by leaders from outside the organization, quarterly team building events, monthly NCO professional development sessions, physical training events, and academic sessions, all focused on and nested with the culminating event of a battle campaign staff ride.

The leader development program focused on historical sustainment operations during the Peninsula Campaign of 1862, a Union Army offensive during the Civil War. Within the staff seminars leading to the staff ride, the 3rd ESC focused on lessons and observations gained from assigned reading. The staff seminars and reading concentrated on all quadrants of the multidimensional assessment tool.

The Staff Ride

The culminating event staff ride took place on Virginia's Lower Peninsula, the site of the Peninsula Campaign and several Civil War battlefields. During the staff ride, the 3rd ESC leaders applied what they learned through the staff seminars and combined it with their experi-

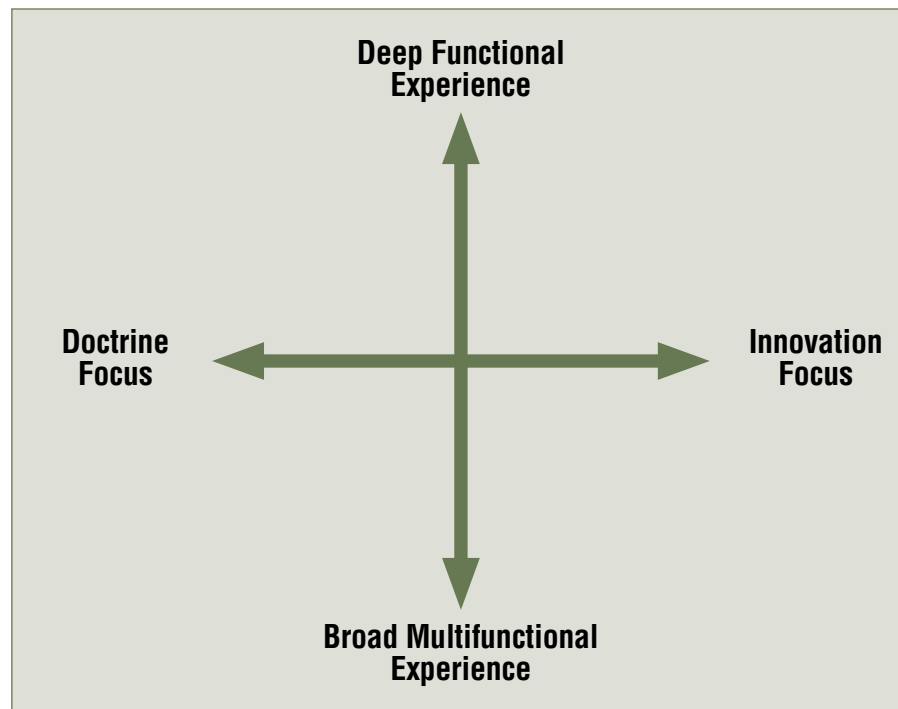


Figure 1. A leader's previous experiences are charted on this scale to graphically portray the foundation that the leader possesses.

ences. They compared sustainment operations during the Civil War to the current operational environment.

The staff ride focused on all the elements of sustainment during the Peninsula Campaign, from watercraft transportation to surgical supplies, and elaborated on the lessons learned and how they apply to planning now, more than 150 years later. The staff ride offered the leaders the opportunity see the challenges that leaders faced on the peninsula and how they overcame them, which is difficult to experience without seeing and walking the ground of the actual location.

The lessons from the staff ride provided an understanding of the spectrum of logistics support and sustainment, the use of unconventional methods, innovations in delivering supplies in an austere environment, the evolution of surgical supplies based on the battle and injuries sustained, the planning and housing of Soldiers in a way to prevent illness, the use of fast and unconventional methods to move personnel and supplies, and the tactical choices that had to be made based on logistics ca-

pabilities at the time.

These lessons brought the 3rd ESC staff's understanding more to the center of the graph. The unit's leaders are now more capable of bold execution because they have the understanding and experience to do so.

The 3rd ESC used the results of its multidimensional assessment tool to shape its leader development program to better determine strengths, weaknesses, and potential blind spots. The individual assessments were the foundation, but the goal was organizational effectiveness.

The multidimensional assessment allows leaders to challenge themselves to move out of their comfort zones and across multiple quadrants, developing as professionals as they go. This is the essence of growing talent today to improve the future of our Army profession.

Brig. Gen. Christopher J. Sharpsten is the commander of the 3rd Expeditionary Sustainment Command at Fort Bragg, North Carolina.



Joint Special Operations Forces Logistics Talent Management

■ By Col. Steven L. Allen and Lt. Col. Dan Heape

Master Sgt. Sanfa Johnson, assigned to Special Operations Command Europe, works with his German counterpart to prepare ammunition during the German Armed Forces Badge for Weapons Proficiency (Schuetzenschnur) qualification at Panzer Range Complex in Boeblingen, Germany, on Nov. 19, 2014. (Photo by Jason Johnston)



All leaders seek to recruit, develop, and retain the very best personnel for their organizations. The core competencies and attributes that special operations forces (SOF) desire in a logistician are no more “special” than those of any other logistician in the conventional force. However, logisticians assigned in support of SOF are exposed to additional skills, authorities, funding streams, and nonstandard means to sustain geographically dispersed, small-scale operations.

Recruiting, developing, and retaining logisticians to perform these skills can be much more difficult in the joint environment. The U.S. Special Operations Command (SOCOM) has enjoyed success in recruiting and developing SOF logisticians by instituting a holistic, cyclic process.

SOCOM’s ideal joint logistics officers are multifunctional experts in core functions. They possess specific skill sets to support SOF operations using conventional and nonstandard logistics. Critical thinking skills and the ability to communicate effectively are paramount. These logisticians must be able to influence outside, within, and between disparate organizations and chains of command.

They must possess technical skills and the ability to apply those skills in austere environments, often acting alone. They must be broadly experienced and adaptable across all levels of war (tactical, operational, and strategic). Understanding industrial base capability and capacity is critical. They must be able to operate in the

joint, interagency, intergovernmental, multinational, and commercial framework.

SOF Operational Environment

SOCOM’s mission is to synchronize the planning of special operations and provide SOF personnel to support persistent, networked, and distributed geographic combatant command operations and protect and advance the nation’s interests. SOCOM understands the importance of operating in a joint environment and knowing each service component’s selection process when considering logistics officers for joint assignments.

When it comes to logisticians, SOCOM’s goal is to focus on recruiting the best and relying on strong leadership and training to develop joint SOF logisticians who are able to meet the complex demands of the future joint operational environment.

The realities of today’s strategic environment demand that our logisticians refine how they think about challenges and how the global joint logistics enterprise applies the principles of logistics in support of military strategy.

A new era of increasingly complex challenges has increased competition short of armed conflict, formerly called the “gray zone.” SOF is uniquely designed to operate in this environment, and in this environment SOF provides the greatest value to the nation by engaging early to prevent and deter armed conflict.

Consequently, the demand for

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The U.S. Special Operations Command recruits logistics officers with specific skills to support special operations forces in a joint environment.

SOF has increased. SOF has been transformed from forces designed to deploy globally for short-duration missions to globally deployed forces that are geographically dispersed for long-duration operations.

By design, SOF logistics capabilities are built to sustain small-scale episodic operations, actions, and activities. SOF relies heavily on service component support to provide common-user logistics starting 15 days after initial entry. This has worked well over the past 15 years because SOF leveraged mature theaters alongside the conventional force and strategic partners—and in a relatively resource-rich environment.

Today, SOF has increased its presence in immature theaters, mostly outside the declared theater of active armed conflict and definitely where conventional force logistics support is less robust or nonexistent. Even in historically mature theaters like the U.S. Central Command, force management constraints have resulted in fewer logisticians being deployed to support operations.

Moreover, the joint, interagency, intergovernmental, multinational, and commercial community operates in a global environment in which access, basing, and overflight authorities have significantly reduced logistics lines of communication. Sometimes authorities, processes, and systems do not move at the speed of operations, which ultimately increases the operational risk of sustaining SOF.

The Joint SOF Logistician

As the global SOF enterprise expands because of operational needs, SOF logisticians are increasingly required to operate semiautonomously, within austere environments, and by leveraging conventional and non-standard logistics capabilities. This operational environment demands logisticians who are masters of the eight principles of sustainment. Those principles, outlined in Army Doctrine Publication 4-0, Sustainment, are integration, anticipation, responsiveness, simplicity, econ-

omy, survivability, continuity, and improvisation.

SOF assignments provide logisticians with opportunities to perfect these principles and then return to the conventional force with that experience. SOCOM has multiple joint logistics officer assignments at various places, including at SOCOM headquarters, at one of its seven theater special operations commands (TSOCs), which are operationally controlled by the geographic combatant commands, and within special operations joint task forces or combined joint special operations task forces.

Given SOF's expanded role, how does SOCOM recruit or influence assignments for SOF joint logisticians who have the right skills? And how does SOCOM work within the framework of each service component's SOF assignments, personnel selection processes, talent management practices, and assignment cycles? First, let's review each service component's SOF officer selection process.

Army SOF Assignments

Army logisticians are ultimately selected for SOF assignment through a comprehensive process involving the SOCOM logistics director, the Human Resources Command, the Army Special Operations Command G-4, the 528th Sustainment Brigade commander, the 1st Special Forces Command, and the TSOC J-4s.

Working in advance of the Army's two assignment cycles, SOF leaders recruit or seek to retain logisticians to fill SOF assignments. A list of officers is provided to the Human Resources Command usually no later than the first week of November.

The Army's senior logistics leaders also play a critical role in selecting G-4s and J-4s for the Army Special Operations Command, SOCOM, and the TSOCs. It is important to note that the needs of the Army may still take precedence. Although SOCOM prefers logistics officers who have previous SOF experience, the

reality is that too much time in SOF assignments may not enhance a logistician's career.

An ideal Army candidate is an officer whose early key developmental time was spent in an Army Special Forces group forward support company or group support battalion and who later returned to SOF for broadening time as a field-grade officer.

Air Force SOF Assignments

The Air Force operates on a three-movement cycle and considers SOF time to be a natural part of a logistician's potential career assignments. The Air Force uses a board of developmental teams that vet officers with a documented record of superb performance and high potential to serve in positions of greater responsibility. Although the developmental teams play a large role in assignments for officers to SOCOM, leaders within SOCOM are also able to influence assignments.

For the most part, the Air Force picks its very best to support SOF; that being said, it would prefer to have its officers placed in SOF assignments earlier in their careers so they can meet other milestones that the Air Force deems important to their careers. Most SOF billets for Air Force officers are at the field-grade level.

Navy SOF Assignments

The Navy's process of selecting Supply Corps officers is driven by an internal SOCOM board working with the Navy Personnel Command. The senior Navy supply officer at SOCOM leverages the experience and expertise of the other supply officers at SOCOM to select incoming officers.

Professional reputation within the community, previous experience, education, subspecialties, and an operational board screening are factors in the selection process. Other considerations are the officer's desires, career progression, and the needs of the Navy.

In considering career progression, the timing for assignment to SOCOM or the SOF enterprise is important. Navy Supply Corps officers under consideration for SOF are expected to be well-rounded and have experience in many areas within the Navy and joint services. Having too many tours in one focus area may not be career-enhancing and must be considered during the selection process.

Marine Corps SOF Assignments

The Marine Corps seeks officers who have completed certain joint requirements or have demonstrated success in a joint environment. The joint duty assignment list drives manning requirements. After a 10-day review period, the SOCOM J-1 formally responds to Marine Corps Manpower Management Officer Assignments with a "concur" or "non-concur" for the assignment of a Marine Corps logistics officer.

If selections are rejected, SOCOM provides justification and the Marine Corps offers new nominees until concurrence is reached. Once a Marine is deemed qualified and validated by Marine Corps leaders in the SOCOM J-1 and J-4, then a report date is set.

Return on Investment

The attributes and core competencies of SOF logisticians allow the joint global SOF logistics enterprise to meet the demands of SOF now and in the future. Recruiting, educating, and empowering talented officers with the desired traits is the true goal behind SOF talent management. This process cultivates well-rounded and resilient logisticians who understand how to apply these skills to support conventional and SOF missions.

SOCOM recognizes the importance of educating the broader joint community about SOF in an effort to advance the global logistics network. The SOCOM J-4 has achieved much success by working with the joint staff and the Army Logistics

University to implement an eight-hour course of instruction about SOF in the Joint Logistics Course at Fort Lee, Virginia.

SOCOM also recruits SOF logisticians by leveraging service programs in which logisticians are exposed to different strategic partners, skills, and authorities. An example of these programs include interagency fellowships, Training With Industry, advanced civil schooling, and other joint assignments.

As SOCOM strives to meet the requirements of future special operations in support of national strategic objectives, a logistics force with a wider array of experiences and skills is required to ensure success.

The logistics community must cultivate talented logistics officers so that it can provide the SOF community with greater adaptability and broader skill sets. Broadening, key developmental, and functional and multifunctional assignments within SOF are the trajectory for success for officers, SOCOM, and the service components.

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Lt. Col. Dan Heape is the Core Logistics Division chief under the SOCOM J-4 directorate. He has a bachelor's degree from California State University, Sacramento, and a master's degree in military studies from the Marine Corps Command and General Staff College. He is a graduate of the Combined Arms and Services Staff School, the Combined Logistics Captains Career Course, the Ordnance Branch Qualification Course, and the Field Artillery Officer Basic Course.



Improving Readiness by Developing Leaders and Using Their Talents

■ By Frank Wenzel

Sergeant 1st Class Shvoda Gregory, motor sergeant for the 557th Engineer Company, 864th Engineer Battalion, talks to a small group of specialists and new sergeants on Jan. 24, 2016, at Joint Base Lewis-McChord, Washington, as part of a five-day junior leader development course that the battalion administers quarterly to better prepare its new and future leaders. (Photo by Sgt. Christopher Gaylord)



According to the Army Leader Development Strategy, “Leader development is the deliberate, continuous, and progressive process—founded in Army values—that grows Soldiers and Army civilians into competent and committed professional leaders of character. Leader development is achieved through the career-long synthesis of training, education, and experiences acquired through opportunities in the institutional, operational, and self-development domains, supported by peer and developmental relationships.”

Leader development routinely ranks very high on the chief of staff of the Army’s priorities because it is imperative that today’s Soldiers are fully prepared to meet the current and future readiness needs of the Army. Talent management should be used in conjunction with leader development to place the right leaders in the right place at the right time.

Echelons of Leader Development

Leader development is a shared responsibility among the institutional Army (education and training), the operational force (unit), and the individual. It encompasses different elements at different echelons. At

higher echelons, the Army ensures there are systems in place for developing senior leaders; this is the purview of general officers. At the unit level, leaders are personally responsible for developing their subordinates. This hands-on work is the domain of unit commanders and noncommissioned officers (NCOs).

Although both the Army and individual units are focused on meeting current and future needs, they deal with different developmental periods. Unit leaders ensure subordinate leaders are ready to operate in their current and next duty positions. In contrast, the Army takes a long-term view; it ensures that systems are in place to develop today’s junior leaders into the senior leaders it needs for the coming decades.

Preparing for the Future

For the foreseeable future, the Army will increasingly need individuals who can operate in complex and ambiguous environments. The Army Profession and Leader Development Forum (APLDF) was established to identify leader development issues and find solutions. In this forum, leader development initiatives are planned, tracked, and approved for implementation across the Army.

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Leader development improves readiness. It is even more effective when the Army employs talent management to put leaders in the right place at the right time.

The APLDF works to rebalance the three crucial leader development components of training, education, and experience to ensure that leaders are properly trained to meet the challenges of future operational environments.

To ensure synchronized implementation, participating organizations share existing and emerging leader development topics, issues, and best practices that are developed in key Army forums. These forums include the Senior Leader Readiness Forum, the Training General Officer Steering Committee, and the Civilian Workforce Transformation General Officer Steering Committee.

The APLDF is a decision-making body chaired by a designated senior responsible official (SRO), who uses the APLDF to shape and lead Armywide leader development efforts. The SRO leads and executes the Army Leader Development Program and makes leader development recommendations to the chief of staff of the Army. Consequently, the SRO is vested with the authority to shape and lead efforts to develop officers, warrant officers, NCOs, and civilians.

Members of the APLDF include

Army commands, Army service component commands, direct reporting units, the National Guard Bureau, the U.S. Army Reserve Command, staff principals for the Department of the Army headquarters, the Human Resources Command, and other members, as the SRO directs. These members critically examine leader development initiatives and programs, discuss issues, and draw upon their experiences and judgment to advise the SRO.

The forum's current initiatives include Regional and Strategic Broadening, the Commander 360 Assessment, NCO 2020, and America's Army—Our Profession. Successfully completed initiatives include the Army Career Tracker, the Multi-Source Assessment and Feedback Program, the Advanced Strategic Policy and Planning Program, and the Command and General Staff Officer Course Interagency Exchange Program.

The Role of Talent Management

Talent management is the combination of the processes the Army uses to ensure the right leader is as-



Maj. Jason Winkelmann shared insights on Army Corps of Engineers organizational structures with Soldiers of the 10th Brigade Engineer Battalion during a two-day leadership development program at Hunter Army Airfield, Georgia, on March 4, 2016. (Photo by Chelsea Smith)

signed to the right job at the right time. The right leader might not always be the most qualified individual for a position. Often, the best leader for a position needs to be developed within that assignment in order to satisfy immediate organizational needs. This development might be necessary for that leader's future utilization.

Talent management takes into account the individual preferences and talents of an officer, warrant officer, NCO, or Army civilian; the unique distribution of his or her skills, knowledge, and behaviors; and that individual's potential. The Army focuses on developing and using well-rounded leaders based on the talents they have derived not only from operational experience but also from broadening assignments, advanced civil schooling, professional military education, and demonstrated interests.

Leader development and talent management together are built on the fundamentals "be, know, and do." Army leaders must possess and demonstrate traits such as adaptability, agility, flexibility, responsiveness, and resilience. Mastering these fundamentals is a professional obligation and provides the basis by which Army leaders operate effectively with joint, interagency, intergovernmental, and multinational partners.

Recommendations

To support the integration of talent management with leader development, the Army must restructure promotion timelines so that leaders have the opportunity to broaden their experiences that will improve their leadership skills. Additionally, using 360-degree assessments may someday support talent management and help individual leaders identify their own strengths to sustain and weaknesses to overcome.

Developmental programs such as the Multi-Source Assessment and Feedback Program and the Commander 360 Assessment are steps in the right direction because they in-

crease leaders' self-awareness. These initiatives are developmental programs, though, and do not provide the Army with assessments of performance or potential.

Often, the best leader for a position needs to be developed within that assignment in order to satisfy immediate organizational needs. This development might be necessary for that leader's future utilization.

Evaluation reports alone are not sufficient for assessing performance or potential. The Army must consider additional ways to evaluate individual potential. In order to truly engage in talent management, the Army needs to study and derive lessons from industry-standard assessment centers as models for selection and promotion.

Training, education, and experience each contribute to development in a unique way. While training teaches skills, education teaches how to think. And experience is where it all comes together. This is where and when all the training and education are put into practice.

Experience originates from service in war and peace, the personal and the professional, the private and the public, leading and following, and training and education. Career-long learners reflect on all experiences, develop lessons learned from those experiences, and apply those lessons in future experiences.

The Army uses assignments, progression, development, broadening opportunities, and outside influences to provide leaders with the experiential opportunities required to reach full potential. In today's resource-constrained environment, investments in leader development can often mitigate other budget-induced shortcomings. If the leaders at the tip of the spear are properly developed, adaptive thinkers, they can

overcome almost anything.

The valuable experience the Army gained in Iraq and Afghanistan must be complemented by the education and training necessary to develop

the leaders the Army needs for its complex future—leaders who have the ability to lead Army and joint enterprises.

Leader development is essential to the Army's success. The Army's strategic leaders of tomorrow are serving in entry-level ranks and positions today. To maintain an Army of competent and committed leaders of character who have the skills and attributes necessary to meet the challenges of the 21st century, leaders must train, educate, and provide experiences to progressively develop subordinate leaders. This will ensure the Army prevails in unified land operations.

Frank Wenzel is a retired Army colonel and chief of the Army Leader Development Division in the Center for Army Leadership at Fort Leavenworth, Kansas. He was the lead author of the Army Leader Development Strategy. He holds a master of military art and science degree from the Command and General Staff College and master's degree in adult education from Kansas State University.

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Operational Talent Management: The Perfect Combination of Art and Science

■ By 1st Lt. Shelby L. Phillips

Col. Ronald Ragin and Command Sgt. Maj. Jacinto Garza, the 4th Infantry Division Sustainment Brigade's command team, brief Command Sgt. Maj. Michael A. Crosby, the 4th Infantry Division and Fort Carson's senior enlisted Soldier, and Command Sgt. Maj. Charles M. Tobin, the Defense Logistics Agency's senior enlisted Soldier, on the brigade's talent management process on July 7, 2016. (Photo by Sgt. Benjamin Kullman)



U.S. ARMY

RAGIN

Dashboard

1. Initial

2. Equipment

3. Field

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5. Summary

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The 4th Infantry Division uses operational talent management to ensure its Soldiers are matched with the right jobs to get the desired sustainment effects.

In his book *Bleeding Talent*, Tim Kane argues that the U.S. military is “bleeding talent—and it’s not just because of money. Talent is bleeding externally as top officers quit the ranks in frustration, and talent is bleeding internally because those that serve are stuck in a bureaucracy that inefficiently matches people with jobs.”

Talent management is a concept that Army leaders have agreed upon as a way ahead. But what is really being done to execute talent management? The sustainment team of the 4th Infantry Division (ID) found success in this area by implementing a deliberate talent management process.

The 4th ID sustainment leaders believe that they have both the ability and the responsibility to actively influence people’s careers for the better. They believe that they own part of the problem, part of the sustainment enterprise, and part of the profession of arms. Therefore, leaders must be groomed today to solve the complex problems of the future.

The 4th ID Sustainment Brigade commander and command sergeant major (CSM) have taken responsibility for managing the logisticians of the 4th ID and influencing the management of tenant units, including the 71st Ordnance Group, the 10th Special Forces Group Support Battalion, and the Army Field Support Battalion (AFSBn)—Fort Carson, Colorado.

A Need for Art and Science

According to the 4th ID Sustainment Brigade commander, “Real talent management is the perfect combination of art and science; without the two, we have names on an excel spreadsheet. This data tells us nothing about the talented humans behind the names.”

The officer and enlisted record briefs, which S-1s instinctively pull in order to better understand what kinds of logisticians are coming to units, barely express critical facts about the motivation, drive, and capabilities of incoming Soldiers. This data alone

cannot tell leaders about a logistician’s work- and family-related goals, strengths, weaknesses, and commitment to this profession.

So how can organizations combine the qualities of art and science for talent management? They can put leaders into the same room, face-to-face, to transparently discuss the future of the profession. The process used at Fort Carson is transparent and includes multiple stakeholders who participate in a board-like process. Participants include the commander and CSM from each of the brigade support battalions (BSBs), the group support battalion, and the AFSBn.

Operational Talent Management

Operational talent management includes the management of leaders in the ranks of captain through lieutenant colonel and master sergeant through sergeant major.

Operational talent management is conducted in three phases:

- Phase I, administration (science).
- Phase II, assessment (art).
- Phase III, concurrence and follow-up counseling.

The goal of the process is to ensure the right talent is matched to the right position to get the desired sustainment effects across the installation. The 4th ID also wants to develop leaders through the right mix of experiences.

Phase I

Each brigade S-1 section begins the first phase by preparing administrative data. Each logistics leader in the 4th ID has a business card-sized snapshot that includes the Soldier’s name, rank, date of rank, current position, effective date of position, availability date (year and month), and Department of the Army photo. This is similar to data provided for board proceedings and can be very telling. Preparing this data for the hundreds of logisticians within the division is tedious, but it is absolutely vital for accurate

talent management discussions.

Each card has a specified place on a magnetic white board inside the 4th ID's talent management room. Each card's placement is based on the most current modified table of organization and equipment. Using a hierarchical order enables talent management decision-makers to easily identify vacant or soon-to-be vacant positions within the division. Once the scene is prepared, the leaders begin the art of assessment.

Phase II

The second phase begins when each officer and noncommissioned officer (NCO) is given the opportunity to submit a "baseball card," which gives them a chance to have a voice. On the baseball card, Soldiers are asked to provide both personal and professional goals and outline their five-year plan.

The cards are collected by the battalion S-1s, reviewed by the battalion commander, and submitted to the brigade S-1 section for compilation. These cards are also used to guide monthly performance counseling discussions; it is another tool battalion commanders and CSMs can use to teach, coach, and mentor their leaders. When a Soldier does not submit a baseball card, the 4th ID Sustainment Brigade S-1 includes the Soldier's officer or enlisted record brief in its place.

Next, the key sustainment leaders meet in the limited access talent management room to begin the actual assessment discussion. Each commander and CSM has an opportunity to speak about the performance strengths and weaknesses of officers and NCOs in their battalion. Then they assess each officer and NCO according to the three-tiered assessment system created by the board members. Honest assessments are critical to maintaining the integrity of the talent management process.

The commander places a color-coded magnetic dot on the board

A Talent Management Program for NCOs

The 4th Infantry Division Sustainment Brigade's talent management program identifies, grooms, and places talented noncommissioned officers in the right positions so that they can grow professionally.

■ By Command Sgt. Maj. Jacinto Garza

As the Army continues to draw down, it is imperative that the talent within the noncommissioned officer (NCO) corps be identified. NCOs should be groomed and placed in the right positions to allow organizations and Soldiers to flourish. Senior leaders owe the Army and its NCOs a management process that allows Soldiers to maximize their potential both professionally and personally.

In July 2015, a new 4th Infantry Division (ID) Sustainment Brigade command team implemented a talent management program. The brigade was given the responsibility for managing the senior logistics in both the 4th ID and across Fort Carson, Colorado. The 4th ID Sustainment Brigade dedicated a room within its headquarters to host quarterly talent management meetings with senior logistics command teams from across Fort Carson.

NCO Talent Management

Within the talent management room, photos of the installation's senior logistics NCOs (E-8s and E-9s) are organized on a white board. Also in the room is a display of every senior logistics position on the installation, organized by brigade combat team (BCT) or section, to provide awareness of current and upcoming talent gaps.

The room also houses binders that contain officer and enlisted records briefs and cards that provide the Soldiers' official photos, previous assignments, future goals, desired assignments, year groups, and family circumstances.

The 4th ID Sustainment Brigade embedded two NCOs (a staff sergeant and a sergeant) within the division G-1 to assist with the talent management program. These NCOs have access to most of the systems used by the G-1. They are responsible for forecasting requirements, identifying, contacting, and recommending placement of inbound Soldiers, creating packets, and identifying potential gaps or losses.

They also ensure that every senior logistics NCO that arrives at the installation meets with the 4th ID Sustainment Brigade command team as part of in-processing. The two embedded NCOs within G-1 are critical to the success of the talent management program.

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White boards in the 4th Infantry Division Sustainment Brigade's talent management room display photos and information of current and potential leaders.

next to the individual's photo to reflect the assessment. This allows sustainment leaders to see if talent is stacked or unbalanced on the installation. It also helps to match particular officers and NCOs at the unit level to get desired performance effects.

An officer's or NCO's assessment can be changed by the commander, for better or worse, at the next quarterly talent management meeting. This flexibility is vital because performance may change as leaders move to different positions.

The color-coded dot assessment system allows 4th ID leaders to focus their efforts on developing leaders who need more attention or experience. It also assists the division in providing vital feedback to the Human Resources Command about leaders who need further development in the larger Army enterprise (through internships, long-term education, and joint positions).

Once all battalions have provided

their input, the sustainment brigade S-1 section confirms projected shifts, vacancies, and moves and forwards this information to the division G-1 to be fed into the Human Resources Command mission-essential request.

This leads to a battalion-level personnel draft meeting led by the sustainment brigade commander. During this discussion, each battalion receives draft numbers based on the commanding general's priorities.

Battalion commanders select their first and second choices from a talent pool that includes "free agents" (available leaders that can be recruited from throughout the Army) and "bench" leaders (official division inbound Soldiers and Soldiers who need jobs). These picks are based on officer and enlisted record brief data and relationships that are built within the logistics community.

Because the draft process is transparent and inclusive, logistics needs across the formation are easy to identify. This

creates a shared understanding, and the battalion commanders do not compete with one another for the stronger inbound Soldiers. The commanders and CSMs see and understand the big picture. They see the need for the talent management process and its benefit to the logistics community and the Army profession as a whole.

Phase III

The final phase in this process is concurrence from the other brigade commanders and the commanding general. A final recommendation memo is transmitted to each brigade commander for their concurrence based on the board's feedback.

The final recommendation is forwarded through the G-1 for the division commander's approval. Once all moves are confirmed, the unit S-1s and the division G-1 work together to complete the moves, process orders, and ensure all associated administrative tasks are completed correctly.



Talent management is a critical process that directly affects individual career progression by factoring in all aspects of officers' and NCOs' performance and potential. It not only benefits the Soldiers who are assessed and placed but also the organization and the Army as a whole. The process starts with understanding the art and science needed to perform operational talent management.

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Quarterly Meetings

During quarterly talent management meetings, the commanding general establishes priorities based on mission sets. Business practices are announced in advance, and battalion commanders and command sergeants major provide input and comments. Each battalion command team assesses its officers and NCOs using a colored-chip assessment. These assessments, combined with the Soldiers' records, provide a 360-degree perspective of the leaders' past performance and future potential.

The quarterly talent management meetings allow the 4th ID Sustainment Brigade to discuss with battalion-level leaders potential company command team challenges. The talent management team can then look across the installation and find the right match for both the commander and first sergeant positions.

The talent management program enables NCOs to diversify their experience. An NCO can start out in a forward support company, move to a brigade support battalion, and eventually move to a sustainment brigade. This allows NCOs to experience all three levels of tactical sustainment within the division. Placing master sergeants and sergeants major in key developmental positions expands their capacity and makes the Army stronger.


The program also identifies NCOs who are excelling so that leaders can continue to foster their development and encourage broadening assignments through the Human Resources Command.

Because the 4th ID is the Army's only balanced division (with a Stryker BCT, infantry BCT, armored BCT, sustainment brigade, combat aviation brigade, division artillery, a Special Forces group, and several separate organizations on the installation), the 4th ID Sustainment Brigade has an advantage in its ability to rotate senior NCOs around the division to gain experiences from a variety of units. A sustainment NCO assigned to 4th ID leaves the installation well-rounded with a sound foundation for future assignments.

Today's noncommissioned officer is asked to be, know, and do more than ever before, so senior leaders must establish programs that will help manage, cultivate, and foster talent in the Army. Leaders should also establish key developmental positions for certain grades. NCOs will benefit from having opportunities to acquire knowledge of the operational and strategic levels of the Army without losing their mastery of tactical-level skills.

The 4th ID is managing the talent of all its senior logisticians. Through this process, the division will continue to build competent Soldiers of character that are committed to the Army and are great logisticians. We owe it to our Soldiers to take a vested interest in their development.

Command Sgt. Maj. Jacinto Garza is the senior enlisted Soldier in the 4th ID Sustainment Brigade. He holds a bachelor's degree in health sciences from American Military University with a concentration in sports management. He is a graduate of the Sergeants Major Academy, Primary Leadership Development Course, Basic Noncommissioned Officer Course, Advanced Noncommissioned Officer Course, First Sergeant Course, Drill Sergeant School, Squad Designated Marksman Course, and the Airborne, Air Assault, and Ranger Schools.



Retired Gen. Johnnie Wilson Discusses Talent Management

■ By Arpi Dilanian and Taiwo Akiwowo

Spc. Patrick Mayo, 118th Maintenance Company, 224th Sustainment Brigade, plots his map coordinates during the land navigation event of the California Army National Guard Best Warrior Competition in November 2016 at Camp San Luis Obispo, California. (Photo by Staff Sgt. Eddie Siguenza)



As he rose through the ranks, from a 17-year-old private to a four-star general, retired Gen. Johnnie E. Wilson earned a reputation as a gifted sustainment leader who knew how to manage talent. We sat down with him to get his impressions on how the Army manages talent, to learn leadership lessons from his 38-year career that culminated with him being the commanding general of Army Materiel Command, and to find out what he tells future Army recruits.

What kind of challenges did you face in managing talent?

Throughout the force, we always had a tremendous amount of talent, just as the Army does today. My biggest challenge was to identify, out of that huge pool, the individuals who would perform best in the myriad of positions in our authorizations document.

I would spend a considerable amount of time going to our operational divisions to receive briefings,

FEATURES

A former commanding general of the Army Materiel Command and a Vietnam-era sustainer provides his insights on talent management.

not just from the senior leaders but their subordinates as well. This allowed me to assess talent resident within my organizations. Face-to-face discussion often revealed skills not captured in personnel files. During my quarterly discussions, I always would have commanders determine who the talented people were that we needed to put in specific positions or deploy to a combat zone area.

Should talent management play a big role in building readiness?

People are readiness. We could have the best tanks and aircraft in the world, but if we do not have the qualified people to man, sustain, and deploy them, we will not be ready. The chief [of staff of the Army], the secretary of the Army, and all the major commanders have a real commitment to maintaining readiness at the highest levels. As such, they will not deploy a unit unless it's at a C1 or C2 readiness level. That's really the only way to do it.

What does the Army need to do to make the new talent management program work?

Under the leadership of Lt. Gen. James McConville, the personnel community has done an awesome job putting together such a comprehensive program. This 21st century talent management program will allow us to capture all skill sets, military and civilian.

The most important component is the integrated personnel and pay system, which will serve the total force. The Army will be able to view all the talent resident throughout the force, and our Soldiers will have a first-class system to help manage their careers.

Prior to deploying the software system, the Army needs to ensure all requirements are identified and satisfied. Further, leadership has to be engaged at all levels for this to work, and we need an educational campaign to ensure everyone is aware throughout

the force of this upcoming program.

What role should sustainment leaders play?

Leaders need to be closely engaged at the appropriate levels to ensure success. They have to find a way throughout the course of a busy week to conduct face-to-face counseling and performance evaluations. Also, leaders have to find out from their Soldiers what it is that they want to be or to do in five to 10 years. They have to know who they have in the pipeline to support the varied logistics requirements.

In today's environment, our leaders are extremely busy; however, I cannot think of anything more important than development of our talented subordinates. It is invaluable. It is our key to our success.

Are there lessons the Army can learn from industry on talent management?

Absolutely. In the corporate sector, managers frequently conduct face-to-face counseling of individuals. And they may have a 360-degree performance evaluation system, so employees hear not only from their superiors but also from peers and subordinates. That seems to work exceptionally well because if they have toxic leaders they find out early on. You cannot wait until a leader loses control of his or her organization because then, out of fear, the people around them will not come forward and say, "Boss, would you like to relook this decision?"

When I was on active duty—whether I worked eight, 14, or 16 hours a day—if I could, I would break away and take a couple hours and go to the motor pool or to the warehouse just to stop in and visit with the troops. It was well worth it; it made my immediate subordinates a little nervous, but believe me, just the sheer fact that I took the time to go and speak with the troops—you don't know what that means.

I suspect some would go home in the evening and say to the family, "The



Retired Gen. Johnnie E. Wilson believes that developing talented subordinates is the key to success. (Photo by Samuel Curtis)

general came in, and sat down, and we had this conversation.” I may not have always agreed with their suggestions, but the mere fact that I was able to hear from different levels, that was the greatest strength for me.

You served in Vietnam when there was a draft. Can you discuss talent management issues of that time?

During my tour in Vietnam from October 1969 to October 1970, I served as an assistant brigade supply officer and as a company commander. So being at that level, and with the operation that we had, I did not manage talent. The Army provided the required individuals; however, I internally managed those assigned to my organization.

I happened to be in the 82nd Airborne [Division] when the 173rd Airborne [Brigade] required a number of combat replacements. As a result, many of us volunteered to deploy and backfill the 173rd. The Army took care of resourcing talent required for deployment.

During my tour, we may have had more than 500,000 Soldiers on the ground, and in my view, the Army did

a marvelous job in terms of identifying the right requirements, the right people, and making sure that we deployed on time to Vietnam.

In your hometown of Lorain, Ohio, there is a middle school named after you. What do you tell the students when you visit, and are you trying to recruit?

Of course, I am always recruiting talent. Of all the activities that my wife Helen and I participate in each year, going back to the middle school is one of the best. I was so surprised and honored, when they named it after me.

I always tell the kids, “You want to be a good American, you want to live by the golden rule, and you need to know the difference between right and wrong.”

I tell them to pay attention to their teachers. These teachers teach not for fame or fortune, they teach because they care for the children. I also tell them to pay attention to what they put on social media because sometimes, as youngsters, they put something on there and five years later they are being interviewed to go to school, or for employment, and they will re-

gret those earlier comments.

It’s amazing how smart these students are. Some of them tell me, “Sir, I’m going to be a general. I’m going to be the chief of police.” I say, “Fine, I want you to do all of that, but have a plan on how you will get there. Then send me an email and let me know how you are doing.”

Is there a parallel between the way you advise the middle schoolers and the way the Army grows talent?

Yes. It is important that our young Soldiers have good character and pay attention to their supervisors. Further, supervisors are there to take good care of them. They would not give an order that they, themselves, would not take.

They need to understand that their opportunities are limitless. I am the second of 12 kids raised in the public projects. We did not have much, but we had each other, and we believed the sky was our limit—an understanding that drove my success.

When I pick up the paper, I am always disappointed when the Army has one or two individuals who, for some reason, get themselves into trouble and they have to be removed from a leadership role. But I also know that 99 percent of Army leaders treat Soldiers like they are their own children.

I often advise young Soldiers that you’ll have some tough days, but the key is that if you get knocked down and fall on your back, get up and just keep moving. Be proud of the fact that you are an American Soldier.

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Soldiers from D Company, 3rd Battalion, 69th Armor Regiment, 1st Armored Brigade Combat Team, 3rd Infantry Division, conduct combined assault river crossing operations using German M3 amphibious rigs at the Elbe River during exercise Heide Sturm Shock near Storkau, Germany, on June 6, 2015. (Photo by Markus Rauchenberger)

Joint Logistics and the Future of Global Conflict

Reliable U.S. military logistics leadership in the U.S. European Command theater and an adaptive and relevant defense logistics enterprise are key to effecting a strong and safe Europe.

■ By Lt. Col. Douglas R. Burke and 1st Lt. Matthew A. Gaumer

When the current geographically based combatant command (COMCOM) structure was devised after World War II, continental boundaries were defined and ideological and economic systems were divided. Recently, however, geopolitical events in Africa, Asia, and Europe have shattered that paradigm. Now, crises and insecurity

erupt in one place and spill over into others. This has left nation states, militaries, and international organizations reeling for solutions for staying ahead of this constant upheaval.

The U.S. European Command (EUCOM) has had to improvise in the face of mounting challenges: a revanchist Russia, hostilities along NATO countries' borders, the transnational

threat posed by Daesh, homegrown terrorism in Europe, and contagious disease outbreaks in nearby West Africa. The U.S. Army Operating Concept: Win in a Complex World forecasts that this quickly evolving and frenetic environment will be the status quo for years to come.

The solution, as it nearly always is, will be for Europe to have an appro-

appropriate defense posture underpinned by a robust and adaptive logistics enterprise that is exercised with a whole-of-government approach. This can be enabled only through the concerted efforts of the U.S. military and its partners in the region.

From Cooperation to Combat

In many ways, 9/11 marked the start of a new era for how geographic COCOMs conduct business. The U.S. Central Command (CENTCOM) was the focal point of the nation's longest war and the birthplace of counterinsurgency doctrine, while the U.S. Northern Command was dedicated to guarding the homeland.

As major combat operations in Iraq and Afghanistan came to their politically promised end, the U.S. Pacific Command became the strategic pivot point. EUCOM was not exempt from change either, as it was home to hundreds of thousands of troops on guard against the former Soviet threat.

With the U.S. military's operational focus shifted to the CENTCOM theater, EUCOM radically adapted its mission for the post-Cold War world with an emphasis on theater security cooperation principally with NATO allies and partners in the region. This focus was articulated in "Phase Zero" initiatives meant to shape the theater through security training.

Another feature of EUCOM after 9/11 was its importance as a supporting COCOM. It served as the gateway for operations in Afghanistan, Iraq, and Africa.

Since 2014, however, Europe again has become the center of global insecurity because of ongoing crises in Ukraine and Syria and the expansion of Daesh across the Middle East and North Africa. With instability in Europe and threats encroaching from all directions, the idea of Europe as a bastion of peace has vanished along with predictable Cold War paradigms.

This change has caused EUCOM to shed its exclusive emphasis on the-

ater security cooperation and recover its role as a unified command for deterrence and combat operations.

In a sense, this has required a renewed focus on Joint Publication 1, Doctrine for the Armed Forces of the United States, which states that the primary objective of a geographic COCOM is to "detect, deter, and prevent attacks against the US, its territories and bases, and employ appropriate force should deterrence fail."

But unlike CENTCOM's management of kinetic operations in Afghanistan, Iraq, and Syria that are almost entirely contained within its area of responsibility, EUCOM's combat role is a hybrid one. It is responsible for leading the defense of NATO countries in the Baltics and Turkey, counterterrorism operations on the European continent and its periphery, and sustained military-to-military training to bolster partner-nation response capabilities.

Perhaps the most distinctive part of this new arrangement is that EUCOM must frequently direct cross-COCOM operations. EUCOM's interoperability with the U.S. Africa Command and CENTCOM is a permanent reality based on solid partnerships and basing in Europe.

EUCOM's relationships with its European partners has become another critical factor that the command has had to recommit to in an era of multilateral mission requirements. The centrality of relationships guides all aspects of EUCOM logistics planning and operations. It involves a great deal of coordination, including the integration of the respective logistics assets of each NATO partner, the cross-utilization of transportation and warehousing assets from various allied militaries, and especially joint-basing agreements.

EUCOM and the United States could scarcely accomplish missions and realize their global logistics enterprise capabilities without the freedom of movement that European partners provide.

Strategic Logistics Posture

When Europe was thrust back into the center of global security concerns after the Russian invasions of Crimea and eastern Ukraine in early 2014, a number of issues became clear to EUCOM logistics planners:

- Years of downsizing forward deployed resources (troops and equipment) reduced the ability of the United States to respond to complex contingencies.
- Recent campaigns in Afghanistan and Iraq encouraged logistics planning and operating methods that are less suitable for a more mature theater such as Europe.
- Multinational and interagency partnerships are more critical than ever in supporting deployment and sustainment operations.
- Having a forward deployed presence in Europe is critical for seizing the initiative in quickly changing contingencies.

Responding to events in the EUCOM area of responsibility is largely a logistics endeavor, especially with the use of regionally aligned forces (RAF), which have been operating in the EUCOM area of responsibility for several years now.

The lead organization for planning, synchronizing, and overseeing the full scope of logistics operations is the EUCOM J-4, Directorate of Logistics (ECJ4). The central mission of the ECJ4 is to provide the best logistics guidance to the EUCOM commander, but it is also the de facto mission control organization for all distribution and sustainment planning and execution in the 51 countries within its area of responsibility. Because of this requirement, ECJ4 must anticipate and rapidly adapt to changes in the theater.

The ECJ4 Structure

One example of ECJ4's adaptation to changing mission dynamics is the modifications that it has made to its structure to align it with operational requirements rather than the legacy

security cooperation role. Internal restructuring has made the directorate more responsive and nimble.

Until March 2016, ECJ4 was structured much like other COCOM logistics directorates. The legacy organization consisted of multiple divisions: ECJ41 (front office and personnel support), ECJ42 (medical logistics planning and surgeon general), ECJ43 (theater mission command), ECJ44 (theater engineering), ECJ45 (logistics planning), and ECJ46 (logistics information systems policy).

At the behest of a former ECJ4 director, the directorate was streamlined to achieve better symmetry with the Joint Staff J-4 and, therefore, provide complementary business processes, strategic planning, and logistics analysis. The end product of this undertaking was realizing more complete unity of effort between federal departments, agencies, military services, the Joint Staff, COCOMs, and service components.

The new ECJ4 framework consists of two divisions (replacing six) led by O-6 officers who report directly to the ECJ4 director (an O-8). The Operational Logistics Division (headed by the deputy director for operational logistics) merged medical logistics operations and engineering. In aggregate, this is a logistics powerhouse supported through the Joint Logistics Operations Center.

The directorate supports logistics information systems development, the Logistics Civil Augmentation Program, operational contract support, pre-positioned stock management, aeromedical evacuation operations, base operating support integrator oversight, force health protection, a joint munitions office, a joint petroleum office, the EUCOM Deployment and Distribution Operations Center, the International Commercial Transportation Branch (which manages third-party logistics provider bids for movement requirements), and embedded Defense Logistics Agency Energy support.

Future operations are also sup-

ported in the Operational Logistics Division. Dedicated teams pursue assessments (the EUCOM focal point for the Defense Readiness Reporting System), logistics operations plans, and civic engagements.

The other division of the directorate, Strategic Logistics, consolidates pre-existing multinational engagements with logistics strategy (governed by the Strategic Plans Branch). This enhanced strategic planning capability supports ECJ4 involvement in crafting and guiding COCOM operational and contingency planning as well as integrated campaigning.

Other sections of the division incorporate theater logistics plans and NATO programs, both of which are critical for positioning the ECJ4 to achieve the commander's lines of effort. Another critical element within Strategic Logistics is the Acquisition and Cross-Servicing Agreement Office. This capability ensures the U.S. defense logistics enterprise remains globally agile.

This leaner logistics framework provides a more responsive joint and interagency team to provide the EUCOM commander with the best logistics solutions and advice possible. So while ECJ4 retains the same capabilities listed in Joint Publication 4-0, Joint Logistics, its staffing and partners are better positioned to support EUCOM's new deterrence focus.

Enabling Competency

The EUCOM footprint has been shrinking since the 1990s. It has only a fraction of the personnel, assets, and basing that was in place a generation ago.

The silver lining has been closer and more frequent communication between EUCOM and its service components, which include U.S. Army Europe, U.S. Air Forces in Europe and Air Forces Africa, U.S. Naval Forces Europe and Africa/U.S. Sixth Fleet, U.S. Marine Forces Europe and Africa, and the U.S. Special Operations Command Europe.

ECJ4 has reoriented communications and relationships between the COCOM and the components from vertical to horizontal. It has emphasized component responsibilities in joint and coalition mission environments.

All planning and operations require the complete integration of logistics stakeholders throughout the decision-making process and during execution. To facilitate clarity in planning and operations, ECJ4 has striven for more efficient receipt of guidance and policies from the joint staff and more efficient bilateral communications.

Streamlined channels of communication among EUCOM, its service components, subordinate commands, and support agencies have been beneficial to planning and mission execution. One way that this has unfolded is through the discerning use of individual service or agency strengths.

While U.S. Army Europe maintains a robust maintenance, warehousing, and surface transportation capability, U.S. Air Forces in Europe is renowned for its use of the global strategic airlift network. Smartly integrating such competencies enhances supply chain resilience and reduces inefficiencies from duplicated efforts.

A future goal should be to further integrate components and agencies into a common logistics policy and operational framework. To this end, ECJ4 has encouraged components to think like functional component commanders (such as joint force land component commanders or joint force air component commanders) in order to develop processes and incorporate operational contributions from other components.

Because the EUCOM headquarters is situated in a different part of Europe than its partner commands and agencies, practical reforms have been accomplished to enhance communication among EUCOM, service components, and support agencies. These reforms include regular secure video teleconferencing and Defense Collaboration System meetings, fre-



Light armored vehicles sit on a train in Rena, Norway, after being used to train with the Telemark Battalion in preparation for Exercise Cold Response on Feb. 19, 2016. (Photo by Master Sgt. Chad McMeen)

quent senior logistics conferences to discuss priorities and best practices, and face-to-face joint working groups.

Making COCOM-to-component and support agency relationships more interactive and responsive has greatly enabled the timely execution of strategic distribution, materiel management, and sustainment. A heightened level of interactivity and responsiveness is perhaps the most crucial aspect of future operational logistics.

Common Operational Picture

Access to an accurate, comprehensive, and intuitive logistics common operational picture will be the difference between logistics superiority and stalemate.

In years past, having an accurate and inclusive digital theater logistics overview was cumbersome. Today, there still exists a tendency for individual services and commands to use in-house processes and incompatible technology to track movements, sup-

ply levels, services, and acquisitions. With the military's overlapping lines of effort in supporting global operations, total logistics visibility of deployment and distribution is more critical than ever.

One solution the ECJ4 has promoted throughout EUCOM directorates, support agencies, service components, and their subordinate commands is the Global Combat Support System-Joint.

The ECJ4 has aggressively implemented the system, but it is only one part of providing real-time awareness for the defense logistics enterprise. The ECJ4 is actively requesting additional investment in global logistics monitoring and analysis technologies that will make logistics a truly strategic competency.

Mission Command

At the same time, operational necessity has resulted in a slight enhancement to the doctrine of the unified direction of forces. Joint Publication 1 lays out the traditional

schematic for the chain of command, from the president of the United States down to the service components. The direction of this design is clearly linear, with a vertical process from start to finish.

The experience of the ECJ4 staff in integrating and synchronizing with support agencies and service components has resulted in a more dynamic model that mitigates monolithic tendencies that creep up around legacy institutions, such as a lack of cross-organizational planning and communication.

It is important to note that this new operational context does not denote parity between commands; it means only that a more functional process is required to ensure logistics support is as timely and effective as possible.

One result of this evolution is that the chain of command is more important than ever. Rapidly changing world events demand that COCOMs understand inherent authorities and funding permissions to allow more

flexibility in planning and operations.

Another nuance is the inclusion of NATO and allied partner logistics agencies. Although foreign organizations are not integrated into the unified chain of command, in the EUCOM theater NATO and its logistics agencies are an integral part of operations and are therefore critical to the communication and mission control processes.

Supporting Relationships

Today's and tomorrow's conflicts are multinational and multi-organizational efforts. This will remain the norm for the foreseeable future because of deflating defense expenditures, the transnational character of security threats, and the requirement for global projection, staging, and sustainment.

ECJ4 has been at the forefront of developing logistics support for multinational logistics operations. Because of the enduring relationship among EUCOM, NATO, and European allies, a number of logistics burden-sharing methods are possible.

One is the joint logistics footprint and access that the NATO alliance makes possible. The array of interconnected army, air force, and naval installations ensures that the United States can sustain complex supply chains from a forward position for an extended period of time. Longstanding diplomatic clearances and acquisition and cross-servicing agreements among NATO partners ensure a level of freedom of movement and supply chain resilience not seen in any other theater.

But perhaps the most significant mutual benefit of U.S. and NATO support is the interoperability that a close relationship allows in deterring common security threats. Deployment and distribution is enabled in the EUCOM theater through multiple complementary channels.

Synchronized airlift is possible through a combination of assets from the United States, European partners, and combined agencies, such as the Heavy Airlift Wing (directed

by the Strategic Airlift Capability) based at Pápa Air Base, Hungary, and the Movement Coordination Centre Europe.

Altogether, unified effort brought about by the enhanced integration of resources in a time of resource constraints allows EUCOM and NATO to support a robust range of operations and exercises in a way that draws on the respective strengths of all partners.

Room for Improvement

Multimodal operations would be better enabled if the United States and its European partner nations and organizations further synchronized day-to-day operations while using the respective logistics capabilities of each partner military. This would require the United States to further integrate European partner militaries into its deployment and distribution networks to allow for a greater economy of scale.

Although the United States will continue to base its global reach through the Transportation Command and its Military Sealift Command, Air Mobility Command, and Military Surface Deployment and Distribution Command, multinationally supported intertheater surface, maritime, and air movement would allow for an unprecedented level of interoperability and defense supply chain resilience.

Another practical initiative that would benefit U.S. and European partners would be the expansion of permanent party exchange officers at U.S. bases in Europe, at partner-nation installations, and at home. The practice already exists, but if it is expanded, it could play an important role in increasing familiarity and situational awareness among personnel and units at the strategic, operational, and tactical levels.

An adaptive and relevant defense logistics enterprise will be key to effecting a strong and safe Europe and world, but it is not the most important aspect. What will prove

most critical is the assurance of reliable U.S. military logistics leadership in the EUCOM theater. In the new European security environment, the single greatest show of defensive force is force itself.

While this flies in the face of nearly two decades of thought guided by counterinsurgency and unconventional campaign realities, today's efforts to protect Europe from external hostilities require a renewed appreciation of large-scale logistics operations and the full application of combined U.S. and European partner power. This is a winning way ahead, and the United States and its partners will find new success if they apply a vigorous logistics approach.

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First Lt. Matthew A. Gaumer is a joint logistics officer at the EUCOM J-4 and the commander of the Headquarters and Headquarters Detachment, 446th Transportation Battalion (Movement Control), in Kaiserslautern, Germany. He holds a bachelor's degree in philosophy from Loyola University Chicago, a master's degree in theology from Saint Meinrad School of Theology, an advanced master's degree in theology from the University of Leuven, a master's degree in transportation and logistics management from American Military University, and a doctorate in history from the University of Leuven. He is a graduate of the Transportation Basic Officer Leader Course and the Combined Logistics Captains Career Course.



The Soldiers of B Company, 113th Special Troops Battalion, form up for an awards ceremony to recognize the high performers of their unit. Col. Douglas McBride, the commander of the 593rd Sustainment Brigade, U.S. Central Command Materiel Retrograde Element, speaks about the battalion's accomplishments and wishes the Soldiers a safe journey home. (Photo by Spc. Isaac Adams)

Applying Mission Command to Overcome Challenges

The way a joint task force approached its mission to retrograde materiel in Afghanistan is an example of the practical application of mission command principles.

■ By Col. Douglas M. McBride Jr. and Reginald L. Snell, Ph.D.

Sustainment commanders use mission command to create a balance between the art of command and the science of control as they integrate the sustainment warfighting function with the other warfighting functions to achieve objectives. Joint doctrine and Army doctrine have different definitions for the term mission command.

Joint Publication 3-31, Command and Control for Joint Land Operations, defines mission command as “the conduct of military operations through decentralized execution based upon mission-type orders.”

Army Doctrine Publication (ADP) 6-0, Mission Command, defines mission command as “the exercise of authority and direction by the com-

mander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations.”

For the sake of clarity and to provide context, this article uses the Army doctrinal definition of mission command and the principles of mission command established in ADP 6-0.

Given that the national strategic guidance, joint concepts, and Army concepts assert that the force will deploy into austere environments, achieve national objectives, and re-deploy, it is imperative that the lessons gained during recent contingency operations be captured and implemented.

This article describes the challenges a sustainment brigade-led joint task

The JTF consisted of nearly 4,500 personnel from the Army, Navy, Air Force, Marine Corps, Department of Defense, and Department of State who had never worked together in a single organization.

The JTF was breaking ground on a new concept of using a sustainment brigade as a JTF headquarters and using downtrace units as enablers to conduct a nontraditional and non-

zational, and multinational partners).

Trust is an imperative for accepting calculated risk and for exercising disciplined initiative without fear of reprisal. Effective mission command also requires mission orders that create a shared understanding of the commander's intent and the objectives to be accomplished. Mission command principles assist commanders and staffs in blending the art of command and the science of control.

Developing trusting, cohesive teams that are capable of operating effectively together can be a significant leadership challenge. Gaining the trust of the BCTs requires a deliberate approach.

force (JTF), called the U.S. Central Command Materiel Recovery Element, faced in the initial stages of the drawdown in Afghanistan. It also addresses how using the interdependent principles of mission command facilitated the brigade's ability to overcome those challenges.

Challenges

The JTF's mission was to retrograde materiel and simultaneously conduct base camp closures in order to meet the president's mandate to withdraw the bulk of U.S. forces from Afghanistan within two years. Conducting retrograde operations for materiel that had accumulated in the theater of operations for 12 years and transitioning hundreds of base camps was a monumental challenge that was further complicated by significant competing demands.

For example, U.S. forces were still engaged in major combat operations throughout the theater. The JTF had the obstacle of convincing brigade combat teams (BCTs) engaged in combat that retrograde operations and base camp transitions would not affect their missions.

Another significant challenge was the hasty establishment of the JTF.

doctrinal mission. The JTF entered the theater on short notice with less than 50 percent of its manpower and equipment. It had neither predeployment training nor a validating exercise prior to deployment.

Yet another challenge the JTF had to overcome was identifying the scope of the problem. It needed to determine the organizational structure and capabilities of the unified action partners and to establish an operations process that was synchronized with the regional commands dispersed throughout the theater. The most logical approach to overcoming the complex and uncertain variables in the area was the application of mission command principles.

Mission Command Principles

The philosophy of mission command is guided by six interdependent principles: build cohesive teams through mutual trust, create shared understanding, provide a clear commander's intent, exercise disciplined initiative, use mission orders, and accept prudent risk.

Effective mission command requires mutual trust between the unified action partners (the commander, subordinates, and joint, interorgani-

Build Teams Through Trust

Developing trusting, cohesive teams that are capable of operating effectively together can be a significant leadership challenge. Gaining the trust of the BCTs requires a deliberate approach.

BCT commanders wanted the flexibility provided by having stockpiles of materiel and multiple base camps. The JTF had to convince the BCT commanders that the JTF would enable them and not distract from the mission.

To overcome this challenge, the JTF commander used a collaborative approach and worked to build a cohesive team by conducting frequent on-site visits, establishing interpersonal relationships, and placing senior-ranking liaison officers (LNOs) in the supported units. The LNOs gave the supported commanders a level of comfort and trust because they showed that the JTF was committed to the team.

Creating trust within the newly formed JTF also required a deliberate approach. The on-site visits gave the JTF commander, subordinates, and partners the ability to determine not only the tasks that had to be accomplished to meet the president's mandate but also the capabilities and organizational structure that would be required.

The JTF commander, staff, and key leaders collaborated to develop several courses of action. They established procedures for the operations process that was synchronized with the regional commands throughout

the theater. The JTF commander garnered the mutual trust of team members by assigning responsibilities based on the strengths and recent experiences of each service's representative.

For example the staff and functional lead for base camp closure was the Marine Corps contingent of the JTF. The Air Force led the contracting efforts, while the Navy assumed the lead for customs. Other organizations in the JTF were also tasked based on strengths and functional capabilities.

Create Shared Understanding

According to Field Manual 6-22, Leader Development, creating a shared understanding is the most important step in developing a team. Understanding what is to be accomplished and why gives the team a purpose that enables unity of effort.

The JTF commander continuously collaborated with the unified action partners to create a shared understanding of the mission and developed lines of effort (LOEs) to show what the task force must accomplish to achieve the desired end state. Five LOEs were used to create a shared understanding:

- LOE 1: Recover, redistribute, retrograde, and dispose of materiel.
- LOE 2: Enable base camp transitions (closures or transfers).
- LOE 3: Execute mission command.
- LOE 4: Train, maintain, and sustain.
- LOE 5: Build resiliency.

The JTF commander used a collaborative approach to create metrics for the LOEs to assess unit progress toward mission accomplishment. Other control measures that facilitated progress assessment and enabled the continued understanding of the JTF's mission included the use of structured functional boards, panels, and control teams.

The boards, panels, and teams used terrain walks, rehearsal of concept drills, and automated mission command systems both to track progress

and to ensure continued understanding. Metrics included speed of operations, volume of materiel processed, and percentage of base camps transitioned, among others.

The JTF captured best practices during operations and developed documents (standard operating procedures and multiple handbooks) to provide continuity and a shared understanding of processes and procedures.

Provide a Clear Intent

The commander's intent statement describes what constitutes success for an operation. Joint Publication 3-0, Joint Operations, says, "The commander's intent is a clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned."

The JTF commander's intent was clearly articulated at the onset. The JTF was to achieve full integration into the theater of operations and conduct recovery, redistribution, retrograde, disposal, and base camp transitions.

It would be postured to enable the transition to long-term stability operations. The JTF commander's use of LOEs to articulate intent provided unified action partners with the information needed to act in the absence of further orders. Nested within each LOE were the key tasks that had to be performed and the objectives for each task.

The objectives were to achieve reduction requirements (LOE 1), transition base camps in support of regional commands' operational priorities (LOE 2), achieve situational understanding to facilitate the forecasting of support requirements (LOE 3), resource capable and responsive formations (LOE 4), and have strong personnel and families postured to accomplish any mission (LOE 5).

Exercise Disciplined Initiative

The exercise of disciplined initiative within the commander's intent is a critical component of successful mission command. Leaders at the point of action must assess the situation, make timely decisions in response to changes in the operational environment, and take actions aligned with achieving the desired end state provided in the commander's intent statement.

The JTF commander made it clear to the force that subordinates were authorized to exercise disciplined initiative within the limits of his intent statement. Continuous collaboration with JTF leaders and subordinates throughout the operation created a climate that encouraged initiative. The climate made the JTF members feel empowered to seize, retain, or exploit the initiative.

Use Mission Orders

The focus of mission command is the outcome of the operation. According to ADP 6-0, the commander uses mission orders to provide "directives that emphasize to subordinates the results to be attained, not how they are to achieve them."

The JTF supplemented the standard five-paragraph operations order with additional annexes specific to the nontraditional mission it was conducting. Subordinates were given specific tasks and were provided the freedom to determine how they would accomplish those assigned tasks.

The mission orders provided direction and guidance that focused the forces' activities on achieving the main objective. The mission orders also provided the commander's priorities and allocated resources.

The subordinate commanders used the JTF commander's intent and the LOEs to develop their operations orders. Control measures for tracking operations and accomplishments were emplaced. The measures included daily fragmentary orders, twice daily battle update briefs, and twice daily shift change briefings.

The frequency and quality of the information exchanges influenced the situation and further enabled disciplined initiative.

Accept Prudent Risk

Making reasonable estimates and intentionally accepting prudent risk are fundamental to mission command. Commanders must continually conduct risk assessments to determine risks and implement solutions to mitigate them.

The commander cannot eliminate all risks, and accepting prudent risk may be required. Prudent risk is the deliberate exposure to potential injury or loss when the commander judges the outcome in terms of mission accomplishment as worth the cost.

The JTF commander ordered that every mission have a concept of operation that included a risk assessment. Risks assessed as low were approved at the company level. Medium risks were approved at the battalion level. High risks were ap-

proved at the brigade level.

Risk is traditionally viewed in relation to the enemy and the potential for injury or loss. The JTF commander conducted an assessment using traditional and nontraditional approaches. The prudent risk that the commander accepted was associated with pulling high-ranking task force members out of the sustainment brigade headquarters and assigning them as LNOs on the staffs of the unified action partners.

This technique generated a high risk to the overall mission, but it proved to be worth the cost. Placing LNOs in the unified action partner headquarters not only facilitated a cohesive team but also enabled the synchronization of priorities with supported commanders and ensured the JTF remained integrated into the supported commander's military decisionmaking process.

Mission command works when its guiding principles are followed. The use of mission command principles

as a framework facilitated the JTF's ability to build a cohesive team that had a shared understanding of the commander's intent and what needed to be accomplished. Continuous collaboration with unified action partners, the exercise of disciplined initiative, the use of mission orders, and the JTF commander's willingness to accept prudent risk enhanced the JTF's ability to overcome challenges.

Over the course of nine months, the JTF retrograded tons of excess materiel and transitioned 180 base camps. The JTF also developed multiple handbooks that codified the processes and procedures it used for drawdown, retrograde, and base camp transitioning. The framework developed by the JTF is still being followed by subsequent units in multiple areas of responsibility today.

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Col. Douglas McBride, commander of the 593rd Sustainment Brigade, explains to Gen. William M. Fraser III how items flow through the Kandahar Airfield retro-sort yard along with 18th Combat Sustainment Support Battalion officers and Soldiers who operate the facility. (Photo by 2nd Lt. Henry Chan)



Maintainers from the 317th Support Maintenance Company and the Romanian Land Forces conduct vehicle recovery training on Mar. 4, 2016, in Mihail Kogalniceanu, Romania. Soldiers used the M984 wrecker and Romanian Land Forces' vehicles to demonstrate interoperability with partner nations. (Photo by Staff Sgt. Fritzgerald Clinton)

Building Logistics Readiness and Alliances for Success

The secretary of defense recognized the 317th Support Maintenance Company for successfully accomplishing its extensive mission in Europe that included training NATO partners.

■ By 1st Lt. Evan T. Kowalski

The 317th Support Maintenance Company (SMC), located in Baumholder, Germany, supports sustainment maintenance operations for an entire theater by sending maintenance support teams (MSTs) to customer units and by receiving customers' equipment at home station. The company also forges relationships with NATO al-

lies by enabling crucial alliances and enhancing unit readiness.

As a result of the unit's expansive influence across the entire theater of operations, the 317th SMC recently received the Secretary of Defense Maintenance Training, Advice, and Assistance of Foreign Security Forces Award. This award afforded the unit not only recognition for its successes

but also the opportunity to reflect on its operations and lessons learned.

To get the most benefit from the successes of the unit, one must investigate its doctrinal design and assess the theater-specific operations of the unit. Then one must compare the unit's doctrine to its theater-specific operations to determine lessons learned and the way ahead.

Taking these steps will help leaders learn from the past and develop a greater understanding for future operations.

The SMC Doctrinal Design

Generally, a military theater of operations has three sustainment brigades to provide sustainment support on an area basis. Each sustainment brigade typically executes either the-

catering to nondoctrinal theater-specific operations. The SMC clearly fulfills its doctrinal mission of providing field maintenance and technical support to echelons above brigade on an area basis. In the 317th SMC's case, however, area basis means all of Europe. Its customers include the 2nd Cavalry Regiment, 173rd Airborne Brigade Combat Team, 123 units that do not have organic

shops of foreign units that did not have trained maintenance soldiers. For example, the 317th SMC's electronic maintenance platoon assisted Lithuanian and Latvian units in establishing standard operating procedures for maintaining night-vision devices.

The training helped the forces from the Baltics learn how to conduct maintenance and enhance processes. It also provided the 317th SMC with valuable feedback and knowledge about interacting with these partner nations.

Rotational support. Another area in which the SMC operates non-doctrinally is in fulfilling additional requirements and serving additional customers. This includes providing maintenance for European Activity Set (EAS) equipment, which involves using a large support package to provide pass-back maintenance over several months.

EAS maintenance was originally designed to be executed by a civilian agency, the Theater Logistics Support Center-Europe (TLSC-E). As the workload and operating tempo rapidly increased, the 317th SMC began to assist TLSC-E by providing maintainers to repair EAS equipment during multiple rotations.

Another one of the unit's nondoctrinal missions is supporting regionally aligned forces. For the 317th SMC, support to regionally aligned forces usually involves deploying small teams of Soldiers to places like Romania in support of Operation Atlantic Resolve. Most of these teams focus on recovery capabilities and not necessarily maintenance from the various specialty shops (which is more in line with the doctrinal design of an MST).

Lessons Learned

While the 317th SMC has proficiently executed its primary doctrinal function of providing field maintenance on an area basis, it received the secretary of defense award because of the unique opportunities that it had

The 317th SMC fulfills strategic elements of sustainment agreements with NATO allies by directly supporting multinational operations and cross-training through military-to-military events.

ater opening, theater distribution, or sustainment operations.

Sustainment brigades are usually equipped with a combat sustainment support battalion, which includes an SMC that characteristically performs the sustainment function. This SMC provides field maintenance and technical assistance to echelons above brigade on an area basis. Based on the mission, the SMC provides MSTs, welding, fabrication, limited recovery support, and communications, electronics, small-arms, radar, and missile repair for units in its area.

During multinational operations, the sustainment of forces is normally a host-nation responsibility. However, Title 10 of the U.S. Code, Chapter 138, authorizes support exchanges between U.S. services and those of other countries. Many of these sustainment operations culminate in multinational agreements. At the tactical level, the SMC supports these concepts by providing direct support for multinational operations and cross-training through military-to-military engagements.

Theater-Specific Operations

The 317th SMC fulfills many components of its doctrinal design while

maintenance assets, and rotational forces participating in multinational exercises.

Perhaps the sheer size of the area is nondoctrinal; sustainment units typically do not provide support to units more than 500 miles away. Despite this distance, the 317th SMC functions as a normal SMC by providing field maintenance through various commodity shops, limited recovery capabilities, and wheeled-vehicle maintenance assets.

Multinational support. The 317th SMC fulfills strategic elements of sustainment agreements with NATO allies by directly supporting multinational operations and cross-training through military-to-military events. For instance, the SMC recently provided mission command and multifunctional logistics support for the 1st Brigade, 3rd Infantry Division, during Combined Resolve V. The monthlong training event consisted of directly supporting U.S., German, Albanian, Danish, and Dutch forces with bulk fuel and recovery support.

The 317th SMC also supported military-to-military exchanges in which the company provided assistance and training to the specialty



A Soldier from the 317th Support Maintenance Company briefs Bulgarian Land Forces personnel and exchanges tactics, techniques, and procedures on maintenance support during a military-to-military training event held June 21 through 25, 2016, in Baumholder, Germany. (Photo by 1st Lt. Kathleen McDougall)

while operating in a multinational environment. The award specifically highlights units that not only perform their doctrinal mission proficiently and expeditiously but also expertly train, advise, and assist foreign partners, which the 317th SMC accomplished during its military-to-military training events.

The leaders of the 317th SMC understand how crucial these training events are in building lasting relationships among NATO allies and improving overall operational readiness. With this in mind, SMC leaders are planning forward tactical engagements and events to enhance expeditionary unit readiness and strengthen relationships with foreign alliances.

In the end, it is difficult to determine a steady doctrine for the

SMC, partly because doctrine is by nature flexible. Lead military planners understand that the unpredictable nature of world affairs requires adaptability and an “always ready” mentality.

The 317th SMC has found that the most effective way to accomplish its tasks is to deploy capabilities forward and work with multinational partners. Interestingly, these are the tenets that the secretary of defense award emphasizes.

Receiving the Secretary of Defense Maintenance Training, Advice, and Assistance of Foreign Security Forces Award has offered the 317th SMC an opportunity to reflect on its success and plan ahead for future operations. The strategy of making 30,000 Soldiers look and

feel like 300,000 in Europe is one that tactical-level units, including the 317th SMC, must support every day. In order to support this strategy, units must remain ready, expeditionary, and work together as NATO allies to form one “Strong Europe” force.

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Soldiers assigned to the 1454th Transportation Company transport M105 load handling system compatible water tank racks from a logistics support area on June 12, 2016, during a National Training Center rotation at Fort Irwin, California. (Photo by Sgt. Leticia Samuels)

Setting Conditions to Achieve Effects for Sustainment Operations

By participating in the supported unit's targeting process, sustainment brigades and expeditionary sustainment commands can leverage all available assets to enable transportation.

■ By Maj. Peter C. Bakke

Army sustainment formations are responsible for ensuring freedom of maneuver, extending operational reach, and prolonging endurance for movement and maneuver forces. For ground operations, the ability to accomplish these sustainment tasks often depends on maintaining lines of communication (LOCs) that span hundreds of miles.

Maintaining open LOCs is a multifunctional problem set that the staffs of expeditionary sustainment commands (ESCs) and sustainment brigades often struggle to solve. Some of the challenges of keeping LOCs open include interference from civilian populations, host-nation leaders, and adversarial forces as well as restrictive terrain, negative public perceptions, contract

disputes, union confrontations, and cyber threats.

The Mission Command Training Program's (MCTP's) Operations Group Sierra has identified that ESC and sustainment brigade staffs do not leverage all available assets to protect LOCs because they do not participate in their supported unit's targeting process.

Sustainment brigades and ESCs

do not participate in the supported unit's targeting progress for the following reasons:

- They have an incomplete understanding of the operational environment's (OE's) impact on the geometry of distribution.
- They are unaware of all available assets at the division and corps levels.
- They generate inadequate inputs and outputs for battle rhythm events.
- They have difficulty describing how environmental challenges to sustainment will impact the supported maneuver commander's end state.

This article focuses on changes that sustainment staffs can make to mitigate these contributing factors during initial planning and integration with external units during execution.

Initial Planning

Many problems faced while executing sustainment operations come from a lack of planning during the first two steps of the military decisionmaking process (MDMP): receipt of mission and mission analysis. If the sustainment staff performs the first two steps of the MDMP in a way that creates shared understanding around a properly framed problem set, the rest of the planning process tends to produce a concept of sustainment consistent with supported unit needs and environmental considerations.

Receipt of mission. Typically when a unit receives its mission, the staff breaks up into staff elements or war-fighting functions (WfF) to read the orders from the higher headquarters and supported units. Then it regroups to brief and discuss the facts, assumptions, constraints, and limitations that it developed from each WfF perspective.

This regrouping creates the illusion that the staff is operating from a shared understanding of the problem set, mission requirements, and potential challenges. In reality, breaking into staff sections omits a key event for creating shared understanding.

The staff does not gather all the necessary tools, such as the operational graphics of their supported customer.

Additionally, staffs do not conduct the critical initial assessment that nests sustainment with maneuver and allows each WfF to discuss the implications of the mission, enemy, terrain and weather, troops and support available, time available, and

Many problems faced while executing sustainment operations come from a lack of planning during the first two steps of the military decisionmaking process (MDMP): receipt of mission and mission analysis.

civil considerations. Such a discussion would provide the staff with an appreciation of the problem set that it must solve in order to meet the supported unit's end state.

With this information, staff elements and functional cells would begin to understand what relevant information should be in their planning estimates and what information the commander needs during mission analysis and course of action development.

Mission analysis. As they move into mission analysis, the staff members often gather to write a problem statement without having a shared understanding of OE challenges. Most staffs understand that the problem statement is a cross-functional product to create shared understanding. As such, the planner typically leads a problem statement working group and seeks input from each WfF.

Unfortunately, WfF leaders often do not provide adequate input because they have not considered how environmental factors affect their LOCs. For example, the sustainment WfF leader might discuss general distribution challenges without considering the impacts of weather, displaced civilians, or terrain.

Effective units are able to write comprehensive problem statements by issuing guidance for each WfF immediately following the receipt of mission. Once the staff discusses the mission and supported unit operational graphics as a group, the chief of staff or planner should direct each WfF to develop a list of cross-functional challenges. Each WfF's

list or problem set serves as input for developing the problem statement.

As the staff conducts the working group, the plans officer-in-charge can list all of the challenges from each WfF on a white board. Often there are redundant challenges; this redundancy indicates that a particular challenge is important or at least holds cross-functional relevance. As the staff's list of cross-functional challenges is refined and condensed, it more accurately represents the systematic challenges that each WfF must overcome to meet the commander's end state.

This condensed list can then be translated directly into the problem statement. This more comprehensive problem statement helps to refine the staff's planning estimates and should highlight any shortfalls.

For instance, a problem statement that describes "providing direct support on an area basis over restricted terrain, while facing irregular forces and displaced persons during a high intensity conflict" covers rapid expenditure rates, environmental threats to the LOC, a large span of control, and a number of considerations that should drive each WfF to ask questions as the mission analysis progresses.

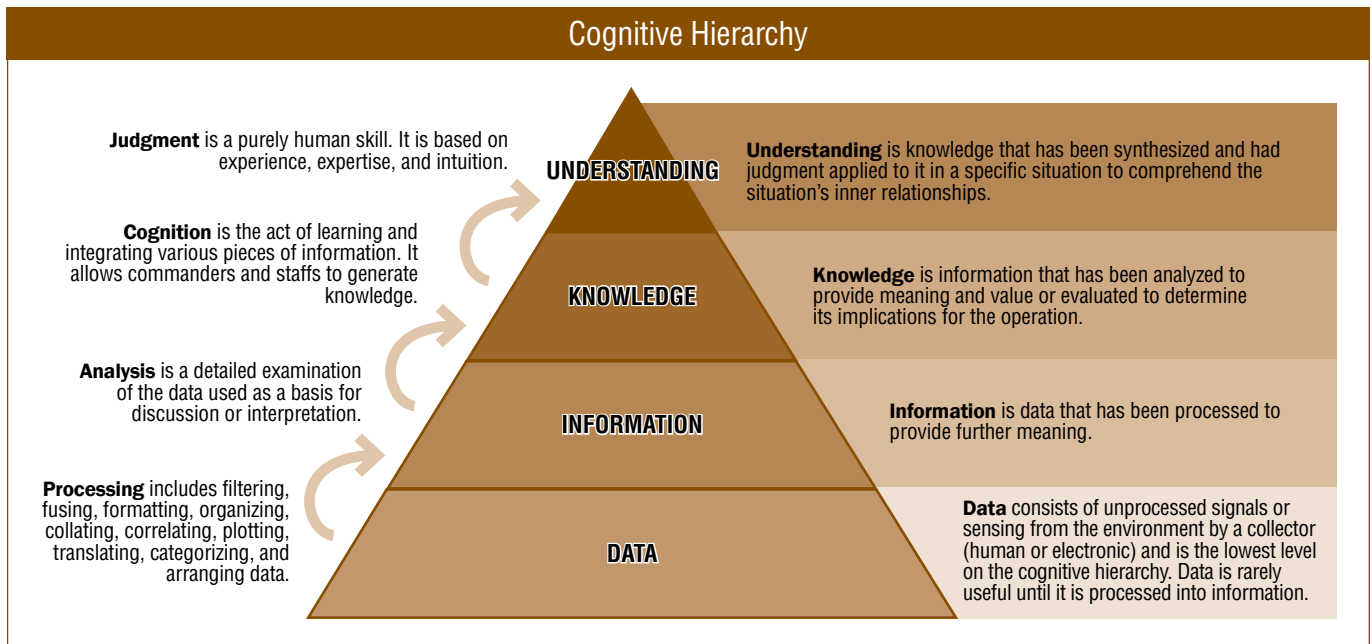


Figure 1. This cognitive hierarchy is used in mission command training. A version of it is available in Army Doctrine Reference Publication 6-0, Mission Command.

The movement and maneuver (M2) or protection WfF leader might ask, “What assets do I need to mitigate the possibility of civilians interdicting the LOC?” Such a question should make its way into the estimate as a shortfall. The shortfall might drive further questions, such as, “Where do I get an asset to deal with this challenge, and what processes should I participate in to leverage it?”

Army doctrine and the cognitive theories of learning reinforce the value of spending time on the problem. Army Doctrine Reference Publication 6-0, Mission Command, describes how staffs translate unprocessed data into knowledge through the application of analysis and judgment. (See figure 1.)

The cognitive hierarchy depicts the process of turning data into usable knowledge to generate understanding for the commander. During mission analysis, the staff begins at the bottom of the pyramid with the data received from a higher order or external coordination.

Each WfF and staff element uses expertise and experience as tools to aid in this process. However, the staff must merge perspectives to create

shared understanding.

Educational psychologist Benjamin Bloom described how knowledge combines with group interaction to create higher levels of individual cognition (synthesis and evaluation). In the case of the problem statement, syntheses and evaluation occur when individual perspectives are measured against the current conditions, desired end state, and specific commander’s guidance. This synthesis and evaluation allow the staff to move up the cognitive hierarchy toward understanding—ultimately enabling effective decisions by the commander as mission analysis progresses.

Execution

Having a concept of sustainment consistent with supported unit’s needs and environmental considerations does not mean the sustainment staff will solve all challenges that will arise during execution. The staff must still maintain relevant and accurate running estimates, effectively use the critical path within the battle rhythm to solve OE challenges as they arise, and understand how to gain access to external assets that are capable of achieving effects within the OE.

Maintaining relevant running estimates. Let’s go back to the two questions that an M2 or protection planner might ask during mission analysis: what assets are needed to mitigate the threat of civilians or irregular forces interdicting the LOC, and how can these enablers be accessed?

The first step in answering these questions is understanding when the problem set is beginning to affect sustainment operations. Intelligence estimates and subordinate unit reports help paint the picture of what is happening in the OE.

For example, combining intelligence and protection estimates might reveal that displaced civilians are routinely interdicting the LOC and preventing the movement of fuel and ammunition to supported units. The intelligence WfF may know why this is happening. The protection WfF knows how this affects trafficability.

The support operations officer’s running estimate might highlight how much the problem affects mission accomplishment, and the M2 running estimate describes the impact of supply shortages on the supported unit’s scheme of maneuver. When all of the WfFs coalesce around the

problem, they can accurately understand and visualize the problem and develop solutions.

Using the critical path to solve OE challenges. Unfortunately, sustainment staffs often do not have a venue within their battle rhythm to discuss environmental challenges that are not directly linked to kinetic enemy actions. One solution is to add another working group to the battle rhythm (for example, an information operations or civil affairs working group). However, the battle rhythm often is filled to capacity.

Another option is for sustainment staffs to use existing battle rhythm events to address OE challenges beyond the conventional threat. For example, Operations Group Sierra has observed several brigades modifying their protection working group to include civilian, information, cyber, and irregular threats to LOCs.

These staffs go beyond discussing convoy escorts and consider how assets at the division, maneuver enhancement brigade, corps, and other supported units might help solve OE challenges. The division or corps working groups, subordinate unit reporting, and running estimates serve as inputs for the staff as it identifies problems and desired effects and assesses the impact of previous coordination.

Keeping with the example of displaced civilians interdicting a LOC, the M2 lead might consider civil affairs and leader engagements to mitigate the root problem or the engagement of host-nation forces to lead civilians to a safe area. Thus, a retooled working group can determine different avenues for achieving desired effects in the OE.

Accessing external assets. Identifying desired effects is essential in shaping the OE for sustainment operations. It enables the staff to coordinate limited external assets in order to achieve those effects. Sustainment staffs that identify desired effects often do not understand the process to obtain enablers.

This shortfall is further exacerbated by the belief that they will not receive

support from the OE's owning units. However, understanding the targeting process and the owning unit's battle rhythm can prevent this problem.

Joint Publication 3-0, Joint Operations, defines targeting as "the process of selecting and prioritizing targets and matching the appropriate response to them considering operational requirements and capabilities."

OE owning units routinely execute the targeting process to allocate field artillery and capabilities in order to set favorable conditions. The targeting working group and board serve as the battle rhythm venues for discussing and deciding where the unit will allocate limited assets.

Sustainment staffs must find a way to inject their needs into the OE owning unit's targeting cycle to achieve favorable effects. Therefore, they must make strong cases in terms that the targeting working group understands.

Sustainers must be able to describe the effect they need to occur and the impact to the maneuver end state if the effect is not achieved. For example, a sustainment planner might argue that a local population should be persuaded to vacate a LOC or else fuel and ammunition will not be moved along the main supply route at the rate needed to continue offensive operations.

If the sustainment staff has worked with its supported and adjacent units, identified desired effects, participated in the proper forum for allocation of external assets, and articulated its needs in relation to the supported unit's operational end state, it is now in a position to advise the commander on residual risks within the OE based upon the resources it receives. Continuous participation in the targeting process also feeds WfFs' running estimates and the common operational picture.

Over the past year, the MCTP has seen sustainment brigades and ESCs use this method to achieve their desired effects. They achieved these effects in ways they had not envisioned at the outset of the planning process. These units enabled their command-

ers to make effective decisions regarding the timing of missions and engagements with other commanders.

Sustainment brigades and ESCs must develop a comprehensive understanding of complex problem sets throughout the OE and coordinate to enable distribution. The MCTP has developed a process to achieve these ends based on a combination of sustainment brigade and ESC best practices.

Sustainment planners should consider adding synchronization mechanisms during steps one and two of the MDMP to improve problem statement development. This planning recommendation is soundly based in doctrine.

During execution, the content and critical path of the unit battle rhythm should facilitate the following:

- Integration of the WfFs' running estimates.
- Efficient use of existing battle rhythm events.
- Identification of desired effects in the OE.
- Integration with the targeting processes of supported and adjacent units
- Articulation of sustainment needs in terms of the OE owning unit's operational end state.

As described throughout this article, the way ahead does not require more meetings. It requires existing forums to be framed by the right problem and focused on the OE.

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A 3rd Infantry Division Soldier does pushups for an Army physical fitness test on Nov. 15, 2016, during Marne Week's Best Squad Competition at Fort Stewart, Georgia. The three-day event also features two ruck marches, a combat-related physical training event, and warrior task testing. (Photo by Staff Sgt. Candace Mundt)

Managing the Health of the Force: A Primer for Company Leaders

■ By Capt. Robert Klein, Capt. Josi Hall, and Capt. William Greenwood

Company commanders and first sergeants need to know how to manage the health of the force. Unfortunately, this topic is generally not discussed in Army schoolhouse programs of instruction, in leadership courses, or during initial counseling. Company leaders should understand profiles, the systems used for monitoring the health of the force, and the functions of health care providers.

Privacy Rules

It is important to understand what protected health information (PHI) a commander or first sergeant may be allowed to review. The main reg-

ulatory guidance that governs what can be disclosed is the Health Insurance Portability and Accountability Act (HIPAA) Privacy Rule and the Department of Defense (DOD) Health Information Privacy Regulation (DOD 6025.18-R), which implements the HIPAA Privacy Rule within the Military Health System.

DOD 6025.18-R outlines what is often referred to as the "military command exception," which authorizes that "a covered entity (including a covered entity not part of or affiliated with the Department of Defense) may use and disclose the protected health information of individuals who are Armed Forces personnel for

activities deemed necessary by appropriate military command authorities to assure the proper execution of the military mission."

The level and amount of PHI that should be disclosed is often disputed among battalion physician assistants (PAs) and unit commanders. PAs try to disclose the least amount of information required, and commanders feel that they need the most information possible in order to make decisions, especially when determining deployability.

Commanders would benefit from discussing with their battalion PAs what information has traditionally been given to commanders and

through what medium (such as a commander's medical meeting or an email). If a commander has a battalion provider who is reluctant to give any information, the best course of action is to contact the brigade legal office and the HIPAA officer within the local military treatment facility to determine the standard.

The goal is to facilitate enough information to complete the mission. Upon receipt of PHI, commanders are tasked to safeguard information under the Privacy Act of 1974. They may be subject to fines and Uniform Code of Military Justice action if PHI is not appropriately safeguarded.

Profiles

Profiles are used by medical and behavioral health providers to notify leaders of a Soldier's functional limitations. Profiles are recommendations to leaders, and a provider's recommendation does not override a commander's decision. The only acceptable proof of profile for a Soldier to produce is a Department of the Army Form 3349, Physical Profile, not a sick call slip. The profile is honored only if the individual has the document on hand and can present it when asked.

When reviewing a Soldier's profile, a leader should first check the PULHES section (block 3). PULHES is an acronym for physical capacity/stamina (P), upper extremities (U), lower extremities (L), hearing and ears (H), eyes (E), and psychiatric (S).

PULHES includes numbers from one to four. For brevity, a code of 1 or 2 means that the Soldier can deploy, and a 3 or 4 means that the Soldier cannot deploy. However, leaders should be aware of whether a Soldier on a profile coded 2 can deploy to certain regional command theaters. For example, the U.S. Central Command will accept a Soldier on mood medications with a code 2, but the U.S. European Command will not.

Block 1 describes the medical condition that warranted the profile. Block 2 includes codes that describe

the Soldier's capacity to deploy.

Section 4 says whether the Soldier has a permanent or temporary profile. It should be noted that Soldiers with a permanent 2 (P2) profile can be retained in the Army; however, Soldiers may need to change their military occupational specialties (MOSs) based on their physical limitations and duty requirements.

Sections 5 and 8 explain the Soldier's functional limitations and other comments. Leaders must know what the Soldier can and cannot do in the field and during physical training. For example, the profile may say that the Soldier cannot run, so a leader may have him ride a stationary bike to maintain cardiovascular fitness.

Block 7 says whether or not the Soldier on a permanent profile requires an MOS Administrative Retention Review (MAR2). The MAR2 process ensures that Soldiers who are issued a P3 or P4 profile have an administrative review to see if the physical limitations on their profiles prohibit them from performing their primary MOSs.

The Human Resources Command performs an administrative review of the MAR2 packet based on the limitations stated in the profile, the Soldier's statement, and the commander's statement. The packet allows the Human Resources Command to determine if the Soldier will be retained in his current MOS, reclassified to another MOS, or referred to a medical evaluation board (MEB).

Tracking the profile history of a Soldier is the responsibility of leaders, not medical care providers. Clinic personnel will record and report a Soldier's status; however, it is up to leaders to track their Soldier's medical status and path to recovery and to determine the way ahead.

It can be difficult for a commander or first sergeant to determine what a Soldier can do during the duty day because a profile is essentially a long list of what the individual should not do in order to fully recover. It is best to sit down with the PA and determine, based on the individual's inju-

ry or illness, projected recovery time, and MOS requirements, what the Soldier can do as opposed to what he should not do. This ensures that the Soldier is being fully employed while being given the opportunity to heal.

Leaders' Resources

Army Regulation 40-501, Standards of Medical Fitness, and the PA are the main resources for profile information or questions. The PA should be available to sit down with the commander and provide in-depth feedback about individuals within the formation. The PA should provide recommendations regarding the profile, recovery timeline, and possible future actions.

If the battalion PA is not providing enough information on a profile, a leader can request that the PA use the template function within the eProfile system. This function uses templates that incorporate rehabilitation guidance from Field Manual 7-22, Army Physical Readiness Training.

If a leader decides against the PA's recommendation in a profile, the Soldier may turn to the inspector general (IG) for support. It is a good idea for leaders to meet the IG representative early in their command or responsibility. This will alleviate friction later.

Another important person to meet early on is the legal representative for the battalion. It is smart to consult with the IG and legal representative when faced with complex issues.

Recovery and Readiness

Leaders should compare the profile history to the recovery timeline given by the provider. Once a leader determines whether or not a Soldier is within the recovery timeline, the leader can begin to look into the way ahead for the Soldier, such as a chapter, MEB, permanent profile, warrior transition battalion (WTB) assignment, MAR2, or rear detachment assignment.

It is important to develop a method to track how long and for what reason a Soldier is on profile. When tracking recovery timelines, leaders

Medical Readiness Categories (MRCs)	Time to Correct	Unit Status Report Available	Example of Condition
MRC 1	Meets standard	Yes	The Soldier does not have a medical condition.
MRC 2	< 72 hours	Yes	The Soldier has received evaluation for chronic lower back pain or chronic knee pain.
MRC 3A	< 30 days	No	The Soldier has acute lower back pain or ankle sprain.
MRC 3B	> 30 days	No	The Soldier is recovering from surgery.
MRC 4	Unknown	Yes	The Soldier is missing a current periodic health assessment or dental screening.

Figure 1. Medical readiness categories.

need to keep their training calendars and deployment dates in mind. Knowing the timeline for recovery allows leaders to forecast whether Soldiers will be available for a training center rotation or a deployment.

Leaders should know the difference between an elective surgery and a medically necessary surgery because a surgery can affect an expiration of term of service, permanent change of station, deployment, or training center rotation. An elective surgery still may be necessary for a Soldier to be mission capable, and the leader should consult the PA to determine the surgery's necessity.

A Soldier's medical readiness category (MRC) is how readiness is tracked in the unit status report. (See figure 1.) During battalion and higher meetings, a leader will need to be able to discuss the Soldier's MRC and will hear others refer to the Soldier as being in a certain MRC.

Systems for Monitoring Health

Several tools, such as eProfile, the Commander's Dashboard, and the Medical Protection System (MEDPROS), are used to manage the health of a unit.

eProfile. The most important program to be aware of is eProfile. This

program gives a leader access to all the profiles in the unit. A leader is typically given access to eProfile in the commander's or first sergeant's course. The program provides both current and past profiles so that a leader can look for trends such as recovery timelines or repetitive profiles (also known as "profile riding").

The Commander's Dashboard. The Commander's Dashboard allows leaders to view pertinent information that helps them to identify at-risk Soldiers and make decisions regarding them. Even though it is called the Commander's Dashboard, first sergeants have access to this program. Leaders can view a Soldier's personnel data (active flag information, deployment history, and PULHES) and risk history (positive urinalysis, blotter reports, and domestic violence cases).

Integrated Disability Evaluation System. Within the Commander's Dashboard, leaders will find the Integrated Disability Evaluation System (IDES). This system is used to evaluate Soldiers who have met a medical retention decision point within one year of being diagnosed with a medical condition and no further treatment would greatly improve the Soldier's condition to a retainable status.

Two very important parts of IDES are a MEB and a physical evaluation board (PEB). These are formally initiated by the medical provider; however, command involvement is important throughout the entire process. The MEB is an informal board that determines if the Soldier is unfit for duty and should not be retained in the Army or current MOS. If the MEB determines the Soldier is unfit, then the Soldier is referred to a PEB, which further delineates the Soldier's disposition.

The Command Management System (CMS). Within the Commander's Dashboard is CMS, a web-based application that shows commanders and first sergeants where a Soldier is in the MEB process, how many days have been spent in each of the steps in the process, and the goal number of days at each step.

CMS provides contact information for the PEB liaison officer, who guides each Soldier through the entire IDES process. Once Soldiers begin the IDES process, they are coded 9H for unit status reports and replacements can be requested.

MEDPROS. A final program to be aware of is MEDPROS. This program tracks medical and dental readiness. Every military post will approach access to this program differently.

Access is available to commanders and even platoon-level leaders, and it has to be obtained through the medical clinic. To obtain access to MEDPROS, leaders must complete online training and a three-day block of classroom instruction.

Health Care Providers

Prior to taking command or responsibility, a leader should meet the battalion PA and brigade psychologist to get an understanding of their roles in managing the health of the unit. These providers give recommendations on how to manage the health of the unit; their recommendations do not override the commander's decisions. In most units, only the PA is authorized to initiate a MEB, even if

it is for behavioral health reasons.

A leader should have frequent contact with the PA to discuss the health of the unit. Weekly meetings with the PA are recommended until the leader has a grasp of the health of the unit. After gaining an understanding the unit's health, the leader should meet with the PA monthly. This meeting should occur the week before the battalion's health of the force meeting so that the leader is prepared to brief battalion leaders.

Some initial topics to cover with the PA include the following:

- How to track profiles.
- Notifying leaders of a "profile rider."
- When a temporary profile should be changed to permanent.
- When a Soldier has reached a medical retention decision point and a MEB or MAR2 should be initiated.
- When a Soldier should go to a WTB and the differences between being assigned and attached to the WTB.
- What the PA's and leader's roles are in submitting and tracking a warrior transition unit packet.
- How the PA determines when a Soldier will be fully mission capable.

The brigade has an Army psychologist and an Army social worker. It also has an embedded behavioral health (EBH) clinic assigned to it. The primary role of the brigade psychologist is to be a consultant to commanders on behavioral health topics. The psychologist's secondary role is to assess, treat, and manage behavioral health issues.

The brigade psychologist and social worker do not do the same things, but the services they provide overlap. Only the brigade psychologist can perform psychological testing, evaluate security clearances, write profiles without requiring a co-signature, and diagnose personality disorders. Both providers can do command-directed mental health evaluations (CD-MHEs) and evaluations for school attendance.

Leaders should consult with the brigade psychologist if they feel that a Soldier should be separated from the Army for behavioral health reasons. The psychologist will determine whether or not separation is warranted and explain the reasoning behind this decision. It is common to involve the Soldier's EBH clinic provider to determine what is needed for separation.

The EBH clinic belongs to the hospital and is located within the brigade's footprint. It is staffed by civilian psychologists, social workers, and providers who can prescribe medication (typically nurse practitioners). The primary role of these providers is to treat behavioral health issues, and their secondary role is to serve as consultants to commanders.

The typical EBH clinic assigns one of its providers to be a consultant for each battalion in the brigade. One difference between the brigade's organic behavioral health assets and the EBH clinic is that the organic assets are available 24/7 while the civilians in the EBH clinic work specific hours. A second difference is that the organic assets will deploy with the unit while the EBH clinic continues to treat Soldiers at home station.

CDMHE

Leaders need to know about CDMHEs. This type of evaluation can be initiated by a commander or a designated senior enlisted service member when a Soldier demonstrates behavior that is considered a threat to unit readiness, a threat to self, or a threat to others.

When receiving feedback on the evaluation from a behavioral health provider, leaders should be aware that research has shown that not all providers have adequate training in all aspects of suicidality (including prevention, assessment, management, and treatment).

Research has also shown that clinical experience does not equate to clinical competency. For example, one study found that clinicians with

years of experience in assessing suicidality were no more knowledgeable of suicidality than graduate students.

Leaders typically take a behavioral health provider's word because suicide prevention is not a leader's specialty. But leaders should use the behavioral health provider's recommendations and opinions only as a single data point for reducing a Soldier's risk.

Leaders should take a multidisciplinary approach to developing a Soldier's risk reduction strategy. For example, leaders should consider recommendations and opinions from the unit's PA, the chaplain, and the Soldier's family members in addition to the leader's own perspective. The at-risk Soldier is likely to present differently to each person.

The purpose of this article is to educate company-level leaders on how to manage the health of the force. The need to efficiently manage the health of the force has recently been brought to the forefront because of the drawdown and the Army's mandate to reduce its nondeployability rate to 5 percent. The topics covered in this article should provide company leaders with a basic understanding of the systems used for monitoring the health of the force and the functions of health care providers at the company level.

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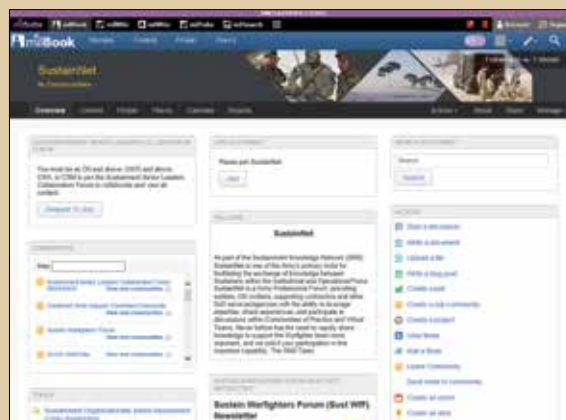


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Sgt. Matthew Brock of the 109th Transportation Company poses for a family reunion selfie on Dec. 1, 2016 at Joint Base Elmendorf-Richardson, Alaska. The 109th, part of the 17th Combat Sustainment Support Battalion, deployed to Kuwait in March in support of Operation Inherent Resolve. (Photo by John Pennell)

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1 February 2017

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See page 19 for submission requirements.