



Sustainment Leader Development Implementation Plan



November 2016

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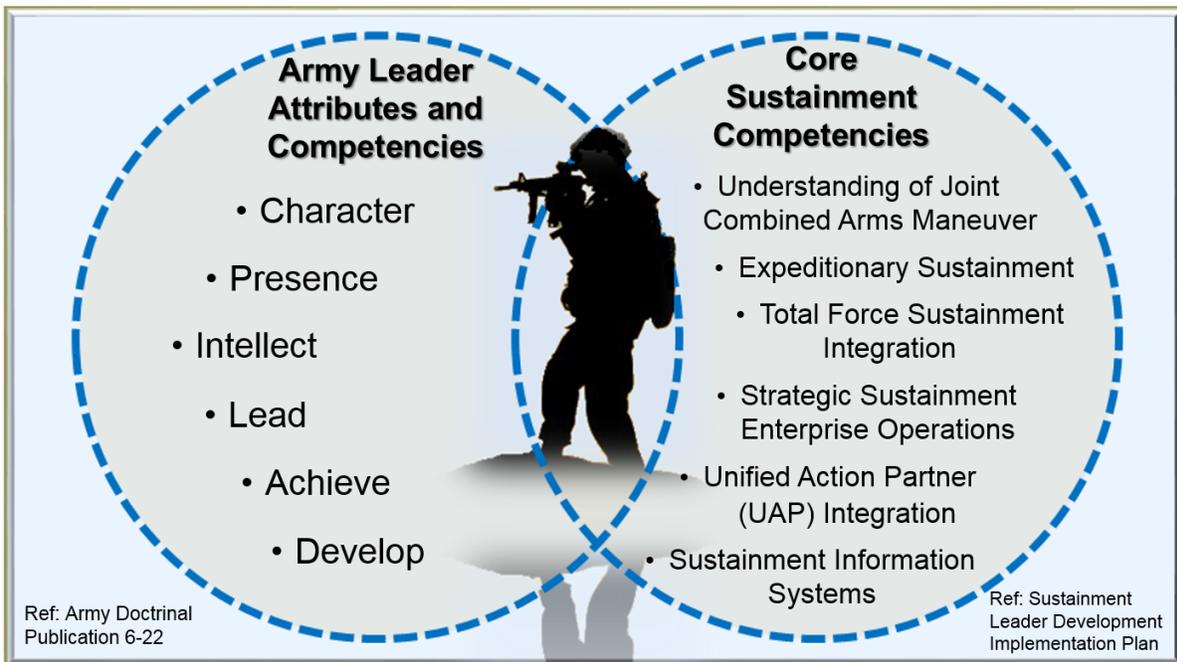
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UNITED STATES ARMY COMBINED ARMS SUPPORT COMMAND

Foreword

This plan provides guidance to sustainment leaders on how to build the sustainment leader we require now and as we move into the future. This document addresses sustainment leaders in financial management, human resources support, and the logistics areas of maintenance, transportation, supply, field services, distribution, operational contract support (OCS), and general engineering support. Page 11 discusses what sustainment is and how logistics and other sustainment functions interrelate.

As depicted in the figure, the sustainment leader combines two sets of qualities—the qualities required of all Army leaders and those specific to sustainment leaders. The Army attributes and competencies (left side) are discussed on page 8, and the core sustainment functions (right side) on page 11.



The Sustainment Leader

The Army Leader Development Strategy (ALDS) and doctrine in the 6-22 series describe what it takes to be a great Army leader. In short, we seek to build “competent, committed, and trusted professional Army leaders of character who thrive in conditions of chaos and ambiguity while exercising mission command to win in a complex world.” All Army leaders must display the three fundamental attributes of Character, Presence, and Intellect while also exhibiting the three Army leader competencies—leads others, develops self and others, and achieves results. We will develop leaders with these qualities within the three domains (operational, institutional, and self-development) and across the three lines of effort (experience, education, and training) while adhering to the seven leader development (LD) imperatives:

- Commitment to the Army Profession and Ethic, lifelong learning, and development.
- Balance the Army's commitment to the training, education, and experience components of LD.
- Manage military and Army Civilian talent to benefit both the institution and the individual.
- Select and develop leaders with positive leader attributes and proficiency in core leadership competencies for responsibility at higher levels.
- Prepare adaptive and creative leaders capable of operating within the complexity of the operational environment and the entire range of military operations.
- Embed Mission Command principles in LD.
- Value a broad range of leader experiences and developmental opportunities.

The Ends discussion in this document gives more details on Army leader attributes and competencies and how they relate to sustainment leaders.

In addition to these overarching leader qualities, the specific demands on sustainment leaders are extremely challenging. We must understand the sustainment functions of logistics (maintenance, transportation, supply, field services, distribution, OCS, and general engineering), human resource support, financial management, health service support, explosive ordnance disposal, and band operations. We must then apply that understanding to the core sustainment competencies:

- Understanding of joint combined arms maneuver
- Expeditionary sustainment
- Total force sustainment integration
- Strategic sustainment enterprise operations
- Unified action partner (UAP) integration
- Sustainment information systems

All this will occur within an environment which is complex, ever-changing, unpredictable, and challenging. These competencies and requirements for sustainment leaders are explained in more depth in the Ends and Ways sections that follow.

The goal of this plan is to highlight the fundamentals in building sustainment leaders with these competencies. It provides sustainment-specific guidance to complement the general LD principles outlined in the ALDS; however, it also describes how those ALDS principles relate to sustainers. In addition, it provides LD considerations for three audiences:

- The Operational Domain section is focused on how military and civilian sustainment leaders work on LD within our organizations.
- The Institutional Domain section describes the approach to be taken by those who develop and execute institutional education and training. This includes the US Army Combined Arms Support Command (CASCOM) Leader Development Program

described in this section. It also informs the field of initiatives in the institutional domain.

- The Self-Development Domain discussion identifies resources available for sustainment leaders to expand beyond our experience and education.

This plan is a companion document to the Sustainment Training Strategy and Guide, which provides much more detail on training for the operational Army audience. It is also nested with the Army G4's Logistics Strategic Planning Guidance. It is not intended to be a one-time published document. This version reflects the next step in an on-going learning process that will ensure we develop the sustainment leaders the Army needs to win in a complex world.

As required, individual sustainment proponents will produce complementary guidance based on this plan to guide leader development in their areas of responsibility.

A handwritten signature in black ink, appearing to read 'Darrell K. Williams', with a stylized flourish at the end.

DARRELL K. WILLIAMS
Major General, U.S. Army
Commanding

Contents

The Environment and Sustainment Leader Development Challenge.....	6
Vision and Mission.....	7
Ends.....	7
Leader Attributes and Competencies for Sustainment Personnel.....	8
Leaders with a Tactical Foundation.....	10
Core Sustainment Competencies.....	11
Ways.....	18
Operational Domain.....	18
Institutional Domain.....	24
Self-Development Domain.....	30
Means.....	31
Conclusion.....	32
Annex A. Sustainment Functions.....	33
Abbreviations and Acronyms.....	42
References.....	45

The Environment and Sustainment Leader Development Challenge

The strategic environment is characterized by global interconnectedness, complexity of adversaries, multiplicity of actors involved, and the ability of threats to adapt rapidly. Adversaries will employ anti-access and area-denial strategies, innovative tactics, and advanced technologies to oppose United States (US) security interests. Hence, Army sustainers can expect to work with UAPs in dealing with a broad spectrum of sustainment issues and a full range of military operations that are unforeseeable, complex, and ambiguous. The Army sustainment leader must remain attentive to shifts in the operational and strategic environment and be able to determine the sustainment implications of those shifts in order to support readiness and forces involved in future operations.

The challenge for current and future sustainment is to adequately provide support to our forces and in many cases to our UAPs in an integrated approach given some trends that will stress our sustainment systems:

- Increasing sustainment demands.
- Increasingly distributed forces.
- Constrained resources.
- The growing complexity of sustainment operations.
- The proliferation of advanced anti-access/area-denial capabilities by adversaries, employment of which would degrade sustainment capabilities and capacities.
- Increasing cyber threats to our and our partners' sustainment networks.

Environmental conditions are summarized in the ALDS and are presented in more depth in documents such as The Army Operating Concept: Win in a Complex World, the Capstone Concept for Joint Operations: Joint Force 2020, the Army Capstone Concept, and the Joint Concept for Logistics. The ALDS also describes what kind of Army leader is required to successfully operate in that future environment:

The Army must develop leaders from all components who are comfortable making decisions with imperfect information in any situation, including highly complex and dangerous environments. These same leaders must also be capable of developing Soldiers to be adaptive, professional, and disciplined to execute any mission.

The Army Human Dimension Strategy further states, "While these (tactical and technical) competencies remain important, the increasing uncertainty of the future environment requires Soldiers and Army civilians who are not just comfortable with ambiguity and chaos, but improve and thrive in even the most difficult conditions and achieve mission success."

The ALDS also discusses the attributes (character, presence, and intellect) and competencies (leads, develops, and achieves) required of such leaders and how these attributes and competencies are to be developed. It is imperative that Army sustainment leaders understand that

we are first and foremost Army leaders. We must develop all of those attributes and competencies that the ALDS and Army Doctrine Publication (ADP)/Army Doctrine Reference Publication (ADRP)/Field Manual (FM) 6-22 discuss in depth. While it is true that Army sustainers must understand sustainment in order to lead units and organizations, develop self and others, and accomplish missions, it is also true that sustainment expertise alone will never make a great sustainment leader. It is only when sustainment expertise works in concert with the foundation of great leadership that a sustainer can achieve maximum effectiveness.

The challenge is how to develop agile, adaptive, and innovative sustainment leaders with the requisite attributes, skills, and knowledge. We must possess the right tactical and operational skills while also building analytical and strategic/enterprise-level proficiency. The combination of these skills and attributes is critical for our sustainers to maximize the effectiveness and efficiency of the sustainment enterprise.

Vision and Mission

The ALDS discusses the vision and mission for the Army's LD process. This plan overlays the LD process with the competencies sustainment personnel need as we plan and execute operations and activities. The vision concisely describes the sustainment leader required to win in a complex world, and the mission defines what we need to do to get to that vision.

Vision

Army sustainers are first and foremost Army leaders of character with a Warrior ethos who can also lead, plan, and support global readiness and unified action across the full range of military operations from the tactical through the strategic levels in complex operational and strategic environments.

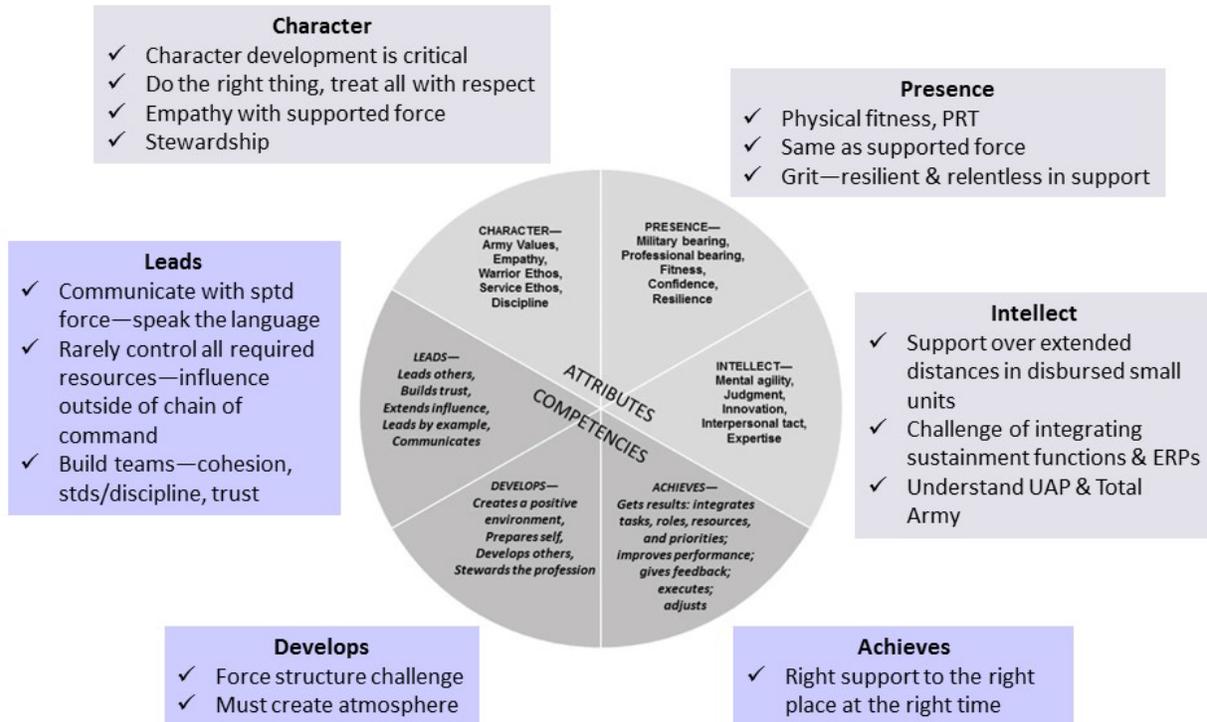
Mission

Develop, train, and educate sustainment leaders while capitalizing on our talents and working to resolve our weaknesses. Develop an integrated sustainment education system that lays the tactical and technical foundation to hone sustainment leadership through realistic training. Identify and develop broadening assignments and self-development opportunities at the tactical, operational, and strategic levels throughout a sustainment leader's career to meet desired outcomes and required characteristics and abilities.

Ends

Achieving the intent of this implementation plan will require development of sustainment leaders with an expeditionary mind-set and a solid base in tactical support as well as all the attributes and competencies of Army leaders as they apply to sustainment.

Leader Attributes and Competencies for Sustainment Personnel



Sustainment Leader Qualities

As indicated in the Leadership Requirements Model (center above), the ALDS and ADP/ADRP/FM 6-22 identify three attributes and three competencies for all Army leaders. These qualities have specific implications for sustainment leaders.

Sustainment leaders must first be leaders of *character*. This is the foundational attribute of leaders, and all our LD efforts must support character development. Character is one's true nature including identity, sense of purpose, values, virtues, morals, and conscience. Critical to character development is the internalization of the Army Ethic. To assist in character development, sustainment leaders embody the Army Values every day, communicate ethical expectations, and recognize those living the Army Values while counseling those who do not. Within the education line of effort, the sustainment community is implementing character development instruction in every sustainment professional military education (PME) and functional course. In both the institution and the operational force, leaders can provide case studies on ethical decisions related to providing sustainment to the force and have frank discussions to help our Soldiers and Civilians grow. The Center of Army Profession and Ethic (CAPE) has a variety of vignettes and other resources that leaders can tailor to sustainment organizations. In addition, sustainment leaders must embody the Warrior Ethos and selflessly serve the forces we support. Sustainers must internalize a sense of the highest levels of stewardship, as we are entrusted with responsibility for significant levels of resources to

perform our missions. Empathy is another critical character aspect of successful sustainers. Whether we are providing ammunition to tactical forces or essential personnel services or pay support to individual Soldiers, we must be able to put ourselves in the shoes of the individuals we support and visualize the support they require.

In terms of *presence*, sustainers must lead from the front by meeting the exact same standards of comprehensive fitness and professional bearing as the leaders of the forces we support. We are responsible for maintaining the personal readiness required to achieve whatever is asked of us. We must be considered full partners with the leaders of the forces we support. In addition, we must have effective physical readiness training programs to ensure our sustainment Soldiers maintain that same level of personnel readiness. We must also continue to find innovative ways to overcome unforeseen obstacles—changing supported force, road and terrain conditions, decrements to support capabilities, cultural issues that may affect support priorities, and so forth. Finally, sustainment leaders must display confidence. We must understand tactical operations and field craft and being physically fit. We must be confident that our organizations are integral components of the operational force.

Intellect is another important attribute for sustainment leaders. Not only must we thoroughly understand the organization and operations of a variety of supported forces, but we must also possess a detailed understanding of support at the tactical, operational, and strategic levels. For logisticians, it is not enough to understand the many functions of logistics including operational contract support (OCS); they must also be able to integrate personnel services support and health service support (HSS) into their plans and operations. The same is true of financial management (FM), personnel services, and HSS personnel—they must understand how they interrelate with their logistics teammates to establish a comprehensive sustainment environment. In addition, there is both a science and an art to planning and executing sustainment. On the one hand, there is clearly a significant level of science required in the provision of sustainment. Sustainers must be adept at analytics, including understanding how to apply those quantitative results to decision-making and leveraging the power of our enterprise resource planning (ERP) systems to effectively and efficiently provide support to unified land operations (ULO) and generating force activities. The sustainment framework discussion in Annex A outlines the competencies that sustainers must work towards to achieve the *intellect* attribute specific for sustainment. On the other hand, there is an art associated with operating in a complex and changing environment. Though sustainment leaders must know the basics of such topics as requirements determination (through such tools as Operational Logistics Planner) and unit/organization capabilities, we must also be able to adapt support plans and operations as conditions change.

In terms of the LD competencies, *leading* has several specific connotations for the sustainer. First, communication is critical because sustainers at the tactical and operational levels must be able to communicate support considerations to the supported force leadership in terms they can clearly understand in order to develop and implement their concept of operations and sustainment. That is why it is critical that sustainers understand the supported force and

its requirements and that we build solid bonds with our combat arms and other partners. At strategic levels, we must be able to communicate with joint, inter-organizational, and multinational partners as well as commercial enterprises. In addition, we must understand and be able to leverage capabilities beyond those within the attached or assigned formations. In essence, sustainers must learn to master the art of mission command. Seldom will sustainment leaders directly control all the resources we need to provide required support. We will require the ability to synchronize efforts from a multitude of partners and sources and bring those capabilities to the fight or strategic enterprise. This team-building capability is based on building unit cohesion, maintaining good order and discipline, and building trust among all members of the team.

Developing is another particular LD challenge for sustainment leaders from two aspects. First, due to command relationships and modular designs, sustainment leaders may find ourselves in organizations with no senior sustainer in our direct chain of command or geographic area. In such circumstances, it is incumbent on leaders both within and external to the organization to build relationships that will foster the required development. The other challenge for sustainment leaders is the wide breadth of functions that comprise the sustainment enterprise from the tactical to strategic level. It is a daunting task to set forth to master all the competencies involved in effectively operating in that complex enterprise; it truly requires a commitment to life-long learning across the three LD lines of effort to reach that level. Sustainers must understand the six core competencies discussed below and use the resources discussed in the Self-Development section of this document to enhance both our competence and that of our subordinates.

However, regardless of the challenges involved in acquiring and developing the attributes and competencies required to be an outstanding sustainment leader, in the end sustainers must *achieve*. We must ensure the force has the support it requires to build and sustain readiness and achieve mission success in an expeditionary environment.

Leaders with a Tactical Foundation

The foremost competence of a sustainment military leader is the ability to support combined armed forces in a complex world. This requires sustainers in all cohorts, including Civilians, to understand thoroughly the supported force and how it operates so that we can anticipate support requirements and ensure the right support is provided at the right place at the right time.

Beyond an understanding of the tactical situation, we must also employ analytical techniques and ERP systems to synchronize sustainment capabilities and operations. In recent years, we have heavily leveraged contractors to provide much of the support doctrinally provided by sustainment forces, including fuel and water distribution, and we gained little experience in decisive action conditions. To thrive and improve in current and future conditions, we must be expert in such tactical techniques as refuel-on-the move, HSS operations at the tactical level, forward arming and refueling points, tactical water and fuel distribution, banking and

disbursing of funds, personnel accountability in a fluid tactical environment, OCS, field feeding, explosive ordnance disposal, and forward ammunition handling.

While sustainers are mastering these skills and knowledge, we must also be able to extend our understanding to the operational level so we can leverage capabilities present at that level to achieve outcomes at the tactical level. Ultimately the sustainer must be able to effectively establish the theater and its sustainment network, as well as lead organizations to support the force. It is on that solid base that we then broaden ourselves to acquire other perspectives to enhance our ability to perform successfully in other roles across the tactical-operational-strategic spectrum.

Core Sustainment Competencies

To implement the ALDS for sustainers, everyone involved in designing and executing sustainment LD efforts will adhere to the imperatives of the ALDS and ensure that all components are considered, while also providing direction for sustainers to gain the skills, knowledge, and attributes to succeed in a variety of sustainment assignments over a career.

This document provides implementation guidance for each line of effort (LOE) in sustainment LD—training, education, and experience—within the three domains where development occurs—operational, institutional, and self-development. The intent is to make this implementation plan an on-going set of guidance, updating as necessary as circumstances evolve.

As defined in ADP 4-0, “For the Army, **sustainment** is the provision of logistics, personnel services, and health service support necessary to maintain operations until successful mission completion.” Logistics is one of three major elements of sustainment along with personnel services and HSS. Logistics is defined in ADP 4-0 as the:

Planning and executing of the movement and support of forces. It includes those aspects of military operations that deal with: design and development; acquisition, storage, movement, distribution, maintenance, and disposition of materiel; acquisition or construction, maintenance, operation, and disposition of facilities; and acquisition or furnishing of services.

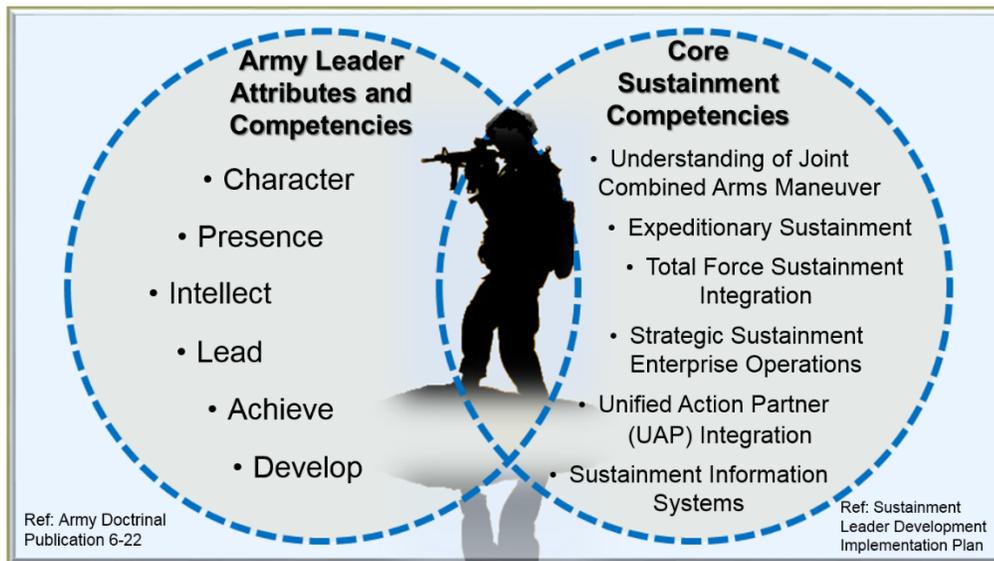
The sub-elements of logistics are maintenance, transportation, supply, field services, distribution, OCS, and general engineering support. Use of the term “logistics” is preferable when only that major element of sustainment is being referred to, and care must always be taken to ensure that “sustainment” and “logistics” are not used interchangeably.

While this document does address other areas that sustainment personnel must understand to plan and execute sustainment, it is principally designed for those who develop and implement LD efforts for logistics, human resource (HR), and financial management (FM) personnel. Though sustainers do not have to be functional experts in each of these areas, we do require a

fundamental understanding of all of them to successfully plan and execute integrated sustainment. This section of the plan discusses how the sustainment functions detailed in Annex A are integrated to form the core sustainment competencies that sustainers must possess to perform our role in winning in a complex world.

It should be noted that the Civilian cohort is envisioned and managed differently from the military cohorts. Army Civilian careers and the associated competencies fit into a career program (CP) that provides career management, education, and training to its designated population. The programs are managed by functional chiefs (FCs), functional chief representatives (FCRs), and career program managers. An FC is a general officer or senior executive service (SES) member with enterprise-level responsibility for ensuring the readiness of employees in the occupational series. FCRs are senior Army Civilians who serve as principal advisors to the FCs on the CPs, and career program managers support the FC and FCRs in executing CP management. Additional information on civilian career management is on page 28 of this plan.

The sustainment functions are mastered by effective sustainment leaders to achieve six core sustainment competencies on the right side of the figure below. These competencies apply to all cohorts and ranks/grades. However, their application may vary greatly over that range. This discussion provides some examples of those applications, but sustainment courses and other programs within sustainment LD must be structured to achieve outcomes in support of building these core competencies.



Understanding of Joint Combined Arms Maneuver

As noted above, the fundamental competency for sustainers is an understanding of combined arms maneuver. Sustainment leaders can neither plan nor execute support to the force without fully understanding this area. At the tactical level, we must understand maneuver

organizations, weapon systems, and operations. Without a solid knowledge in this area, not only can we not conduct support to the force, but we will have no credibility with the units we support and have no seat at the table in planning operations. 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. Ultimately all sustainment is aimed at ensuring the success of operations, but as sustainment leaders advance in our careers, we must also understand how UAP capabilities are synchronized to place the adversary in positions of disadvantage.

Sample Outcomes for Understanding of Joint Combined Arms Maneuver

Junior Leaders (O1-junior O3, E5-E6, WO1, GS-07-11):

- Understand brigade combat team (BCT) organizations, weapons, and operations
- Understand the different capabilities and limitations of various types of BCTs
- Understand the differences in supporting offense, defense, and other operations
- Understand at the fundamental level the other units operating in the BCT area

Mid-Career Leaders (Senior O3-O4, E7, CW2-3, GS-12-13):

- Understand all aspects of divisions and corps—organizations, capabilities, and limitations
- Understand support requirements at division and corps level and how sustainment is integral to operations.

Senior Leaders (O5, E8, CW4, GS-14 and above):

- Fully understand all aspects of maneuver and supporting forces across all echelons
- Operate in the strategic base in support of joint combined arms operations

Expeditionary Sustainment

A key focus of sustainment LD is being able to provide expeditionary sustainment to the force. As leaders, we must prepare ourselves and our units to maintain readiness for deployment, and once we commence operations, we must be able to perform our roles in theater opening and closing and supporting conventional and special forces while establishing, defending, and moving support areas.

Sample Outcomes for Expeditionary Sustainment

Junior Leaders (O1-junior O3, E5-E6, WO1, GS-07-11):

- Manage individual Soldier task training to support tactical sustainment and area defense
- Plan and execute a unit move
- Understand capabilities and limitations of theater-opening organizations and equipment
- Understand contracting functions as a part of the sustainment warfighting function

Mid-Career Leaders (Senior O3-O4, E7, CW2-3, GS-12-13):

- Execute a support plan. Operate in support operations office.

- Plan, review, and employ OCS
- Plan and execute a battalion/brigade move
- Plan, establish, and supervise a sustainment base layout and defense
- Analyze and plan sustainment using host nation infrastructure
- Plan and manage a theater movement program
- Collaborate with outside agencies in order to resource training and mission requirements

Senior Leaders (O5, E8, CW4, GS-14 and above):

- Establish systems, policy, doctrine, and organizations to ensure deployment readiness and sustainment in support of expeditionary operations.
- Operate in the strategic base in support of expeditionary operations

Total Force Sustainment Integration

This sustainment competency has two aspects. The first is integration of all sustainment functions. As discussed above, effective support to the force requires integration of all those functions. As a result, once we have mastered our basic sustainment functions, we must continue to grow by understanding the other sustainment functions and ultimately being competent in integrating all those functions to create a holistic sustainment plan.

The other side of total force sustainment is integration of the various components. The last 15 years of war in Iraq and Afghanistan have shown the requirement for and value of integrated AC/RC sustainment formations. In many cases during those operations, most of the forces assigned to echelon-above-brigade sustainment organizations were RC units. That is not surprising given that more than 73 percent of the Army's capability at those echelons are in the RC. As sustainment leaders, we must be effective in integrating organizations across components. This requires us to understand component capabilities and establish partnerships to work together. Some of this understanding will come from appropriate coverage of component organizations and capabilities in relevant PME. However, the critical component in this competency is Total Force sustainment training integration. We must take advantage of all the collective training resources available to replicate the experience of providing support in operations. The Operational Domain section of the Ways discussion on pages 17 to 23 discusses these resources in depth.

Sample Outcomes for Total Force Sustainment Integration

Junior Leaders (O1-junior O3, E5-E6, WO1, GS-07-11):

- Master their function, be aware of roles and relationships with others
- Integrate functions into support plan at brigade combat team level (for captains)
- Participate in exercises that combine active and reserve units
- Integrate/train with supported and supporting forces

Mid-Career Leaders (Senior O3-O4, E7, CW2-3, GS-12-13):

- Senior CPTs/MAJs integrate functions into a theater sustainment plan
- Establish relationships with other components

- Integrate procurement, force regeneration, and distribution
- Senior Leaders (O5, E8, CW4, GS-14 and above):
- Design systems that enable integration of sustainment functions
 - Establish systems that encourage integration of active and reserve elements
 - Develop and issue guidance to enable adequate planning and resource procurement for sustainment integration

Strategic Sustainment Enterprise Operations

As sustainment leaders develop, we must progress from the start point of understanding our roles in enabling tactical-level operations through an operational perspective to finally strategic enterprise operations. However, leaders cannot wait until we are operating at the enterprise level to begin to gain an understanding of that level. Junior leaders must begin with an exposure to and understanding of the enterprise and how they fit into it. As we develop, we gain a deeper understanding of distribution, materiel management, asset visibility, and deployment roles and systems at the enterprise level. We must understand strategic capabilities and how the links work across the levels of war.

Sample Outcomes for Strategic Sustainment Enterprise Operations

Junior Leaders (O1-junior O3, E5-E6, WO1, GS-07-11):

- Understand capabilities of distribution network organizations and equipment
- Understand supply chain nodes and perspectives
- Understand supply and distribution performance metrics
- Understand how sustainment at the tactical level fits into enterprise systems

Mid-Career Leaders (Senior O3-O4, E7, CW2-3, GS-12-13):

- Integrate strategic support into theater sustainment plans
- Coordinate support with strategic partners
- Operate as staff officer within strategic organizations

Senior Leaders (O5, E8, CW4, GS-14 and above):

- Evaluate distribution pipeline performance
- Manage operations within the strategic supply chain
- Manage sustainment maintenance in support of joint/component commanders
- Develop sustainment policy

Unified Action Partner Integration

The US Army does not conduct operations independently. In order to provide both effective and efficient sustainment to the force, sustainment leaders must understand how Army sustainment fits into the context of unified land operations. As defined in ADRP 3-0:

Unified action partners are those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom Army forces plan, coordinate, synchronize, and integrate during the conduct of operations. Unified action

partners include joint forces and components, multinational forces, and US government agencies and departments.

Army sustainers must understand the capabilities and requirements of UAPs and establish appropriate relationships with them.

Sample Outcomes for UAP Integration

Junior Leaders (O1-junior O3, E5-E6, WO1, GS-07-11):

- Establish human levels of integration through personal relationships
- Understand Sister service capabilities and the various UAPs

Mid-Career Leaders (Senior O3-O4, E7, CW2-3, GS-12-13):

- Understand allied forces capabilities and joint/inter-organizational collaboration
- Work with UAPs to establish common procedures for sustainment operations

Senior Leaders (O5, E8, CW4, GS-14 and above):

- Operate as part of a joint/multinational staff to plan and manage sustainment operations in a UAP environment
- Establish relationships with UAPs
- Devise systems and doctrine to facilitate UAP integration

Sustainment Information Systems

Sustainment information systems are transforming as the Army moves from stove-pipe, stand-alone functional systems to ERPs. In all organizations, ERP implementations are difficult. To ease the transition, it is important that Army sustainers understand what ERPs are, why the Army is moving toward them, what ERPs the Army has, and how they are integrated. The Army has adopted or is in the process of implementing four sustainment ERPs—the Global Combat Service Support – Army (GCSS-A), General Fund Enterprise Business System (GFEBS), the Logistics Modernization Program (LMP), and Integrated Personnel and Pay System (IPPS-A).

These systems and other means must be leveraged to track readiness and sustainment status. Until a comprehensive tool is developed, sustainment leaders must participate in communities of practice to share best practices for tracking and reporting status.

Finally, all leaders must help change the culture surrounding cybersecurity and ensure that all are accountable for proper security procedures. Information assurance (IA)/cybersecurity is the Army's unified approach to protect the confidentiality, integrity, and availability of our information and operations. The Army IA Virtual Training site <https://atc.us.army.mil/iastar/index.php> not only houses the on-line training for IA but also offers training for portable electronic devices, personally identifiable Information (PII), and safe home computing.

Sample Outcomes for Sustainment Information Systems

Junior Leaders (O1-junior O3, E5-E6, WO1, GS-07-11):

- Understand what an ERP is and why the Army is transitioning to these systems
- Understand the sustainment ERPs and their basic roles
- Understand the systems the junior leader will encounter and how the system can assist in decision-making
- Understand the principles of cybersecurity

Mid-Career Leaders (Senior O3-O4, E7, CW2-3, GS-12-13):

- Apply analytical techniques to make decisions based on information from the ERPs
- Understand how transactions in one ERP influence those in another
- Use available tools to track readiness
- Take cybersecurity measures to protect information

Senior Leaders (O5, E8, CW4, GS-14 and above):

- Integrate ERPs to provide full sustainment awareness
- Design systems and tools to enhance system integration

In addition to understanding these competencies, sustainment leaders must be skilled in the force projection activities discussed in the G4's Logistics Strategic Planning Guidance. Army Techniques Publication (ATP) 3-35 defines "force projection" as follows:

Force projection is the ability to project the military instrument of national power from the United States or another theater, in response to requirements for military operations (JP 3-0). It is a demonstrated ability to alert, mobilize, rapidly deploy, and operate effectively anywhere in the world. The Army, as a key member of the joint team, must be ready for global force projection with an appropriate mix of combat forces together with support and sustainment unit. Force projection encompasses a range of processes including mobilization, deployment, employment, sustainment, and redeployment.

A central function within force projection is theater opening, which includes the critical activities required to receive, stage, move, and integrate the force. As the initial step in introducing combat power, reception can determine success or failure of the reception, staging, onward movement, and integration (RSOI) operation. Reception from strategic lift is implemented at or near designated air and seaports of debarkation, normally under control of the geographic combatant commander (GCC). It must be thoroughly planned and carefully executed. While the reception plan for each theater may vary, reception capacity should at least equal planned strategic lift delivery capability...For the initial period of deployment, the aerial port is the lifeline to the front-line...Synchronizing transportation reception activities are critical to facilitating throughput at the ports of debarkation. They include command, staff oversight, movement control, and port operations (ATP 3-35).

The force must be able to then move forward rapidly. According to ATP 3-35, onward movement is a joint and multinational effort using capabilities and organizational structures of other Services, allies, host nation, and other governmental entities. It is an iterative activity in which units advance

from one line of communications 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.

Sustainment in all theaters and operations depends on distribution management with materiel management as a crucial component. Theater distribution management is the function of synchronizing and coordinating a complex of networks (physical, communications, information, and finance) and the sustainment functions (logistics, personnel services, and health service support) to achieve responsive support to operational requirements (ATP 4-0.1). Distribution is also discussed in Annex A. Materiel management is a subset of distribution management. It is 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 (ATP 4-93).

Ways

Army sustainment leaders are responsible for developing ourselves and our subordinate leaders. As indicated above, this is sometimes a challenge for sustainers because in some cases, due to force structures or organizational designs, sustainers will not have a more senior sustainment leader in our formation. Therefore, we must be agile and innovative enough to seek out development opportunities with other leaders outside our organizations, and those senior leaders must take responsibility to work out those developmental opportunities for junior leaders in those positions.

In all cases, development must span the three lines of effort of training, education, and experience, across the three LD domains:

- Operational—in the table of organization and equipment (TOE) Army.
- Institutional—in the table of distribution and allowances (TDA) Army.
- Self-development—individually motivated while in either the TOE or TDA Army.

Although these efforts are not mutually exclusive, this section of the plan identifies some of the major activities and considerations across the LD domains that are required to implement LD for sustainers.

Operational Domain

Several concepts are fundamental to the experience component of this strategy. One is that the experiential base for a sustainer is supporting the force to win at the tactical level. All sustainment LD is built on that base. It is after sustainment personnel establish that base that we can broaden into operational and strategic experiences.

Also, as the ALDS makes clear, most LD occurs in the operational domain. At the tactical and operational levels, the most critical component of that development is home station training

(HST) and training at combat training centers (CTCs), the Army National Guard Sustainment Training Center (ARNG-STC), the US Army Reserve (USAR) Combat Support Training Program (CSTP) Mission Training Complexes (MTCs), and joint exercises. Sustainment leaders must train to successfully support operations at the tactical and then operational levels. Observations at the CTCs, ARNG-STC, and USAR CSTP MTCs consistently indicate that the success of sustainment units is directly tied to the training conducted at home station. We must ask ourselves what we need to do to make ourselves expeditionary and ready to succeed in any operation or sustainment activity. At the strategic level, we must ask whether we are doing everything possible to support the expeditionary force. Then we must devise training plans to achieve that readiness. In all cases, as ADP 7-0 notes, leaders must be actively engaged through the planning for and execution of training. Whenever possible, we should be physically present to stabilize training, eliminate distractions, build teams, and ensure training objectives are met.

In the operational force, sustainment leaders must understand the new Sustainable Readiness force generation process. Sustainable Readiness is the Army's force generation concept adapted to the needs of a contingency force that is globally responsive and regionally engaged. The priority of all Army units is to build decisive action readiness to enable Army forces to deploy rapidly to conduct ULO as part of a joint force and to win in a complex world. Commanders, besides having to report training readiness for decisive action, must also assess readiness for assigned missions, supported by Army training doctrine. This training is assessed against a standard mission essential task list (METL) developed by the proponent and an assigned METL for units which have designated missions. Sustainment unit commanders train individual and collective skills required by a Soldier's specialty and the unit's METL, integrate them into cohesive teams, and continue to sustain those skills. What complicates this role for sustainment leaders is the number of roles and specialties that exist in the sustainment warfighting function. Collective training events are conducted in accordance with Combined Arms Training Strategies (CATS). The CATS identify the type of events that may be used for specific training audiences, tasks to be trained in the collective event, duration for training events and the resources required to conduct the training. CATS can be accessed from the Sustainment Unit One-Stop (SUOS).

To assist in the operational domain training mission, this plan is supported within the training line of effort by the Sustainment Training Strategy and Guide (STS&G), which gives supporting details on how sustainment leaders conduct training within our units. However, there are several critical points for sustainment leaders that apply regardless of the domain. One is the requirement to conduct concurrent multi-echelon, Total Force integrated sustainment training with the training of the units we support as well as the training of support partners. This can be challenging but we must be insistent on collaborating with our combat arms and other supported unit partners. Sustainment leaders must work hard to develop working relationships with our supported forces to ensure we are fully integrated and to ensure the supported force understands the integral role of the sustainment warfighting function within operations. Another fundamental requirement is providing the appropriate realistic context—replicating as closely as possible the uncertainty, complexity, and ambiguity of

operating environments that complicate sustainment operations—since many younger Soldiers and Civilians may not have wartime experience. Wherever feasible, sustainment tasks and conditions for training should include the presence of multiple components, special operations forces (SOF), UAPs, and other strategic-level organizations, such as the US Army Materiel Command (AMC), Defense Logistics Agency (DLA), and US Transportation Command (USTRANSCOM)/Surface Deployment and Distribution Command (SDDC) to make the training complex and realistic. Success will depend on effectively leveraging training technologies, including simulations and games, whenever it makes sense and enhances realism.

Trends at the training centers and the Mission Command Training Program (MCTP) Corps/Division WarFighter Exercises (WFX) Command Post Exercises can help sustainment leaders to focus on training to emphasize during HST. Recent common areas requiring focused training for sustainment units include:

- Brigade Support Area (BSA) Defense: Units and leaders must be able to establish a BSA defense and defeat a Level I threat. They routinely fail to use a reconnaissance and surveillance plan, listening/observation posts, quick reaction forces, intersecting fires, or protective and tactical obstacles.
- Concept of Support: Though leaders can generally develop a concept of support, they are challenged in inserting it as an integral component of the operations process. It is often not tied to the maneuver plan and is planned sequentially vice simultaneously.
- Logistics Status (LOGSTAT) Reports: LOGSTAT reporting is producing limited situational awareness and not occurring with regular frequency, to standard, or by a common reporting platform.
- Logistics Common Operating Picture (LOGCOP): Units struggle with producing a near real time picture of logistics, HR, and medical information that links the BCT to the sustainment brigade and theater planners.
- Sustainment Rehearsals: Sustainment rehearsals are not being conducted, or when conducted, are ineffective, especially when not integrated with the maneuver planning process.
- Current Operations: Units are challenged with inexperienced company grade officers filling the role of the current operations officer. They have very limited operational or command experience and struggle with synchronization of the intelligence/operations officer (S-2/S-3) sections.
- Automated Systems: Effective use of automated systems continues to be an issue.
- Casualty and Medical Evacuation: Operations are planned as contingency operations and not part of the overall mission and do not effectively balance both air and ground casualty evacuation. Time from point of injury to Role I medical facility is the biggest issue.
- Aerial Delivery: Aerial delivery is rarely used as a method of distribution. Units have a low proficiency in sling load training.

- Distribution of Forward Support Company Personnel and Equipment Across Echelons: Sustainment is generally de-synchronized at all echelons; no two battalion supply chains look alike in terms of the capability and the Soldier skill sets located in the BSA and combat and field trains command posts.

At the operational level, concerns include staff coordination, integration of multiple components and UAPs, support to SOF, links to strategic sources, deployment and redeployment preparation, movement control, and OCS. HST should stress multiple iterations of training events, mastery of weapons systems, mastery of expeditionary sustainment systems, command logistics discipline programs, and comprehensive maintenance programs. Specific functional challenges are outlined in the STS&G. Changes have been implemented in PME to address these issues, but that education can only provide the foundation. Leaders within the operational force must build on that base to develop true expertise in these areas.

The areas above were identified as this plan was developed, but trends shift over time. It is imperative that sustainment leaders continue our development by staying up to date on evolving trends and how problem areas can be mitigated.

Many resources exist to help commanders plan training to mitigate these trends observed at the training centers. Most can be accessed through the Sustainment Unit One-Stop website: http://www.cascom.army.mil/g_staff/g3/SUOS/index.htm. They include:

- Command Post Exercise – Functional (CPX-F)
- Sustainment Virtual Playbook (SVPB)
- Maintenance Terrain Walk Video/App
- Adjutant General (AG) Tube how-to videos
- Financial Management Tube and Net
- Rapid Expeditionary Deployment Initiative (REDI) Toolbox
- Sustainment Force Structure Book
- Learning Beyond the Classroom You Tube Channel
- Apps on Sustainment Center of Excellence (SCOE) Mobile
- Ultimate Training Experience Simulation (UTES)
- Lesson materials used in PME and sustainment functional courses
- Training support packages (TSPs)
- Functional courses available within the CASCOM schools
- Doctrinal publications and training circulars
- Center for Army Lesson Learned website

In addition, FM 6-22, Leader Development, is a valuable source of information on how to assess developmental needs in your unit and implement an LD program.

For sustainment leaders, in addition to other situational, staff, command post, and field training exercises, a Command Post Exercise-Functional (CPX-F) exercise can be critical to

technical sustainment preparation for either an External Evaluations (EXEVAL) field training exercise (FTX) or command post exercise (CPX), a training center rotation, or actual expeditionary operations. The CPX-F is an unclassified home-station, crawl-walk, sustainment functionally focused constructive simulation. It is conducted by a unit Training Audience (TA) at the home station supporting MTC with support from the Training Readiness Authority (TRA) at little to no cost. It is designed to facilitate units increasing their training readiness level to at least a T3 readiness status and prepares them for an EXEVAL FTX/CPX mission command training exercise. Both the TSPs and the tutorial videos that support the CPX-F are available via the SUOS.

National Guard sustainment leaders can take advantage of the ARNG-STC. This STC provides battalion staff training that focuses on military decision making process (MDMP) and mission command operations culminating in a digital command post exercise in support of the Mission Command Training Support Program. The center also provides a variety of collective training and evaluation services for logistics and HSS units from section to battalion level.

Reserve Component (RC) sustainment leaders should also take advantage of the opportunities to integrate echelon above brigade units into CTC rotations as well as combat support training exercises (CSTXs) and war-fighting exercises (WFXs). Whenever possible, we should establish training events that integrate organizations from all components to enhance our ability to effectively function as a Total Army sustainment force.

To meet requirements of the Sustainable Readiness Model (SRM), ARNG sustainment leaders can take advantage of the Mission Command Virtual Training Capability, MTC Dodge Sustainment Unit Battalion/Brigade Staff MDMP and Integrated Staff Exercise (ISX), Multi-Echelon Integrated Brigade Training (MIBT), Overseas Deployment Training (ODT), and Mission Readiness Exercises. Similarly, the USAR has multiple exercises to help leaders prepare their units. Exercises include exercises on port opening and operation, theater distribution, and theater sustainment, as well as EXEVALs such as the platoon-focused WAREX, the company-focused CSTX, CTC exercises, and warfighting exercises.

Across all components, sustainment leaders must continue to design exercises to physically and intellectually challenge the participants. We must understand the training environment across live, virtual, and constructive environments. Where there are constraints on physical resources, leaders must still exercise the intellectual and adaptive capacities of our leaders. That may be integration of virtual or constructive training. However, if even those means are unavailable, leaders need to be creative with such techniques as tactical exercises without troops (TEWTs) and staff rides that involve few resources. It is critical that leaders not miss the art of leadership in training by settling to check a block on a training plan. There is no substitute for tough realistic training to build readiness, unit cohesion, and trust in interdependence.

In all training situations, it is important to recognize there are two aspects to HST and training center/exercise experience. First is the actual collective training involved to prepare units to perform their missions. However, there is also the LD aspect. As we implement

training plans, senior sustainment leaders must also do what we can to develop the agile leaders required to win in a complex world. So in training, we change conditions or objectives in mid-stream and provide meaningful feedback to junior leaders on how well they adapted. Changes may be as simple as closing a main supply route or as complex as simultaneous changes in the sustainment mission and the supported forces. Leaders must be assessed and provided feedback on how they planned and managed the preparation for training. However, even more important is assessing their performance as leaders during training, particularly when they encounter unexpected obstacles. Did they maintain their presence? Did they have the technical competence and critical thinking capacity to adapt to changing conditions? Did they develop subordinates during teachable moments? Most importantly, did they achieve the required results? Training is where leaders can make honest mistakes, receive constructive feedback, and correct those mistakes as they meet challenging situations. It is critical to developing our sustainment leaders that they receive expert feedback on their leadership strengths and weaknesses to allow them to grow.

All these measures help ensure unit readiness for expeditionary operations. However, sustainment leaders must also ensure our Soldiers and Civilians are personally prepared for deployment. That means we must not only ensure that we are personally ready but must also be expert at establishing and executing physical readiness training (PRT) programs for our personnel. ATP 6-22.5 gives leaders guidance on Soldier health and fitness.

In addition to developing ourselves and our subordinates through training, sustainment leaders in the operational domain have an important role in broadening our subordinates. This may include sending them to functional courses such as those identified in the Institutional Domain discussion that follows. We should also consider allowing leaders in all cohorts to participate in the month-long, centrally managed Strategic Broadening Seminars to develop mental agility. We should counsel subordinates to ensure they understand what they have to do to develop themselves.

Ideally, once Army military sustainment personnel, particularly officers, acquire our foundational expertise at the tactical level, we alternate assignments between the operating force and the institutional Army and other strategic organizations. These institutional assignments are outlined in Department of the Army Pamphlet (DA Pam) 600–3 for officers and DA Pam 600–25 for enlisted Soldiers. They include a wide range of assignments at service schools, AMC or DLA, Human Resources Command (HRC), assistant chief of staff, financial management (G-8) organizations at large agencies or senior commands, AC/RC, Recruiting Command, training with industry, and many more. These assignments should be managed in accordance with the leader's identified interests and talents. However, another concept central to this plan is that not all sustainers can or should have every sustainment experience. We need to move to a system focused on talent management in which the right personnel are assessed, developed, and selected for specific jobs as appropriate in our careers. Sustainment leaders share the responsibility for identifying top performers to develop them to be the senior leaders of the future.

Civilian personnel in the various CPs associated with sustainment also benefit from obtaining experience within several functional areas or within specific sustainment functions to develop themselves for senior level positions. For the Civilian cohort, development in the operational domain may include developmental assignments and cross-training opportunities. Supervisors of Army Civilians must understand their employees' skills and developmental requirements and sit down with their subordinates and work out developmental needs and how to meet them in their individual development plans (IDPs). Civilians and their supervisors should be fully aware of the various developmental programs available at both action officer and manager levels. Within the logistics community, there is currently an initiative underway to define more specifically the roles of logistics management specialists for Army Civilians and career paths associated with that job series. Civilians and their supervisors should maintain continuous contact with their CP managers to stay abreast of developmental opportunities as well as the current thinking on what is envisioned as important for development in the HR, FM, supply, maintenance, and transportation career programs.

Finally, all sustainment leaders in the operational domain have an important role in the Education line of effort (LOE). First and foremost, we must ensure that our Soldiers and Civilians get the education they need. Sustainment leaders cannot put our Soldiers or Civilians at risk for advancement because we are not willing to send them to the schooling they require. Second, we should ensure that our personnel are prepared for that education through counseling, IDP work, and training. Sustainment leaders should work with Soldiers and Civilians to ensure that appropriate education is included in 5-year plans and IDPs, and we should periodically review those plans to ensure progress is being made toward those goals. In addition, we should encourage education through self-development.

Institutional Domain

Though the institutional Army plays a role in the training and self-development LOEs, its key function within LD is education. According to Training and Doctrine Command (TRADOC) Pamphlet (Pam) 350-70-7, "Education provides intellectual constructs and principles. It helps develop individuals and leaders who can think, apply knowledge, and solve problems under uncertain or ambiguous conditions. Education is associated with 'how to think.' It enhances the learner's ability to deal with the unknown and ambiguous, fluid situations."

For Army sustainers, the institutional domain includes the CASCOM, the sustainment schools, sustainment learning material in other schools across the Army, and other Department of Defense (DoD) training institutions. These institutions provide initial training and subsequent functional and PME for Soldiers and Army Civilians. These institutions provide the base for sustainers that is honed in the operational force. They are also responsible for ensuring that non-sustainment personnel receive the critical sustainment training they need to perform their roles by working to ensure that training is kept current and relevant. In addition, they are responsible for developing the training products that assist the operational force in building on the training base provided in the institutional Army. Some of these products include training support packages the

field requires. Others are products that can help sustainers visualize lessons we may need to learn over our careers. These may include digital applications, eBooks, distributive learning products, or virtual lessons, such as the Sustainment Virtual Playbook. All of these can help organizations and individuals fill in learning gaps or grasp new concepts.

CASCOM and its schools bear primary responsibility for developing sustainment leaders through education using a comprehensive approach with specified learning outcomes across all education. This includes our initial military training, PME, and other educational opportunities, such as advanced civil schooling, Long Term Health Education and Training (LTHET), and Army partnerships with civilian educational institutions.

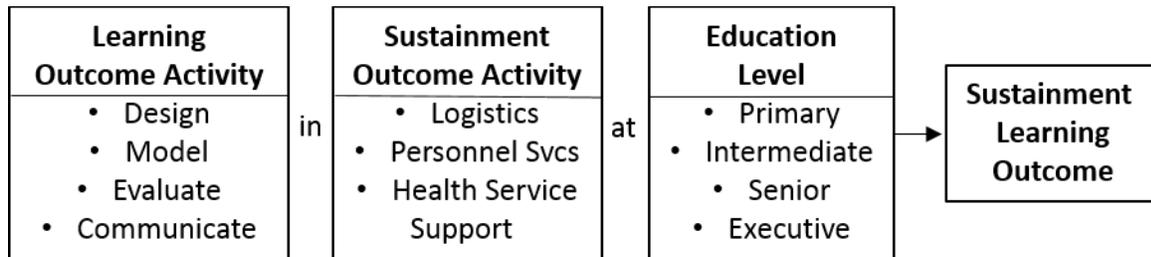
The root of this educational approach is outcomes-based learning to develop the core sustainment competencies. Outcomes-based learning is closely tied to the philosophy of mission command. It focuses on developing sustainment individuals and organizations that can adapt while acting, as indicated in the vignette below. It encourages disciplined initiative needed to respond to the complex, ever-changing environmental conditions that sustainers will encounter. The goal is to develop individual and organizational confidence, initiative, and accountability in addition to mastery of sustainment competence. Given operational expectations, an outcomes-based approach develops not only tangible skills—the science of sustainment—but also intangible attributes—such as critical reflection, creativity, and intuitive forms of judgment. So, for instance, sustainment leaders must not only develop a fundamental understanding of demand requirements or the capabilities of the sustainment ERP systems such as GCSS-A, LMP, GFEB, and IPPS-A, but we must also know how to apply this knowledge to achieve sustainment outcomes such as develop a theater distribution plan or manage funds in an organization, as well as how the various outcomes interact.

Action Learning Vignette: *Headquarters, 13th Sustainment Command (Expeditionary) (ESC), originally designed to lead sustainment units in support of friendly forces, was given the nonstandard mission of providing advice and assistance to Afghanistan security forces to establish their own logistics system. The 13th ESC mission was in a constant state of flux based on unfolding, interactive actors, and events. In retrospect, the commander stated that he and his staff did not know what they were doing until they were there doing it and engaged in learning, day-by-day, through their actions.*

Another educational principle of this plan is that sustainers must engage earlier in learning activities supporting higher levels of thinking, rather than starting at lower levels of thinking early in our careers and moving to higher levels later. Even early educational experiences should start with higher levels of thinking, within the appropriate scope or context associated with career steps, to make them more effective leaders immediately and also to assist in developing executive-level leaders. So, for example, a lieutenant is expected to perform high-

order thinking in the context of platoon or company operations. In the institution, he or she may be faced with last minute changes to the mission or conditions when planning convoy, personnel service support (PSS), or recovery operations. A very talented, post-company command captain, who has displayed the ability to support forces at the tactical and operational levels, may begin the process of learning how to deal with national-level supply chain and defense logistics and personnel service support policy issues, grooming him or her for later executive-level positions.

The educational principles outlined above must be understood by everyone in CASCOM within the One Army School System who is involved in the development or implementation of institutional education. In particular, we need to ensure that sustainment personnel are challenged at high levels of cognition throughout our careers. This requires having the right personnel in key course director positions, careful selection and development of faculty and cadre, effective curriculum design, and proper governance over the entire educational process. Educational partnerships with other academic institutions must meet the sustainment learning outcomes that meet the needs of the Army, and we must ensure that our personnel understand how both they and the Army will benefit by participating in these programs. In some cases, these will be sustainment-oriented degree programs; in others, they will be commercial certification programs. The institution must also foster a desire for life-long learning in students and facilitate that development as it works these initiatives.



CASCOM designers of educational programs and courses will choose appropriate learning activities and apply them to the sustainment competencies relevant to the associated education level to develop sustainment learning outcomes. So, for example, the Logistics Captains Career Course (Log C3) is focused on three key positions—company commander, support operations staff officer, and S-3. The course’s program of instruction explicitly identifies four outcomes for the logistics portion of the course beyond the general learning outcomes for all captains:

- Design a concept of support enabling unified land operations at the tactical level
- Manage logistics operations at the tactical level during ULO

- Communicate strategic through tactical sustainment roles and responsibilities in the sustainment enterprise
- Communicate UAP support considerations

Other sustainment PME and functional courses are working towards implementation of this outcomes-based, educationally oriented approach. All courses have shifted to a decisive action training environment (DATE) and have begun implementing instruction on our ERP systems. For example, we have incorporated training on GCSS-A into the FM Captains Career Course (CCC) so that brigade financial management officers (S-8s) will have the expertise to provide accurate status of funds to commanders. The AG CCC has adopted a model that integrates HR instruction throughout the curriculum in a structured approach to building complexity to meet their required learning outcomes. The Log C3 students from all three logistics branches receive the same education across the logistics fields, and we are reconstructing the RC CCC to mirror this approach. We are also providing more common sustainment education on the core tactical sustainment functions to all logistics lieutenants in the Basic Officer Leader Courses (BOLCs). For the Civilian cohort, we are adding rigor and breadth to our Logistics Intern Program. For warrant officers, CASCOM is revising warrant officer courses to re-emphasize technical skills. So for instance, Ordnance warrant officers have follow-on instruction at depots after their institutional training at Fort Lee. In addition, logistics, FM, and AG schools are cross-talking to identify topics that need to be covered across these proponent areas within each school's courses. We are also closely managing the Advanced Civil Schooling programs and funding to ensure we select the most talented personnel and send them to prioritized educational opportunities that best meet the sustainment community's needs, while still ensuring the operational force has the personnel resources it needs to accomplish its assigned missions.

CASCOM is also paying close attention to input from the field and trends from the training centers. As a result, our logistics BOLCs have integrated a core of common logistics lessons (tactical-level supply and field services, property accountability, convoy planning, deployment planning, and maintenance and ammunition operations at the tactical level). The Log C3 is spending more instructional time on moving support areas, requirements of the supported force and support planning, integration of sustainment functions, support area defense, rehearsals, and understanding the complex supported force. The AG School has increased HR information systems training and increased the emphasis on HR planning and operations. This was done to strengthen HR involvement in developing the concept of support and the personnel annex of operations orders based on recent training center trends highlighting shortfalls in HR planning. The school has also incorporated increased realism in the capstone event of each course, incorporating observations and trends from the field in the scenario injects and the event synchronization matrix.

In addition, within the institution, CASCOM is leveraging unique skill sets through its CASCOM Leader Development Program. Under this program senior leaders within the various organizations of CASCOM are paired with students in leader classes at the Army Logistics University (ALU) and Soldier Support Institute (SSI). The mentors form a relationship with

classes and leverage a variety of engagements to share our experience and provide mentoring to the junior leaders of those classes.

Further, CASCOM has been revising available functional courses to ensure relevance for the development of our sustainment leaders. These courses can help individuals meet specific development goals to fill gaps in their education. Applicable functional courses include:

- Support Operations Course (SOC)
- Theater Sustainment Planners Course (TSPC)
- Operational Contract Support Course (OCSC)
- Joint Logistics Course (JLC)
- Sustainment Automated System Management Office (SASMO) Course
- Mobilization and Deployment Planning Course (MDPC)
- Brigade S-1 Operations Course
- Human Resources Plans and Operations
- Postal Operations Course
- Cost Management Course
- Deployed Operations Resource Managers Course
- Contracting Officer's Representative (COR) Course
- Joint Operational Contract Support Planning and Execution Course (JOPEC)

The TSPC was developed to fill a critical gap in developing operational level sustainment planners. The Theater Logistics Studies Program (TLog) was an outstanding course, but its length made it untenable to educate sufficient numbers of personnel who require the knowledge. So TSPC has been developed. It does not replace TLog in the sense that it does not go to the depth that TLog did. The purpose of the new course is to ensure that sustainment leaders in both the AC and RC have a feasible mechanism to attain a baseline understanding of operational sustainment that can be built upon in the operational force. Graduates will receive the P1 skill identifier as theater sustainment planners. There is also an elective program being developed at Command and General Staff school to provide a second path to meet this requirement.

The FM School developed S-8 training (S-8 Gunnery) to fill a critical gap in training. Without this training, FM Soldiers are not fully prepared to execute their mission as advisors to the brigade command on fiscal matters.

To help develop sustainment leaders prepare to succeed at the strategic level, ALU is developing a strategic-level enterprise course that covers sustainment skills required in the strategic base and the understanding of how the operating force links into this base.

In all these courses, CASCOM attempts to develop agile sustainment leaders in a number of ways. Students participate in exercises which force them to deal with complex decisive action

environments and incomplete and ambiguous information. In addition, they are thrown “curveballs” during the exercises. For example, the facilitator may pull the student acting as the support operations officer from the exercise or change the mission in the middle of the exercise. There is no one school-house answer in these evaluated exercises. Facilitators are trained to apply rubrics for assessments and to give feedback to develop students. The most critical question instructor-facilitators ask is not “how much” or “what,” but rather “why.” Students must defend such decisions as why they located resources as they did or why they used a particular planning factor or support technique.

The sustainment community is also very active in adapting TRADOC processes to streamline mechanisms to allow courses to be adapted to changing needs more quickly. CASCOM has been in the lead working towards a more responsive Analysis and Design portion of the Analysis, Design, Development, Implementation, and Evaluation (ADDIE) training and education process and minimizing input into the Training Development Capability (TDC) automated system.

For Army Civilians, it is important for leaders to understand that sustainment development is controlled by functional chiefs and FCRs who manage the 31 Civilian CPs. Sustainment-related CPs include:

- CP10 Civilian Human Resource Management
- CP11 Comptroller
- CP13 Supply Management
- CP17 Materiel Maintenance Management
- CP20 Quality Assurance Specialist (Ammunition Surveillance)
- CP24 Transportation
- CP26 Manpower and Force Management
- CP29 Installation Management
- CP33 Ammunition Management
- CP50 Military Personnel Management

What complicates Civilian development even more is that not all Civilians dealing with Army sustainment are in sustainment-related CPs. For Civilians in such fields as CP32, Training, it is incumbent on Civilians and their supervisors to ensure that they have the requisite sustainment knowledge. For those in sustainment career fields, they and their supervisors must understand what the FCR has identified as required at each grade level so they can develop in those areas through on-the-job training, developmental assignments, courses, and self-development.

Though the FCs and FCRs control the programs, CASCOM does play a role in sustainment Civilian development. For example, the ALU conducts the intern course for new logistics interns. That course and the program of which it is a part have been enhanced to meet the needs for this cohort as we move to Army 2025. In an effort to augment the Army Civilian

acculturation initiatives, those interns are required to attend a logistics BOLC with Soldiers so they can understand the needs of the personnel they support. They participate with lieutenants in field training and the common logistics to ensure they can relate to the personnel they serve. Similarly, Civilians attend the FM BOLC at Fort Jackson, South Carolina, to give them a baseline understanding of FM as well as an introduction to Army culture.

Self-Development Domain

It is the job of sustainment leaders to help subordinates identify areas where self-development will improve performance in current and future assignments and to incorporate time in training plans for self-development. Leaders must also be self-aware and take the same self-development actions that we provide for our Soldiers and Civilians. Self-development activities include seeking college degrees and professional certifications, taking functional courses, reading within the profession, contributing to professional literature, engaging in communities of practice on sustainment, being active in a professional association with a relationship to sustainment functions, and taking leadership roles in community service organizations. Some sustainers will have the opportunity to develop educationally through structured programs such as advanced civil schooling. Others will need to pursue other avenues, such as self-funded college degrees, on-line education classes, and seminars for both leadership in general and sustainment leadership in particular. Self-development also includes taking full advantage of the many available resources including:

- AGTube is a practical tool to help sustainment leaders (and in many cases, other leaders) to perform AG functions. AGTube is a YouTube channel that provides a myriad of short how-to videos to help the field execute HR-related tasks and tackle common problems. It is accessible on any internet-equipped device and allows Soldiers to learn step by step. The channel is constantly evolving and new videos are added based on requests and observations from the field.
- The Sustainment Virtual Playbook is an excellent mechanism for sustainment personnel and other branch personnel to enhance their understanding of how sustainment works in a number of areas. Existing chapters include roles and responsibilities, deployment, sustainment planning, and sustainment in decisive action. Additional chapters are under development.
- ALU is developing a self-development distance learning tool which will soon be posted on the Army Learning Management System. It consists of nearly 70 hours in 30 lessons of interactive distributed learning on everything from sustainment units and capabilities, movement control, and recovery operations to petroleum and water operations and medical evacuation.
- FM Tube is a YouTube asset to facilitate training on demand by providing easy-to-understand “how-to” FM video job aids.

- FM NET is the FM School’s portal for information sharing, collaboration, information synthesis, strategic communication, and change management.
- CASCOM’s Learning Beyond the Classroom is a YouTube channel with videos on systems, techniques, and procedures—a range of topics from 2-level maintenance to platform recovery techniques.
- COR and Commanders Emergency Response Program (CERP) Web Based Training provides Army standardized training for CORs and CERP personnel. For COR training information, go to <https://acc.dau.mil/cor.CERP> and for CERP training, go to <https://www.lms.army.mil>.
- OCS graphic training aids (smart cards and handbooks) are available at <https://www.us.army.mil/suite/page/659589>.
- CASCOM has also developed a unit training management video series and numerous applications that are available for sustainers to download.
- The US Army Forces Command (FORSCOM) Leader Development Toolbox at <http://leaderdevelopment.forscom.army.mil/> has resources that can help with the understanding of combined arms maneuver.

For military sustainment organizations and branches, that information and much more is packaged on the SUOS website. For Army Civilians, information is packaged on the United States Army Civilian Personnel website: <http://cpol.army.mil/library/train/acteds/>. This information is also linked to the FORSCOM LD Toolbox.

Though sustainers will receive developmental guidance from leaders, mentors, the institution, and Department of the Army Pamphlets (DA Pams) 600-3 and 600-25, ultimately individuals are responsible for ascertaining what sustainment tasks and skills they need additional training in, and they are responsible for setting up and completing that training.

Means

Means include will, time, people, and funding. The most important component is will. Our senior sustainment leaders will have to drive the actions to ensure this plan is implemented to include properly resourcing the leader development program within the organization. We must emphasize with our subordinates and peers the importance of the principles in this document, and we must set the example. So, for instance, we must have that solid foundation in tactical support and exhibit all the attributes and competencies we expect great sustainment leaders to possess. We must ensure our personnel get the education they need and continue self-development, and we must set the tone for tough, realistic training events. It will take time and in some cases money to achieve the objectives in this plan. For example,

advanced civil schooling and realistic virtual training environments will require resources. As we pursue those ways for meeting our sustainment LD ends, we must wisely prioritize our efforts to expend most effectively the resources to meet the vision for our sustainment leaders.

Conclusion

Sustainment in the national defense involves hundreds of billions of dollars and development of tens of thousands of civilians, officers, warrant officers, and noncommissioned officers. The scope and methods of sustainment practice are complex and daunting. We owe the American people sustainment leaders who understand what it takes to support victory in a complex world, leaders who understand our craft and can both lead and make good decisions, thriving in the face of ambiguity and complexity. We see this plan as a living document. Our plan calls upon senior sustainment leaders of the current institution and operating force to help shape the future of the Army sustainment profession and develop sustainment leaders—it is the most important aspect of our legacy.

Annex A

Sustainment Functions

Doctrinally, sustainment consists of logistics, personnel services, and health service support. Those areas are summarized below. For more details, refer to the relevant proponent doctrine.

Logistics

The skills and knowledge required by logistics leaders are wide-ranging and complex. The functions summarized below apply for all cohorts and across all levels of war. For Army Civilians, logisticians are primarily in the career programs of Supply Management, Materiel Maintenance Management, and Transportation.

Maintenance

Maintenance involves actions taken to retain materiel in a serviceable condition or to restore it to serviceability. The Army's two levels of maintenance are field maintenance and sustainment maintenance. Field maintenance is repair and return to user and is generally characterized by on-(or near) system maintenance. It is focused on returning a system to an operational status. Field maintenance is not limited to remove and replace, but also provides adjustment, alignment, and fault/failure diagnoses. On the other hand, sustainment maintenance is generally characterized as "off system" and "repair rear." The intent is to perform commodity-oriented repairs on all supported items to one standard to provide a consistent and measurable level of reliability. Off-system maintenance consists of overhaul and remanufacturing activities designed to return components, modules, assemblies, and end items to the supply system or to units. Just a few examples of the integration that maintenance requires with other sustainment functions are its dependence on supply of repair parts, provision of sufficient personnel with the right skills, funding to cover repair parts, transportation to move equipment and parts, and OCS integration into maintenance plans as required.

Transportation

Transportation involves moving US forces and supplies during military operations at all levels of war. Key transportation functions are movement control, intermodal operations, and container management. Movement control includes both committing transportation assets and regulating their movement to achieve the commander's intent. Intermodal distribution operations use multiple modes (air, sea, highway, and rail) and conveyances to move troops, supplies, and equipment to areas of operations and through distribution networks from the national level to the most forward areas. Container management is the process of establishing and maintaining visibility and accountability of all cargo containers moving within the Defense Transportation System. Again, it is critical to integrate transportation with such sustainment functions as supply, maintenance, movement of casualties, OCS, and others.

Supply

Supply provides the materiel required to accomplish the mission. It encompasses ten classes of supplies, including subsistence, clothing and individual equipment, fuels, construction materials, ammunition, personal demand items, major items, medical materiel, and repair parts. Supplies cover the entire range of activities from acquisition into the supply system to issue to an individual Soldier or Civilian. Demand forecasting is critical as are distribution, storage, and issue. Operations must be linked with maintenance (e.g., for repair parts or return of an item from sustainment maintenance into the supply systems), transportation, HSS for medical materiel, and financial management to ensure supply funding, to name just a few examples.

Field Services

Field services maintain combat strength of the force by providing for its basic needs and promoting its health, welfare, morale, and endurance. They include shower and laundry, field feeding, water production and distribution, clothing and light textile repair, aerial delivery, and mortuary affairs. Again, integration with other functions is critical. For instance, aerial delivery can be a critical component of a supply/transportation/distribution plan. It includes parachute packing, air item maintenance, and rigging of supplies and equipment. It can provide the ability to supply the force when land lines of communications have been disrupted or terrain is impassable.

Distribution

Distribution involves a cross-functional approach to procuring, producing, and delivering products and services to customers. The broad management scope includes sub-suppliers, suppliers, internal information, and funds flow. This is related to a military concept of supply chain that represents the “complex of facilities, installations, methods, and procedures designed to receive, store, maintain, distribute, and control the flow of military materiel between the point of receipt into the military system and the point of issue to using activities and units.” (Joint Publication [JP] 4-09) This area of logistics requires a holistic thinker who is able to envision logistics in *time* (e.g., distant future to immediate terms) and *space* (e.g., intercontinental to a tactical logistics support area), among a host of *inter-organizational players* (e.g., commercial, host nation, non-governmental, local governmental, military) to provide the required support at the right time and place at the lowest cost possible.

Operational Contract Support

As defined in JP 4-10, Operational Contract Support Tactics, Techniques and Procedures, OCS is “the process of planning for and obtaining supplies, services, and construction from commercial sources in support of joint operations along with the associated contractor

management functions.” Most combat support and sustainment functions can be partially or fully contracted.

OCS is applicable across command echelons (strategic to tactical) and operational phases (0–V), thus supporting the range of military operations. The institutional mission at the strategic level develops OCS capacity; the effects of employing OCS are realized at all echelons. The scope and scale of OCS differ based on the type and duration of the operation, but they generally increase across the six phases of an operation.

Army Regulation (AR) 715-9, OCS Planning and Management, prescribes policies and responsibilities for OCS. ATP 4-10 provides OCS “how to” guidance for Army force commanders and their non-acquisition officer staffs. The proponent for ATP 4-10 is CASCOM.

Both contracting professionals and non-acquisition professionals have OCS roles and responsibilities. The Army Universal Task List, ADRP 1-03, establishes the Army Tactical Task (ART) 4.1.5 (Provide Operational Contract Support) as a sustainment function. ADRP 1-03 delineates between the OCS responsibilities of supported units or requiring activities and those of contracting professionals. ART 4.1.5.1 (Request Contracted Support) is a requiring activity task. Unit commanders and staff must attain and maintain proficiency in contract support integration planning, requirements development, and contractor management in contingency operations. All Army commanders in both the operating force and institutional Army should be aware of existing Army OCS training resources and initiatives for both acquisition and non-acquisition soldiers.

OCS is an important part of the sustainment and engagement warfighting functions. With a high operating tempo, manning reductions, and rapid fielding of highly technical equipment, OCS provides the deployed force with significant technical and surge capabilities that either do not exist or exceed existing capabilities of the uniformed or Army Civilian force structure. Accordingly, the supported geographic combatant commander, Army service component commanders, and their staffs must determine if OCS is the most viable means of support based on the situation.

Commanders and staffs must be familiar with how to plan for, integrate, execute, and manage contracts and contractor personnel within the operational environment. Tactical units must be trained and equipped to integrate OCS into tactical level plans and operations to include the ability to develop acquisition-ready requirement packets and provide appropriate contract oversight assistance. Deployable contingency contracting units may assist the Army force in OCS planning and obtain requested and funded supplies, services, and minor construction from commercial sources in support of military operations.

General Engineering Support

General engineering tasks consist largely of building, repairing, and maintaining roads, bridges, airfields, and other structures and facilities needed for air and sea ports of

debarkation, main supply routes, and base camps. Depending on the range of military operations, other tasks include the planning, acquisition, management, remediation and disposition of real estate; supplying mobile electric power, utilities and waste management; environmental support; and firefighting. These functions are critical to enable sustainment for ground forces.

Personnel Services

Personnel services are sustainment functions that man and fund the force, maintain Soldier and Family readiness, promote the moral and ethical values of the nation, and enable the fighting qualities of the Army. This document focuses on two personnel services that must be understood by sustainers to integrate with logistics and HSS to develop and execute a sustainment plan—financial management and human resources support. It also summarizes band support. Information on the other two personnel services (legal support and religious support) is in FM 1-04 and FM 1-05 respectively.

Financial Management

As defined by FM 1-06, Financial Management Operations, FM complements combat power, supports strategic and operational reach, and enables endurance for the US Army and its UAPs. Army FM is comprehensive in scope, including developing and analyzing funding requirements, distributing available funds, executing and maintaining controls and auditable records, and producing internal management and external accounting reports. This involves establishing a responsive and realistic requirements process, and inculcating a cost culture that incentivizes good stewardship.

As the above definition indicates, the skills and knowledge required of financial managers are wide-ranging and complex. The five Army FM core competencies are: fund the force, banking and disbursing, accounting support and cost management, pay support, and management internal controls. Just as logisticians must consider these areas (particularly such items as cost management, accounting and internal control) as they engage in such functions as supply, maintenance, movement, and OCS, so too must financial managers understand logistics systems and organizations so that they may nest FM plans and operations into the overall sustainment plan. They must understand such considerations as costs associated with logistics, relationships between GCSS-A and GFEBs, and disbursing to OCS.

- **Fund the Force.** Funding the force is the critical capability that matches legal and appropriate sources of funds with thoroughly vetted and validated requirements. FM leaders execute this core FM capability across ULO. Fund the force applies to all levels of war – strategic, operational and tactical.
- **Banking and Disbursing.** Banking support is the provision of cash, non-cash and E-commerce mechanisms necessary to support the theater procurement process and

host nation banking infrastructure. Banking support major tasks include: (1) identifying partner agencies and documenting economic analysis of support host country, (2) establishing theater banking policy and procedures, (3) coordinating for E-commerce and supporting technology, (4) opening and maintaining limited depository accounts (LDAs), and (5) coordinating for host nation banking capability. Disbursing support is the paying of public funds to entities to which the US government is indebted; the collection and deposit of monies; the safeguarding of public funds; and the documenting, recording, and reporting of such transactions. Disbursing support is comprised of currency management and support to OCS. Disbursing support major tasks include: (1) establishing disbursing station symbol number (DSSN), (2) establishing and maintaining theater cash holding authority (CHA), (3) providing cash management/currency support, (4) providing report requirements, (5) opening, maintaining and closing an LDA, (6) providing procurement support, (7) making special payments, and (8) performing personal cash services support.

- **Accounting Support and Cost Management.** Accounting support is the accurate and complete recording of financial transactions within the Army FM information systems and the review and reconciliation of these financial transactions to ensure the proper expenditure of entrusted funds in support of ULO. Cost management collects and links financial (cost) data with non-financial output and performance data, presenting the information in a way directly related to major mission objectives. Cost management transforms accounting data into valuable and accurate cost information that enables the commander's decision-making process. Commanders throughout the Army use cost information for effective decision-making and performance management by analyzing their decisions in the context of both short- and long-term cost implications, selecting effective trade-off decisions in order to achieve the optimal application of limited resources, and holding subordinates accountable for improving the effectiveness and efficiency of their operations. This function is inherently linked with logistics decision-making and supply chain management.
- **Pay Support.** FM includes the provision to ensure military pay support is provided to all personnel assigned or attached within the financial management support unit's (FMSU's) area of operations. FM units providing military pay support must ensure that all Soldiers, regardless of component, receive timely and accurate pay in accordance with existing statute and regulations. Once the IPPS-A reaches full operational capability, the military pay support mission will transition to the AG Corps.
- **Management Internal Controls.** Managers' Internal Control Program provides reasonable assurance that established accountability and control procedures comply with applicable laws and regulations. In accordance with AR 11-2, Managers' Internal Control Program, all commanders and managers have a statutory and inherent responsibility to establish and maintain effective management controls, assess areas of risk, identify and correct weaknesses in those controls, and keep their superiors informed.

Human Resources Support

Human resources support maximizes operational effectiveness and facilitates support to Soldiers, their families, DoD Civilians, and contractors authorized to accompany the force. Effective HR support uses a competency-based and performance-oriented strategy guided by HR enduring principles. HR leaders have a responsibility to not only understand the importance of their efforts and unit mission, but also the missions of all their supported and supporting units. HR leaders are guided by six enduring principles that must be thoughtfully weighted and applied during the planning, execution, and assessment of missions. These principles, which are explained in more detail in FM 1-0, Human Resources Support, are: integration, anticipation, responsiveness, synchronization, timeliness, and accuracy. HR leaders apply these principles to ensure effective, efficient HR support by focusing on agile and clear HR policies, effective HR practices, competency-based skills, outcome-oriented actions, and self-development. FM 1-0 discusses the four core HR competencies and 13 key functions. The four core competencies are:

- **Man the Force.** Manning the force consists of all functions and tasks that affect the personnel aspects of building combat power of an organization. These include personnel readiness, personnel accountability, strength reporting, retention operations, and personnel information management. Effectively, the challenge is to get the right Soldier with the right qualifications in the right place, at the right time.
- **Provide HR Services.** HR services are those functions conducted by HR professionals that specifically impact Soldiers and organizations and include essential personnel services, postal operations, and casualty operations.
- **Coordinate Personnel Support.** This competency includes coordinating morale, welfare and recreation programs, managing command interest programs, and coordinating or conducting band operations.
- **Conduct HR Planning and Operations.** HR planning and operations are the means by which HR leaders envision a desired HR end state in support of the operational commander's mission requirements. This includes assessing the current situation and forecasting HR requirements, making execution and adjustment decisions, directing actions to apply HR resources and support, and operating HR mission command nodes across space and time to maintain connectivity to HR data and to ensure effective HR support.

As the Army develops, deploys, and refines the IPPS-A, the HR community will modify its current business rules and practices to capitalize on the capabilities of the new system. Ultimately the AG Corps will assume responsibility for military pay functions. These changes will undoubtedly have a tremendous impact on the Army's HR community and will require its

leaders to remain agile and adaptive, with exceptional critical and creative thinking skills in order to capitalize on opportunities and mitigate risks as we execute this transition.

Band Operations

Army Band leaders are responsible for providing music supporting ULO and instilling in our forces the will to fight and win, fostering the support of our citizens, and promoting America's interests at home and abroad. The four core competencies of Army Bands are to render honors, strengthen unit morale and esprit de corps, enhance host nation relations, and communicate national values and beliefs. Details on band operations are in ATP 1-19.

Health Service Support

According to FM 4-02, Army Health System, the Army Health System (AHS) includes all mission support services performed, provided, or arranged by the Army Medical Department (AMEDD) to support force health protection and HSS mission requirements for the DoD. Army sustainers' primary focus within the AHS is HSS. HSS encompasses casualty care, medical evacuation, and medical logistics.

Sustainment planners must be able to integrate these functions into our support plans. HSS planning is essential in expeditionary operations, integration with other Services and agencies, and the development of a comprehensive plan to sustain our operations and functions. Anticipating future requirements and developing scalable, flexible plans that are able to adjust to changing situations is critical in enabling freedom of action, endurance, and operational reach.

HSS Planning to Military Operations

Medical planners must conform the HSS concept to the operational commander's plan in order to conserve the fighting strength. Providing continuity of care requires planners to conduct analysis to anticipate future requirements based on current capabilities in an increasingly complex environment. To accomplish this task the medical planner must participate early and continuously in the operations process. Frequent coordination and collaboration with all warfighting functions and partners develop relationships and lead to shared understanding. Planners must provide flexible support to missions across the range of military operations using the following medical functional areas: medical mission command, medical treatment (organic and area support), hospitalization, medical evacuation and regulating, dental services, combat operational stress control, veterinary services, medical logistics (to include blood management), and medical laboratory services.

Interoperability

Interoperability in HSS planning is critical as engagements occur in early entry, expeditionary, joint, inter-organizational, and multinational operations to support combined arms maneuver

and wide area security over multiple regions and domains. Synchronization with multiple partners ensures unity of effort in the continuity of care and control of critical medical assets. As described in JP 4-0, health service needs to be interoperable with other health programs and information systems, capable of rapid deployment into an operational area, and integrated across the Military Health System.

Medical Evacuation

FM 4-02 defines medical evacuation (MEDEVAC) as encompassing both the evacuation of patients from the point of injury or wounding to a medical treatment facility (MTF) staffed and equipped to provide essential care in the area of operations (AO), and then further evacuation to provide definitive, rehabilitative, and convalescent care in the continental United States. MEDEVAC is a multifaceted mission accomplished by a combination of dedicated ground and air evacuation platforms synchronized to provide direct support, general support, and area support within the AO. At the operational level, organic or direct support medical evacuation resources locate, acquire, treat, and evacuate patients from the point of injury or wounding to an appropriate MTF. Medical regulating consists of the control and coordination necessary to move casualties to the appropriate MTFs which are best able to provide the appropriate care. Both the intra- and inter-theater portion of MEDEVAC are vital components to ensure the successful execution of the overall AHS. Operating in close proximity and maintaining mobility ensures the responsiveness needed to enable survivability and sustainability of maneuver forces. Sustainers must work together to integrate MEDEVAC into distribution/movement plans.

Medical Logistics

As described in FM 4-02, medical logistics encompasses planning and executing all Class VIII supply support operations to include medical material procurement and distribution, medical equipment maintenance and repair, blood management, optical fabrication and repair, and the centralized management of patient movement items. Additionally, medical logistics includes contracting support, medical hazardous waste management and disposal, and the production and distribution of medical gases. A point of distinction with medical logistics is that it has specialized requirements to reduce morbidity and mortality while logistics focuses upon the sustainment of major end items and general troop support in order to maximize combat power. Yet all this movement must be synchronized into a comprehensive plan. Strategic, operational, and tactical planners must anticipate medical logistics requirements to maintain continuous support during operations.

Medical Information Systems

According to ATP 4-02.1, information systems and communications in the AHS depend on the ability of medical logisticians to monitor the operation, coordinate, and communicate with staffs, supporting and supported organizations, and other sustainment partners. With a projected release in fiscal year 2017, the Defense Health Agency (DHA) will launch a

modernized Military Health System electronic health record that will provide seamless medical data sharing between the DoD, Veterans Affairs, and the private sector. Under this modernization, the DHA will launch the Joint Operational Medicine Information System (JOMIS) to consolidate medical logistics and operational legacy systems. Until fully implemented, medical logistics, clinical, and mission command information management and communication systems will remain part of a larger family of medical applications implemented under Medical Communications for Combat Casualty Care (MC4). As described in FM 4-02, MC4 is used to integrate, field, and support a comprehensive medical information system enabling permanent electronic medical records, patient tracking, reporting, medical logistics support, medical surveillance information, and greater medical situational understanding for commanders. Additionally, MC4 has the following functions:

- Provide infrastructure to enable automated medical data collection and sharing throughout the continuum of medical care, from the point of injury to the sustaining base.
- Provide timely medical situational understanding and unit status information to commanders at all levels.
- Provide units the ability to capture and transmit high-density medical data to higher roles of medical care.

Abbreviations and Acronyms

AC	Active Component
ADDIE	Analysis, Design, Development, Implementation, and Evaluation
ADP	Army doctrine publication
ADRP	Army doctrine reference publication
AG	adjutant general
AHS	Army Health System
ALDS	Army Leader Development Strategy
ALU	Army Logistics University
AMC	US Army Materiel Command
AMEDD	Army Medical Department
AO	area of operations
AR	Army regulation
ARNG	Army National Guard
ART	Army tactical task
ATP	Army techniques publication
BCT	brigade combat team
BOLC	basic officer leader course
BSA	brigade support area
CAPE	Center for Army Professional Ethic
CASCOM	US Army Combined Arms Support Command
CATS	combined arms training strategy
CCC	captains career course
CERP	Commander's Emergency Response Program
CHA	cash holding authority
COR	contracting officer's representative
CP	career program
CPX	command post exercise
CPX-F	Command Post Exercise-Functional
CSTP	Combat Support Training Program
CSTX	combat support training exercise
CTC	combat training center
DA Pam	Department of the Army pamphlet
DHA	Defense Health Agency
DLA	Defense Logistics Agency
DoD	Department of Defense
DSSN	disbursing station symbol number
ERP	enterprise resource planning
EXEVAL	external evaluation
FC	functional chief
FCR	functional chief representative
FM	financial management, field manual
FMSU	financial management support unit

FORSCOM	US Army Forces Command
FTX	field training exercise
G-8	assistant chief of staff, financial management
GCC	geographic combatant commander
GCCS-A	Global Combat Support System-Army
GFEB	General Fund Enterprise Business System
GS	general schedule
HR	human resources
HRC	Human Resources Command
HSS	health service support
HST	home station training
IA	information assurance
IDP	individual development plan
IPPS-A	Integrated Personnel and Pay System-Army
ISX	integrated staff exercise
JLC	Joint Logistics Course
JOMIS	Joint Operational Medicine Information System
JOPEC	Joint Operational Contract Support Planning and Execution Course
JP	joint publication
LD	leader development
LDA	limited depositary account
LMP	Logistics Modernization Program
LOE	line of effort
Log C3	Logistics Captains Career Course
LOGCOP	logistics common operating picture
LOGSTAT	logistics status
LTHET	Long Term Health Education and Training
MC4	Medical Communications for Combat Casualty Care
MCTP	Mission Command Training Program
MDMP	military decision making process
MEDEVAC	medical evacuation
METL	mission-essential task list
MIBT	multi-echelon integrated brigade training
MTC	mission training complex
MTF	medical treatment facility
OCS	operational contract support
OCSC	Operational Contract Support Course
ODT	overseas deployment training
PME	professional military education
PRT	physical readiness training
RC	Reserve Component
REDI	Rapid Expeditionary Deployment Initiative
RSOI	reception, staging, onward movement, and integration

S-2	intelligence officer
S-3	operations officer
S-8	financial management officer
SASMO	sustainment automated systems management office
SDDC	Surface Deployment and Distribution Command
SES	senior executive service
SOC	Support Operations Course
SOF	special operations forces
SRM	Sustained Readiness Model
SSI	Soldier Support Institute
STC	Sustainment Training Center
STS&G	Sustainment Training Strategy and Guide
SUOS	Sustainment Unit One-Stop
SVPB	Sustainment Virtual Playbook
TA	training audience
TDA	table of distribution and allowances
TDC	Training Development Capabilities
TEWT	tactical exercise without troops
TLog	Theater Logistics Studies Program
TOE	table of organization and equipment
TRA	Training Readiness Authority
TSP	training support package
TSPC	Theater Sustainment Planners Course
UAP	unified action partner
ULO	unified land operations
US	United States
USAR	United States Army Reserves
USTRANSCOM	United States Transportation Command
UTES	Ultimate Training Experience Simulation
WFX	warfighting exercise

References

ADP 4-0	Sustainment
ADP 6-22	Army Leadership
ADP 7-0	Training Units and Developing Leaders
ADRP 1-03	The Army Universal Task List
ADRP 3-0	Unified Land Operations
ADRP 6-22	Army Leadership
AR 11-2	Managers' Internal Control Program
AR 715-9	Operational Contract Support Planning and Management
ATP 1-19	Army Music
ATP 3-35	Army Deployment and Redeployment
ATP 4-0.1	Army Theater Distribution
ATP 4-02.1	Army Medical Logistics
ATP 4-10	Multi-Service Tactics, Techniques, and Procedures for Operational Contract Support
ATP 4-93	Sustainment Brigade
ATP 6-22.5	A Leader's Guide to Soldier Health and Fitness
DA Pam 600-3	Commissioned Officer Professional Development and Career Management
DA Pam 600-25	US Army Noncommissioned Officer Professional Development Guide
FM 1-0	Human Resources Support
FM 1-04	Legal Support to the Operational Army
FM 1-05	Religious Support
FM 1-06	Financial Management Operations
FM 4-02	Army Health System
FM 6-22	Leader Development
JP 4-0	Joint Logistics
JP 4-09	Distribution Operations
JP 4-10	Operational Contract Support
TRADOC Pam 350-70-7	Army Educational Processes
TRADOC Pam 325-3-1	Army Operating Concept: Win in a Complex World

Concepts and Strategies

Army Capstone Concept
Army Leader Development Strategy
Army Human Dimension Strategy
Capstone Concept for Joint Operations: Joint Force 2020
Deputy Chief of Staff, G4, Logistics Strategic Planning Guidance
Joint Concept for Logistics