



Sustainment Training Strategy & Guide



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UNITED STATES ARMY COMBINED ARMS SUPPORT COMMAND

Foreword

The Army and the Sustainment Warfighting Function (SWfF) changed significantly in the nearly two years since we first published the Sustainment Training Strategy and Guide (STS&G). Sustainable Readiness and Objective-Training fundamentally reshaped training and readiness reporting. Readiness is the number 1 priority of our current Chief of Staff. As the proponent for the Sustainment Warfighting Function, we developed a number of new initiatives and resources to assist Total Army sustainment leaders and Soldiers. Change 1 documents those major adjustments and also provides a guide for implementation of those changes within the SWfF.

Nested with the Army Training Strategy and the Army G-4's Logistics Strategic Planning Guidance, the STS&G continues to build on TRADOC's Enhanced Realistic Training initiatives that support all Army units in the areas of logistics, personnel services and health service support. The STS&G and Sustainment Leader Development Implementation Plan are companion documents which focus on the three domains of leader development: institutional, operational, and self-development. The STS&G assists sustainment units in defining their progressive training strategy. Additionally, it integrates Special Operations Forces (SOF), the Strategic Enterprise (U.S. Army Materiel Command, Defense Logistics Agency, U.S. Transportation Command, and other key enablers) and all elements of the SWfFs to ensure freedom of action, extend operational reach and prolong endurance. The STS&G addresses both the near and long-term training readiness of our Total Force, active and reserve, and current and future sustainment formations. This document applies to Brigade Combat Teams and below sustainment formations, and echelons-above-brigade multi-functional and functional units.

Training remains the foundation of our transformation under Army Sustainment 2020. To provide our Soldiers with the best and most realistic training possible, we must have experienced and competent sustainment leaders committed to the Profession of Arms. The Sustainment Leader Development Implementation Plan and the STS&G are tools to develop the sustainment professionals we need now and well into the future.

Finally, I strongly encourage leaders of ALL Warfighting Functions (WfFs) to digest the content of this strategy. There exists a sustainment aspect within every warfighting function. The intent is for this document to positively impact training of our sustainment formations and formations across the Total Army.



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Commanding

Summary of Change

This major revision, dated 1 October 16, includes the following major changes –

- **Chapter 1 – Sustainable Readiness replaced Army Force Generation; Operational Contract Support defined; added paras for Army Service Component Commands – First Army, Army Central Command, United States Army Africa and United States Army South; added Army Force Generation Synchronization Resourcing Conference to Army Forces Command responsibilities and Training Support Synchronization Working Group to First Army responsibilities; added paragraphs for Sustainment Leadership Development Implementation Plan, Human Dimension and Army Warfighting Challenges.**
- **Chapter 2 – Several functional training resources added to the institutional domain para; process for requesting Mobile Training Team support updated under institutional training enablers para.**
- **Chapter 3 – original Chapter 3 – Challenges in Training Sustainment Units were moved to Chapters 5; now Sustainable Readiness in Sustainable Operational Force; Sustainment Training Center added throughout; Figures 3-2 and 3-3 old Army Force Generation cycles replaced with Sustainable Readiness cycles; Medical Treatment Facility opportunities for 68Ws Combat Medics added; Mission Training Complex and Sustainment Training Center added to para 3-5; added Sustainment gunnery - Convoy Protection Platform Gunnery under para 3-7; MilSuite added para 3-8h.**
- **Chapter 4 – original Chapter 4 – Sustainable Readiness was replaced with Brigade Combat Team Sustainment Training; Roles and Responsibilities of Brigade Key Leaders added para 4-2; Brigade Integrated Echelons Above Brigade Units and Key Enablers added para 4-3; Brigade Enduring Training Challenges added para 4-6; Sustainment Virtual Playbook added as training resource para 4-7.**
- **Chapter 5 – Added Enterprise Resource Planning integration into training events and Common Operating Picture under para 5-1; added Combined Arms Training Strategy and FM 7-0 Trained to Win in a Complex World para 5-5; added Additional Recommendations to prepare for Warfighter Exercises para 5-6; added Total Army Policy para(s) 5-7/5-8; added para(s) under Theater Opening/Closing (5-12) – sustainment brigades, Combat Sustainment Support Battalions, Army Contingency Basing, Acquisition and Cross Servicing Agreements, and Interservice Agreements; added para(s) for human resources (5-15), finance management (5-16, petroleum and water (5-19) and explosive ordnance (5-20).**
- **Appendix B – Moved to Appendix P and renamed; replaced by new Appendix B (Mission Essential Task Lists).**
- **Appendices C and D – Revised to replace Army Force Generation processes with Sustainable Readiness.**
- **Appendices E and I – Revised to reflect critical updates.**
- **Appendix K – Added Army Prepositioned Stocks and Activity Sets para K-3c.**
- **Appendix P (Training Support and Live, Virtual, Constructive and Gaming Enablers) – Added Training Aids, Devices, Simulators and Simulations paras P-1 through P-3.**

Introduction

The Sustainment Training Strategy and Guide (STS&G) provides overarching guidance for training sustainment formations and addresses the gaps identified in the March 2013 Global Logistics Rehearsal of Concept Drill for a comprehensive training strategy for the total force, addressing the training and validation of our sustainment formations. The STS&G continues to provide the way ahead to assist sustainment commanders at all echelons, and those who support them, with a strategy that assists them in meeting unit training proficiency standards.

Change 1 to the STS&G incorporates numerous changes in Doctrine, new concepts and models, Army Directives, guidance from senior Army leaders, and innovative resources now available to assist in training. The most significant change is the shift from Army Force Generation to Sustainable Readiness .

Chapters 1 through 3 provides the foundation and resources for conducting sustainment training while Chapters 4 and 5 outline specific ways and means of executing sustainment training for the Warfighter and the Sustainer from the tactical level to the strategic level.

Chapter 1 of this strategy provides the focus and purpose of the STS&G along with the roles of Army sustainment, responsibilities of the agencies responsible for the training of our sustainment formations and supporting concepts and strategies. Chapter 2 defines the institutional and self-development support available to sustainment formations. Chapter 3 lays out the progressive training strategy for sustainment units. Chapter 4 defines the Brigade Combat Team sustainment training strategy and chapter 5 discusses Echelons Above Brigade sustainment unit training strategy.

Appendices A-P provide an indepth view of the functions and focal points of standardized Mission Essential Task Lists ,Reserves and National Guard Training Strategies, Strategic Planners, Operational Contract Support, Special Operations Forces , Army Medical Command and Training Support and Live, Virtual, Constructive and Gaming Enablers.

Contents

Chapter 1	1
Sustainment Training	1
1-1. Focus.....	1
1-2. Purpose	1
1-3. Role of Army Sustainment	1
1-4. Strategic Environment.....	2
1-5. Responsibilities.....	3
1-6. Training Sustainment Formations	5
1-7. Sustaining Readiness	5
1-8. Supporting Concepts and Strategies.....	6
1-9. References	9
1-10. Explanation of Abbreviations and Terms.....	10
1-11. Updates	10
1-12. Distribution.....	10
Chapter 2	11
Army Training Domains in Support of the Operational Sustainment Force	11
2-1. Overview of Army Training Domains	11
2-2. The Institutional Domain	11
2-3. The Operational Domain	12
2-4. The Self-Development Domain	13
2-5. Institutional Training Enablers for the Operational Force.....	13
Chapter 3	15
Sustainable Readiness in the Sustainment Operational Force	15
3-1. Sustainable Readiness	15
3-2. Progressive Readiness in Sustainment Units.....	16
3-3. Components of the Operational Domain	18
3-4. Home Station Training	19
3-5. Training Centers	19
3-6. Home Station and Combat Training Centers Training Linkages	22
3-7. Sustainable Readiness Training at Home Station	22
3-8. Collective Training Enablers	25

3-9.	Training Support System; Training Aids, Devices, Simulators, and Simulations	27
Chapter 4	28
Brigade Combat Team Sustainment Training	28
4-1.	Introduction	28
4-2.	Roles and Responsibilities of Key Leaders in the Sustainment Staff	30
4-3.	Integration of Echelons Above Brigade units and key enablers	31
4-4.	Combat Training Centers Echelons Above Brigade Troop List.....	32
4-5.	Doctrinal Training Templates	32
4-6.	Conduct Multi-Echelon and Concurrent Training.....	33
4-7.	Enduring Training Challenges.....	34
4-8.	Useful Brigade Combat Team Sustainment Training Resources.....	35
4-9.	Conclusion	35
4-10.	Useful Training References.....	35
Chapter 5	37
Echelons Above Brigade Sustainment Unit Training	37
5-1.	Introduction.....	37
5-2.	Doctrinal Training Templates	39
5-3.	Training Challenges	40
5-4.	Identified Gaps.....	41
5-5.	Mitigation of Gaps	44
5-6.	Additional Recommendations to Prepare for Warfighter Exercises	45
5-7.	<i>Army Total Force Policy (Army Directive 2012-08)</i>	45
5-8.	Army Total Force Policy Implementation – U.S Army Force command Interim Guidance	45
5-9.	Leveraging Sustainment Organizations in CONUS	46
5-10.	Sustainment Operations Center	47
5-11.	Leveraging Strategic Partners.....	47
5-12.	Force Projection.....	47
5-13.	Theater Opening/Theater Closing	48
5-14.	Theater Distribution/Materiel Management	52
5-15.	Health Services Support Integration.....	53
5-16.	Human Resource Sustainment Integration.....	53
5-17.	Financial Management Sustainment Integration	54

5-18.	Operational Contract Support Integration	54
5-19.	Transportation Brigade (Expeditionary)	54
5-20.	Petroleum and Water Group	55
5-21.	Explosive Ordnance Disposal Group	55
5-22.	Special Operations Forces Integration	55
5-23.	Unit Ministry Team Integration	56
5-24.	Mortuary Affairs Team Integration	57
5-25.	Army Music Integration	58
5-26.	Legal Support Integration	58
	Appendix A	60
	References	60
	Appendix B	64
	Mission Essential Task Lists	64
B-1.	Introduction	64
B-2.	Illustrative Samples Mission Essential Task level	64
B-3.	Illustrative Sustainment Brigade Mission Essential Task List Down Trace Crosswalk	67
B-4.	Other links to METLs	67
	Appendix C	68
	Army National Guard Sustainment	68
C-1.	Introduction	68
C-2.	The Army Training Strategy (Sustainable Readiness)	68
C-3.	Training Resources	70
C-4.	Conclusion	71
	Appendix D	72
	U.S. Army Reserve Sustainment	72
D-1.	Introduction	72
D-2.	Training Standardization	74
D-3.	Army Reserve Training Strategy	74
D-4.	Collective Training and Scheduling Process	75
D-5.	Institutional Training	76
D-6.	Other Useful U.S. Army Reserve Training References	77
D-7.	First Army	77

Appendix E	78
Ordnance	78
E-1. Vision.....	78
E-2. Mission	78
E-3. Core Competencies	78
E-4. Maintenance	78
E-5. Ammunition.....	80
E-6. Explosive Ordnance Disposal	80
E-7. Explosive Safety.	81
Appendix F.....	82
Quartermaster.....	82
F-1. Mission	82
F-2. Training Objective	82
F-3. Home Station Training Objective.....	82
F-4. Institutional Training.....	83
F-5. Mobile Training Teams and Staff Assistance Visits:	83
F-6. Command Supply Discipline Program and Property Accountability Knowledge Center	83
F-7. Supply Excellence Award Program	85
F-8. Global Combat Support System-Army	85
F-9. Army Culinary	86
F-10. Aerial Delivery.....	86
F-11. Mortuary Affairs	88
F-12. Credentialing:.....	88
Appendix G	89
Transportation.....	89
G-1. Mission	89
G-2. Vision.....	89
G-3. Core Competencies	89
G-4. Training Core Competencies	90
G-5. Maritime and Intermodal Training Department	94
G-6. Deployment and Deployment Systems Department	94
G-7. Training Aids, Devices, Simulators and Simulations.....	96

Appendix H	97
Financial Management.....	97
H-1. Mission	97
H-2. Vision.....	97
H-3. Introduction.....	97
H-4. Current Resources.....	97
H-5. Combat Training Center Shortfalls/Gaps.....	99
H-6. Future Training Support Concepts to Support Home Station Training.....	100
Appendix I.....	101
Adjutant General.....	101
I-1. Mission	101
I-2. Introduction.....	101
I-3. Human Resources and Sustainment Relationships.....	101
I-4. Human Resources Sustainment Roles.....	101
I-5. Human Resources Support.....	102
I-6. Human Resources Core Competencies	102
I-7. Focus of Human Resource Support.	103
I-8. Current resources	103
I-9. Combat Training Center Shortfalls/Gaps.....	104
I-10. Future Training Support Concepts to Support Home Station Training.....	105
I-11. Reserve Component Training	105
Appendix J.....	106
Multi-functional Logistics	106
J-1. Mission and Functions	106
J-2. The Army Logistics University Supports the Reinvigoration of Home Station Training through Multiple Methods.....	106
Appendix K	108
Strategic Partners	108
K-1. Introduction.....	108
K-2. Defense Logistics Agency.....	108
K-3. United States Army Materiel Command	109
K-4. Defense Contract Management Agency (DCMA)	111
K-5. United States Transportation Command (USTRANSCOM).....	111

K-6.	Human Resources Command (HRC)	112
K-7.	United States Army Finance Management Command (USAFMCOM).....	112
K-8.	Assistant Secretary of the Army (Acquisition, Logistics and Technology)	113
K-9.	Other Intergovernmental and Interagency Coordination	113
	Appendix L.....	114
	Operational Contract Support.....	114
L-1.	Operational Contract Support	114
L-2.	TRADOC Capability Manager – Operational Contracting Support.....	114
L-3.	Current Resources.....	114
L-4.	Operational Contracting Support Training Opportunities	116
	Appendix M.....	117
	Special Operations Forces	117
M-1.	Introduction.....	117
M-2.	Institutional Training.....	118
M-3.	Operational Training/Planning.....	119
M-4.	Training Events / Exercises.....	121
	Appendix N	123
	Operational Energy	123
N-1.	Introduction.....	123
N-2.	Institutional Domain	123
N-3.	Operational Domain	124
N-4.	Self-Development Domain	124
	Appendix O	126
	Army Medical Command.....	126
O-1.	Army Medicine	126
O-2.	U.S. Army Medical Command.....	126
O-3.	Army Medical Command Mission.....	126
O-4.	Army Medical Department Center and School	126
O-5.	Tactical Medical Training Strategy	128
O-6.	Combined Arms Training Strategy	128
O-7.	Other considerations.....	128
	Appendix P	129
	Training Support and Live, Virtual, Constructive and Gaming Enablers	129

P-1. Training Aids, Devices, Simulators, and Simulations..... 129

P-2. List of Common Training Aids, Devices, Simulators and Simulations..... 129

P-3. Training Aids, Devices Simulators and Simulations for Convoy Protection Platform Gunnery Program Training 132

P-4. Command Post Exercise – Functional 134

P-5. Unit’s Responsibility 135

P-6. Home Station and Combat Training Center Integration..... 137

P-7. Integrate Sustainment Units into Army Service Component Commands Exercises. 138

Glossary..... 140

Chapter 1

Sustainment Training

"For every day of training in peacetime, we may save weeks and months of war."
Robert P. Patterson, Secretary of War, 1949

1-1. Focus

This strategy roadmap provides sustainment commanders at every echelon and across all components with a guide to assist them with achieving Sustainable Readiness (SR) and Objective Training (OBJ-T) proficiency

1-2. Purpose

a. The Sustainment Training Strategy and Guide provides overarching guidance for training sustainment formations and addresses the gap identified in the March 2013 Global Logistics Rehearsal of Concept (ROC) Drill for a comprehensive training strategy to train and validate our sustainment headquarters and formations.

b. It also identifies U. S. Army Combined Arms Support Command's (CASCOM) initiatives that support non-sustainment units in areas such as property accountability, maintenance management, rapid deployment, personnel readiness, operational contract support, and other capabilities that enhance the Army's ability to project and sustain operations World-wide.

c. It assists our sustainment formations in defining their progressive training strategy in support of their Sustainment Readiness Process and provides insight to available institutional, collective and self-development training enablers and opportunities.

d. It provides a comprehensive proponent strategy to Headquarters, Department of the Army (HQDA) G-3/7/Training Directorate, and U.S. Army Training and Doctrine Command (TRADOC) that identifies sustainment training priorities that influence the development and execution of the Program Objective Memorandum (POM) guidance.

e. This strategy applies to the Army's Active Component (AC), Reserve and National Guard units/organizations that provide sustainment related training or training support.

1-3. Role of Army Sustainment

a. The Sustainment Warfighting Function is comprised of the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolonged endurance. The endurance of Army forces is primarily a function of their sustainment support. Sustainment determines the depth and duration of Army operations. It is essential to retaining and exploiting the initiative. (*ADP 3-0, Unified Land Operations*).

b. The Sustainment Warfighting Function (SWfF) includes the following major elements. (*ADP 4-0, Sustainment*)

- Logistics, planning and executing the movement and support of forces includes Maintenance, Transportation, Supply, Field Services (including Mortuary Affairs), Distribution, Operational Contract Support and General Engineering Support.
- Personnel Services, manning and funding the force, includes Human Resources Support, Financial Management Operations, Legal Support, Religious Support and Music Support.

- Health Service Support encompasses all services of the Army Medical Department including Casualty Care, Medical Evacuation and Medical Logistics.

1-4. Strategic Environment

a. Changing strategic priorities, an evolving Operational Environment (OE), and continuing budget constraints each impact and shape this strategy. The Army will become smaller and leaner but will need to maintain the capability to respond effectively and decisively to global challenges.

b. With emerging threats in Europe, Asia and Africa, we do not have the luxury of preparing to fight only one enemy, at one time, and in one place. We cannot forecast precisely when and where the next contingency will require the support of sustainment forces. If a major crisis occurs today, we would likely deploy uncommitted sustainment forces from all components, into combat on very short notice. Therefore, the increased readiness of sustainment units is key to the success of our Army. To mitigate the risk of unready forces, the Army will continue to prioritize readiness to reverse declines from the past 15 years of continuous combat. To do this we must preserve those essential functions that made us successful in Iraq and Afghanistan while transitioning to a largely Continental United States (CONUS) based force, capable of power projection into an austere theater capable of conducting the full range of military operations in support of Unified Land Operations.

c. In the context of Total Army Force integration, with about 71 percent of our Echelons Above Brigade (EAB) sustainment force structure in the Army Reserve and National Guard, we must ensure these formations are well trained and integrated into our multi-compo modular sustainment force structure. Appendices C & D describe training strategies for these formations.

d. We must continue to strengthen our relationships with other services, interagency organizations, private industry and multinational partners. It is especially critical that we maintain a strong partnership with our strategic sustainment partners such as the U. S. Army Materiel Command (USAMC), Defense Logistics Agency (DLA), U.S. Transportation Command (USTRANSCOM), Human Resource Command (HRC), Assistant Secretary of the Army for Financial Management and Comptroller (ASA FM&C), Defense Finance and Accounting Service (DFAS), Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA (ALT)), and the U.S. Treasury to enable power projection and distribution.

e. The ability of our sustainment forces to enable Reception, Staging, Onward Movement and Integration (RSOI), as well as theater distribution, will become critical to building combat power in support of the Combatant Commander.

f. We must be capable of sustaining the Army in areas where pre-positioning of equipment may not be feasible or where adequate bases may not be available and in areas with a poorly developed industrial base and infrastructure exist (forcible entry, immature austere environments with globally responsive sustainment). At the end of hostilities, we must retrograde the equipment back to CONUS for repair and redistribution.

g. Operational Contract Support (OCS) is the process of planning for and obtaining supplies, services, and construction from commercial sources in support of joint operations. In the current operating environment, sustainment units and Soldiers routinely employ OCS to meet mission requirements. Force reductions, fiscal constraints and geographical considerations suggest our reliance on OCS will increase.

1-5. Responsibilities

There are nine principle agencies responsible for developing, funding, and executing training for sustainment units:

a. *Army G4*. Responsible for policy formulation, planning, programming, budgeting, management, staff supervision, evaluation, and oversight for sustainment for the Army to set the conditions for successful training.

b. *U.S. Army Combined Arms Support Command and Sustainment Center of Excellence (CASCOM/SCoE)*. Develops and manages sustainment training and education products under TRADOC. Designs, develops, and integrates sustainment capabilities, concepts, and doctrine, as well as individual and collective training in support of Unified Land Operations.

c. *Logistics Exercise and Simulation Directorate (LESD)*. A National Simulations Center (NSC) organization located at Fort Lee, Virginia. Serves as simulations capabilities integrator and provider of collective sustainment training simulations worldwide for Mission Command training exercises. LESD provides exercise support to the Institutional and Operational Army to assist commanders in preparing Soldiers and sustainment headquarters to successfully execute their sustainment mission.

d. *Mission Command Training Program*. An element of the Combined Arms Center – Training (CAC-T). It supports collective training of Army units as directed by the Chief of Staff of the Army and scheduled by Forces Command (FORSCOM) in accordance with the Sustainable Readiness process at locations worldwide to train leaders and provide Commanders the opportunity to train on Mission Command during Unified Land Operations. It has professional Observer, Controller/Trainers for every functional area, to include sustainment. It even has a sub element (Operations Group S) that focuses solely on Expeditionary Support Commands (ESC) and Sustainment Brigades (SB).

e. *U.S. Army Forces Command (FORSCOM)*. Sources, equips, trains, mobilizes, and deploys conventional forces to provide a sustained flow of trained and ready land forces to Combatant Commanders. This is accomplished through the Army Force Generation (ARFORGEN) Synchronization and Resourcing Conference (ASRC) conducted quarterly/semi-annual to de-conflict requirements, prioritize resources, identify unresolved issues, and codify decisions. The ASRC provides a collective forum which enables ARFORGEN cyclic readiness by conducting a continuous synchronization and prioritization of resources to include manning, equipping, training enablers, and events, as well as the assessment of processes, to provide trained and ready forces to meet the Combatant Commands' (COCOM) and other Army requirements. Some key participants that attend are HQDA G3 Training Readiness, FORSCOM G3 / G4, Army National Guard (ARNG) Deputy Commanding General (DCG) G3, United States Army Reserve (USAR) DCG G3, Army Service Component Commands (ASCC), Corps / Division G3, Combat Training Centers (CTC), and Mission Command Training Program (MCTP). Within the context of synchronizing Total Army training opportunities, recommended that Theater Sustainment Command (TSC) and ESC send their G3 training readiness representatives.

f. *First Army*. FORSCOM's designated coordinating authority for implementation of the Army Total Force Policy, partners with USAR and ARNG leadership to advise, assist, and train Reserve Component (RC) formations to achieve Department of the Army directed readiness requirements during both pre- and post-mobilization through multi-component integrated collective training, enabling FORSCOM to provide Combatant Commanders trained and ready forces in support of worldwide requirements. The forum used to achieve this is the Training Support Synchronization Working Group (TSSWG) held semi-annually prior to the ASRC. The

TSSWG is a unique First Army managed semi-annual meeting to identify and integrate Rotational Force Pool Non-Deployed force training requirements from the U.S. Army Reserve Command (USARC) and National Guard Bureau. This ensures RC training audiences and key training enablers are mission-focused on developing and executing a synchronized, integrated RC training support plan that reduces costs and builds efficiencies.

g. *U.S. Army Reserve Command (USARC)*. -The United States Army Reserve is a global operational reserve force, providing operational capability and strategic depth to the Total Force and Joint Force in support of the National Defense Strategy and Army commitments worldwide. Responsible for the administration and support, including organization of forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, and discipline of Army Reserve forces. Fifty six percent of the Army's sustainment force resides in the Army Reserve. The Army Reserve comprises 20 percent of the Army's organized units, nearly half the Army's total maneuver support, and a quarter of its mobilization based expansion capability. Manned, trained and equipped to enable operational forces, the Army Reserve provides quick access to trained and ready Soldiers, leaders and cohesive units, with the critical enabling capabilities America's combat units rely upon to sustain prolonged operations and win decisively and dominantly.

h. *Army National Guard (ARNG)*. A community-based ARNG provides operational forces capable of unified land operations and response to domestic crises. Responsible for policy, management, programming, budgeting, and resourcing of ARNG sustainment capabilities. Coordinates with 54 States and Territories, District of Columbia and HQDA to ensure ARNG sustainment formations are manned, trained, equipped, ready, and continuously engaged in support of SR.

i. *U.S Army Central (USARCENT)*. Responsible for conducting shaping operations in the U. S. Central Command area of responsibility to deter adversaries in order to reassure and enable partners, while sustaining ongoing U.S. operations in established Combined Joint Operating Areas. Concurrently, USARCENT transitions forces and capabilities in the area of responsibility (AOR) for roles anticipated in the next decade of the 21st Century. The 1st TSC provides theater sustainment mission command to Army, joint, and multinational forces in support of USARCENT unified land operations in order to enable the combatant commander's ability to prevent, shape and win our nation's wars.

j. *U.S. Army Europe (USAREUR)*. Responsible for training and preparing full spectrum capable forces for global employment, and strengthening alliances and building partner capacity and capability. As a subordinate command, 21st TSC employs warfighting functions in unified land operations and deploys ready forces to execute theater opening, theater distribution and sustainment.

k. *U.S. Army Africa (USARAF)*. Responsible for providing mission command and employs forces to set the theater, conduct security force assistance, and provide support to joint and international partners in order to achieve United States Africa Command (USAFRICOM) Theater Campaign Plan objectives and assist in establishing a secure and stable environment in Africa.

l. *U.S. Army Pacific (USARPAC)*. Responsible for providing trained and ready Active Component and Reserve Command combat and enabling forces, and playing a key role in USARPAC's theater security programs. As a subordinate command, 8th TSC sets the theater in order to integrate and conduct sustainment of unified land operations, advance regional relationships, and provide ready forces to the global force pool.

m. *U.S. Army South (ARSOUTH)*. Responsible for conducting security cooperation and responds to contingencies as part of a whole-of-government approach in conjunction with partner nation armies in the U.S. Southern Command Area of Responsibility as the Theater Army in order to strengthen regional security and counter transnational threats in defense of the homeland.

1-6. Training Sustainment Formations

a. Unit commanders at all levels are the critical link for implementing unit training management to ensure progressive readiness and unit proficiency within their formations. At all echelons, our sustainment formations play a critical role in enabling military decision making within Mission Command, and our formations must train collectively with our warfighting partners to sustain this proficiency. Although all sustainment headquarter (HQ) staff sections play an important role in supporting mission requirements, it is the Support Operations (SPO) staff that is the center of gravity in these EAB units (Combat Sustainment Support Battalion (CSSB)/SBs/ESC/TSC) and Brigade Combat Team (BCT) Brigade Support Battalion (BSB) formations as well. With this in mind, it is especially important in the sustainment community to implement training focused on improving core sustainment competencies throughout the SPO staff sections, exercising their staff functions to forecast, synchronize and integrate support requirements at all levels.

b. It is essential that sustainment units at all levels are integrated with the training of the units they support. Commanders do not train sustainment units in isolation. Rather, Commanders develop organizational proficiency as part of a combined arms or Joint teams, supporting other warfighting functions to achieve specified outcomes.

c. While building unit readiness it is critical that commanders maximize institutional and operational training opportunities at home station. The technical nature of sustainment core functions requires constant engagement and maintenance to prevent skill atrophy. Further, operational units must use key Training Aids, Devices, Simulations, and Simulators (TADSS) and a progressive training program to provide and sustain perishable collective and individual technical skills and certifications.

1-7. Sustaining Readiness

The Army's Number 1 priority is readiness. The four components of readiness are manning, training, equipping, and leader development which are Army priorities in its effort to provide trained and ready forces. The Army is transitioning from ARFORGEN to SR to build and sustain readiness. It represents the Army's process for planning, synchronizing, governing and executing SR across the Total Force. The key to objectively evaluating readiness (OBJ-T) in all units is the return to external evaluation of training exercises as mandated under SR:

a. Manning. Although successful, ARFORGEN required reduced readiness of those units not designated for deployment and created a readiness cliff for units upon return from a deployment. SR ensures a steady state of individual manning which supports sustained readiness across all components to meet the Army's known demand and contingency requirements.

b. Training. Over the past decade sustainment units have supported a wide range of mission requirements in support of global operations. However, over reliance on contractor support and less focus on technical skills in critical areas resulted in an erosion of proficiency in core competencies as well as basic field craft skills. To regain our technical footing we must strive for mastery-level proficiency of our essential tasks, at echelon, through multiple iterations of training events. Within sustainment units, the Army's new directed Mission Essential Task List

(METL) describes the essential tasks a unit must perform to be considered proficient in its core mission. The ability of sustainment units to deploy on short notice and to defend themselves are also mission essential tasks of every sustainment unit METL. Refer to Appendix B for more information on METLs.

c. Equipping.

a. The maintenance of equipment to Army maintenance standard, TM 10 series and TM 20 series, in accordance with (IAW) AR 750-1, Army Materiel Maintenance Policy, is a readiness imperative. Leaders and Soldiers require training to perform Preventive Maintenance Checks and Services (PMCS) and schedule services on their equipment.

b. Essential to readiness is leader support of the Army's Campaign on Property Accountability (COPA) with the Command Discipline Programs for Supply, Maintenance, Deployment, Contracting, and Food Service. The ability to maintain and account for equipment and supplies directly impacts readiness and allows us to preserve resources for the highest priority requirements.

d. Leader Development. The Army is committed to build sustainment leaders of character who are technically and tactically proficient, adaptive, innovative, and agile. Leader development starts with a framework of formal training coupled with professional education and operational assignments. Professional Military Education serves as one of the ways that leaders combine experiences gained during operational assignments with current and emerging doctrinal methods in preparation for combat. Also, unit commanders have an obligation to plan, resource and execute ongoing professional development opportunities to leaders within their organization.

1-8. Supporting Concepts and Strategies

There are several Army and sustainment initiatives that will mature between now and the end of Fiscal Year 2020 that will impact sustainment training:

a. *FM 7-0, Train to Win in a Complex World*. The Total Army's FM 7-0, published October 2016, will greatly assist commanders, unit staffs, and planners as they plan, prepare, execute, and assess units' training and is used as a guiding reference throughout this document. It provides base chapters covering Training Overview, Developing the Unit Training Plan, and Conducting Training Events. Appendices include: Realistic Training, Training & Evaluation Outlines (T&EO), Company Training Meetings, After Action Reviews (AAR), Lane Training, Unit Training Plan, Training Briefings, T-Week Concept, and Organizational Inspection Program (OIP) for Training. The FM 7-0 formalizes the 8-step Training Model, illustrated in Chapter 3 of this guide, table 3-1; battalion and brigade training meetings; training objectives defined with task conditions, standards, and desired training proficiency outcomes/end-stated; and installation resource coordination timelines. It also provides emphasis on the following training areas: External Evaluations (EXEVALs); Plan, Prepare, Execute, Assess Model; Need to supplement live training environment with virtual, constructive, and gaming, which is frequently cited as a valuable resource within this strategy; Company Training Meetings; Synchronization with installation resources; and Higher Headquarters discipline and adherence to Task Policy. This publication is available via the Army Electronic Publication and Forms site: <http://armypubs.army.mil>.

b. *TRADOC Pam 525-4-1, the U.S. Army Functional Concept for Sustainment (AFC-S), V 0.8 Draft*. The AFC-S describes the capabilities required to carry out sustainment operations across the Range of Military Operations (ROMO) within the context of the future (OE), and is the foundation for experimentation under *Force 2025 Maneuvers*, science and technology

investigation, development of Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Policy (DOTMLPF-P) solutions that address gaps, and support overcoming Army Warfighting Challenges (AWFC).

c. *The Army Training Strategy (ATS)*. The ATS shifts Army training focus from a counterinsurgency (COIN) based training environment to one that prepares units for the entire range of Decisive Action (DA) tasks of Unified Land Operations (ULO). The latest training strategy emphasizes the Commanders control of training and the importance of reestablishing proficiency in training management at home station without losing the operational experience developed over the last thirteen years. Universal sustainment Observations, Insights, and Lessons (OILs) are available through the Sustainment Unit One Stop.

d. *The Army Learning Concept*, TRADOC Pamphlet (TP) 525-8-2, dated 20 Jan 11, guides all Soldiers through a continuum of learning by more closely integrating self-development, institutional instruction and operational experience for the duration of their careers. In support of this concept, Regional Learning Centers (RLC) will be established at stateside and overseas installations to enhance and extend the persistent learning environment to meet Soldiers needs across their career spans. TRADOC is responsible for implementing the Army Learning Concept.

e. *One Army School System (OASS)*. The OASS is a HQDA initiative to gain and maintain equivalency between AC (resident) and RC (non-resident) curriculums. Under the concept, all courses are designed, equitably resourced, and scheduled, regardless of training institution, to enable attendance by all components. The initiative will improve readiness, optimize training capacity, and create efficiencies by sharing limited fiscal, personnel, and equipment resources.

f. *Army Leader Development Strategy (ALDS)*. The ALDS provides vision and guidance on ends, ways, and means for developing leaders of all cohorts that exercise Mission Command while planning, preparing, executing, and assessing Unified Land Operations to meet the challenges of the 21st Century. Leader development is the deliberate, continuous, and progressive process—founded in Army values—that grows Soldiers and Army Civilians into **competent, committed** professional leaders of **character**. Leader development is achieved through the career-long synthesis of the training, education, and experiences acquired through opportunities in the institutional, operational, and self-development domains, supported by peer and developmental relationships. Leaders must understand the strategic environment, be able to think critically and creatively, visualize solutions, and describe and communicate crucial information to achieve shared understanding, collaborate, and build teams.

g. *Sustainable Readiness*. The Army's new force generation process, used to generate trained and ready units to meet known operational requirements, while simultaneously creating the adequate depth necessary to remain optimally postured to deploy rapidly for unforeseen contingencies. SR requires modifications to AR 350-1 and AR 525-29 prior to implementation. SR is scheduled to be implemented FY 17. More on SR can be found in Chapter 3.

h. *Logistics Strategic Planning Guidance*. The Army G-4's mission is to enable a ready Army by providing and overseeing integrated logistics policies, programs and plans in support of Sustainable Army Readiness. As part of the Strategic Planning Guidance the G4 will execute the Chief of Staff of the Army's (CSA) priorities by ensuring that we internalize them and support them through executing the three distinct, but linked, G-4 Lines of Effort: Leader Development, Strategic Readiness, and Army Operating Concept (AOC)/Force 2025. "Although the Army is constantly adapting to prepare for the future, Soldier and Civilian leaders across the Total Army must be able to apply the experiences and hard-earned lessons that have been learned over the last decade and a half of war, and continue to foster adaptability and innovation in their

formations. At the same time, fiscal realities require us to eliminate redundant, obsolete, and poorly performing programs while sustaining those that have proven most beneficial.

i. *Sustainment Leader Development Implementation Plan.* Sustainment leaders must be able to plan and execute distribution and materiel management. They require competence in the various sustainment functions and be able to integrate them into a comprehensive sustainment approach. They must strive to master the following competencies:

1) Understanding of Joint Combat Arms Maneuver: For our sustainment leaders to effectively communicate and shape the impact of logistics on combat operations, it is essential that they understand combined arms maneuver. They can neither plan nor execute support to the force without understanding maneuver organizations, weapons systems and operations across all echelons. Without a solid knowledge in this area, not only can they not conduct support to the force, but they will have no credibility with the units they support and have no seat at the table in planning operations.

2) Expeditionary Sustainment: Leaders must prepare themselves and their units to maintain readiness for deployment, and once they commence operations, they must be able to perform their roles in theater opening and closing and supporting conventional and Special Forces while establishing, defending, and moving support areas.

3) Total Force Sustainment Integration: This sustainment competency involves sustainment functions integration and integrating sustainment formations across all components. Sustainers need to understand the various sustainment functions and be able to integrate them to create a holistic sustainment plan. They must also understand each component capability and establish partnerships to effectively integrate them to provide optimal support to the force

4) Strategic Sustainment Enterprise Operations: As sustainment leaders develop, they must progress from the start point of understanding their roles in enabling tactical-level operations through an operational perspective to strategic enterprise operations. We must understand strategic roles, systems and capabilities at the enterprise level and how the links work across the levels of war.

5) Unified Action Partner (UAP) Integration: 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. Ultimately all sustainment is aimed at ensuring the success of these operations, so sustainment leaders must understand the capabilities and requirements of UAPs, how they are synchronized to place the adversary in positions of disadvantage, and establish appropriate relationships with them.

6) Sustainment Information Systems: Sustainment information systems are transforming as the Army moves from stove-pipe, stand-alone functional systems to Enterprise Resource Planning (ERP) programs. In all organizations, ERP program implementations are difficult. To ease the transition, it is important that Army sustainers understand what ERP programs are, why the Army is moving toward them, what ERP programs the Army has, and how they are integrated.

Commanders and staffs must be familiar with how to plan for, integrate, execute, and manage contracts and contractor personnel within the operational environment. All this will occur within an environment which is complex, ever-changing, unpredictable, and challenging. Figure 1-1 depicts the nesting of Sustainment competencies within the Army Leadership Requirements Model.

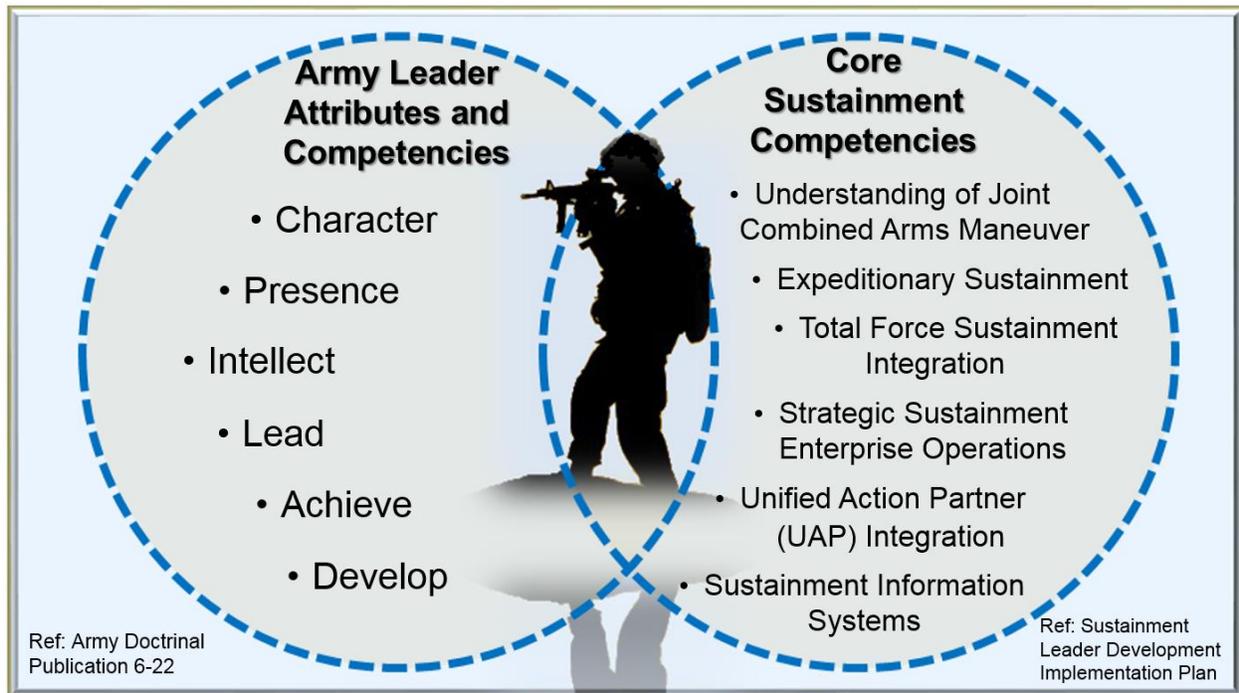


Figure 1-1. Leadership and Sustainment Competencies

i. *Human Dimension*. Maintaining dominance in today's uncertain strategic environment demands both a technological and human edge over future threats. Developing and maintaining this human edge requires a sustained investment in the physical, cognitive and social aspects of our Soldiers and Civilians with continuous innovation in training, education, leader development, and both talent acquisition and talent management. *Optimizing human performance* through building *resilient Soldiers*, *adaptive leaders*, and *cohesive teams* will drive the Army's response to the CSA's vision and fits within the broader context of Army transformation. These substantive changes contribute to maintaining the prestige and value of our Soldiers and Civilians, and restore the Army's balance of education, training, and experience. Most critically, *optimizing human performance* provides the framework and vision to produce agile, adaptive, and innovative leaders for *Force 2025 and Beyond* that thrive in conditions of uncertainty and chaos so the Army can win in a complex world.

j. *Army Warfighting Challenges (AWFC)*. The AWFCs represent the first-order questions to frame learning and collaboration. They are enduring questions, the answers to which improve the combat effectiveness of the current and future force. AWFCs focus concept and capability development. Because AWFCs are enduring, they allow the Army to integrate near-term, mid-term and long-term efforts to deliver the future force. The Army uses warfighting challenges to serve as the analytical framework to guide research, learning activities, modernization, and future force design. Through a sustained and collaborative analytical effort focused on first order questions, the answers will improve the combat effectiveness of the current and future forces. CASCOM, as one of the Army's Centers of Excellence (CoE), is heavily involved in providing concepts, capabilities, analysis and input into the twenty 2016 AWFCs and their DOTMLPF-P requirements.

1-9. References

Required and related publications are provided in Appendix A.

1-10. Explanation of Abbreviations and Terms

Abbreviations, acronyms, and special terms used in this document are provided in the glossary.

1-11. Updates

CASCOM, in conjunction with TRADOC, FORSCOM, ARNG, USARC, First Army, and other key stake holders will update the Army Sustainment Training Strategy and Guide as required.

1-12. Distribution

Distribution of this strategy is intended for distribution to all command levels of the AC and RC through electronic media maintained on Army Knowledge Online (AKO) and through the Sustainment Unit One Stop (SUOS) portal at:

http://www.cascom.army.mil/g_staff/g3/SUOS/index.htm

Chapter 2

Army Training Domains in Support of the Operational Sustainment Force

2-1. Overview of Army Training Domains

Army training occurs in three domains: institutional, operational, and self-development. Each training domain complements the other two. All of the domains have an important role in training Soldiers and Army Civilians, growing leaders, and preparing units for deployment. AR 350-1, *Army Training and Leader Development* and ADP 7-0/ADRP 7-0, *Training Units and Developing Leaders* define the training domains that comprise The Army Training and Leader Development Model.

2-2. The Institutional Domain

The institutional domain includes Army centers/schools that provide initial training and subsequent functional and professional military education for Soldiers, military leaders, and Army Civilians. The institutional domain provides training support products, information, and materials needed by individuals for self-development and by unit leaders in the operational domain to accomplish training and mission rehearsal/assessment.

- a. The majority of a Soldier's training time is spent in the operational force under Sustainable Readiness initiatives. During their career, Soldiers will generally receive four opportunities for intensive institutional training within TRADOC between Initial Military Training (IMT) and Professional Military Education (PME).
- b. Sustainment Advance Individual Training (AIT) is conducted by the proponent schools. A Soldier's initial training emphasizes individual competency with an introduction to the collective tasks that support ULO. Sustainment Military Occupational Specialty (MOS) Reclassification is conducted at USAR and ARNG Schools for all three components.
- c. Sustainment PME is conducted at the Army Logistics University (ALU), Soldier Support Institute (SSI), USAR Schools (under 94th TD), ARNG schools, and the Combined Arms Center-Training (CAC-T). PME emphasizes progressive and sequential leader, technical and tactical training that prepares sustainment Soldiers and leaders to operate in Joint, Interagency, Intergovernmental and Multinational (JIIM) environments and enhances their ability to function in environments of complexity, ambiguity and rapid change.
- d. Functional training sites
 - 83rd Army Reserve Readiness Training Center (ARRTC) conducts USAR specific functional training for Soldiers and Civilians.
 - Professional Education Center (PEC) conducts ARNG specific functional training for Soldiers and Civilians, <http://www.pec.ng.mil/>.
 - Mission Training Complex (MTC) Dodge, supports the Mission Command Training Support Program (MCTSP) by providing Mission Command Training to battalion and brigade units. The MCTSP teaches the art and science of Mission Command by using the Military Decision Making Process (MDMP) and the appropriate Mission Command System (MCS). https://gkportal.ng.mil/arnq/G3/TR/MTC_Dodge/SitePages/Home.aspx.
 - ARNG and USAR Regional Training Site – Maintenance (RTS-M) schools provide a training environment to conduct effective and efficient maintenance training. This

includes access to the Basic Electronics Maintenance Trainer (BEMT) which provides critical electronics training for 43 Maintenance MOS at 28 locations.

- Sustainment Training Center (STC): Provides collective technical and tactical sustainment unit training and evaluations for units supporting unified land operations. Field Maintenance, Quartermaster, and Medical training is focused at section, platoon, and company level collective training using the latest generation of theater specific equipment, current doctrine, and logistics enabler systems that support the current Army structure. Provide battalion staff training and simulation exercises focused on leadership training in the MDMP and mission command operations culminating in a digital command post exercise. The school house will also provide individual technical maintenance instruction to technicians. Access additional information at <http://stcia.com/dodge.php>.

- University of South Carolina functional and graduate level training is designed to enhance data mining capabilities of resource management tools (e.g. General Funding Enterprise Business System (GFEBS) and Global Combat Support System-Army (GCSS-A)). Focus areas are in Business Analytics Course, Advanced Business Analytics and System Application Product (SAP) TERP 10. Access additional information at <https://www.milsuite.mil/book/community/spaces/afms/usc>.

e. Some examples of leader development training are:

- *Deputy Commanding General – Sustainment Course (DCG-S)*. The implementation of a one-week DCG developmental course at Fort Leavenworth designed to give all DCGs specific, actionable information to help them make decisions pertaining to readiness analysis and leadership, discussions with senior leaders, and deployment preparations. The outcome is the attendees know how to build and sustain readiness and an expeditionary command culture at the unit and to provide accessible reach-back capability to CASCOM.

- *Brigade Command Tactical Commanders Development Program (BCTCDP)*. The BCTCDP is a mandatory two week course for all Active Army and Army Guard Reserve (AGR) Mission Table of Organization and Equipment (MTOE) brigade command selectees conducted four times a year at Fort Leavenworth. It's emphasis is on exercising the Mission Command commander tasks of "Understand, Visualize, Describe", and "Develop Teams"; practice the synchronization of the brigade's Warfighter Functions (WfF) in a Decisive Action environment (offense and defense) through simulation, and understanding how to prepare and train their brigade under the Sustained Readiness Model (SRM) and OBJ-T conditions.

f. Individual proponent strategies in support of sustainment unit Home Station Training (HST) are listed in the appropriate appendices.

2-3. The Operational Domain

Sustainment Soldiers and Civilians, regardless of specialty, advance through a career-long learning continuum that progressively builds their technical and leadership capability. The operational domain encompasses training activities individuals, units and organizations undertake.

a. Following training/education in the institutional domain, Soldiers enter the operational Army where they improve their proponent technical and leadership skills. Unit commanders introduce individual and collective skills required by a Soldier's specialty or the unit's METL,

integrate them into cohesive teams and continue to sustain those skills. Sustainment METLs allow commanders to assess unit collective training proficiency IAW OBJ-T. Collective training events are conducted IAW 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 a collective event, duration for training events and the resources required to conduct the training.

b. Within the operational force, Soldier training opportunities vary widely in their scope, resourcing, objectives, and frequency. Consequently, Soldier proficiency levels correlate to their operational experience. Functional training and PME help to ensure Soldiers are capable of performing core competencies appropriate for their grade.

c. A Soldier's ability to develop and learn along a continuum is fundamental to a successful career. Moreover, unit readiness and collective task proficiency is dependent upon an individual Soldier's development within the organization.

d. Sustainment unit training is supported by a firm foundation of education including our PME system and educational opportunities, such as functional advanced civil schooling and Army partnerships with civilian educational institutions.

2-4. The Self-Development Domain

a. The self-development domain recognizes that Army service requires continuous, life-long learning and structured training activities in Army schools and in operational units often will not meet every individual's training needs. Leaders help subordinates identify areas where self-development will improve performance in current and future assignments and incorporate time in training plans for self-development.

b. The Army defines self-development as planned, goal-oriented learning that reinforces and expands the depth and breadth of an individual's knowledge base, self-awareness, and situational awareness. Self-development will complement what Soldiers learn in the classroom and on the job, enhance professional competence, and help meet personal learning objectives. There are three types of self-development:

- *Structured self-development.* Required learning that continues throughout a career and is closely linked to and synchronized with classroom and on-the-job learning.
- *Guided self-development.* Recommended but optional learning that prepares personnel for changing technical, functional, and leadership responsibilities throughout their career.
- *Personal self-development.* Self-initiated learning where the individual defines the objective, pace and process.

2-5. Institutional Training Enablers for the Operational Force

a. Army Professional forums and social media tools enable Soldiers to self-develop by sharing knowledge across the force. MilSuite and milBook are two of the Army's primary tools for facilitating the exchange of knowledge between sustainment professionals within the Institutional and Operational Force. Both SustainNet and S1Net are online Army Professional Forums, providing Soldiers, Department of the Army (DA) Civilians, supporting contractors and other department of defense (DOD) services or agencies the ability to leverage expertise, share experiences, and participate in discussions in Communities of Practice and as Virtual Teams. SustainNet and S1Net can be accessed through CASCOM's SUOS portal at:

http://www.cascom.army.mil/g_staff/g3/SUOS/index.htm

b. Distributed Learning (DL) via Interactive Multimedia Instruction (IMI) offers Soldiers cost-free self-development opportunities outside of their unit. These products use a combination of graphics, text, voice, sounds, video and animation and are made available to Soldiers via the web or compact disc format for use on a local computer, or other platform. The DL products are developed by TRADOC organizations IAW TP 350-70-12.

c. Sustainment DL products provide the means for Soldiers at any location to maintain and improve sustainment competencies and develop new skills.

d. Army Career Tracker encourages Soldiers to develop an individual development plan that tracks, military education, civilian education, and a host of other development paths. It integrates Total Army Database, GoArmyEd, the Army Learning Management System (ALMS), and the Army Training Requirements and Resources System (ATRRS).

e. CASCOM Mobile Training Teams (MTT) support and augment the commander's training program. Operational units can access institutional training through the ATRRS. All new training requirements or Army Program for Individual Training (ARPRINT) adjustments for the upcoming fiscal year will be submitted to the servicing training office who in turn will place CASCOM's consolidated new requirements or ARPRINT approved changes in to ATRRS and the appropriate formal Training Resources Arbitration Panel (TRAP) IAW AR 350-10.

The formal TRAP process manages and implements budget and execution year training program adjustments to those programs developed during the Structure and Manning Decision Review (SMDR) process, and identifies and resources the associated personnel, equipment, facility and finances. Formal TRAPs open annually for component level and other agency input in January of the year preceding the year the new requirements or ARPRINT adjustment are needed. Failure to submit CASCOM's new training requirements or ARPRINT using this process places CASCOM at risk of not receiving the additional training.

The out-of-cycle (offline) TRAP, although an option, is the least favorable and must meet certain limiting criteria for its use. Out-of-cycle TRAPs are generally limited to small (in number) training requirement changes for courses starting within 30 to 120 days and only those requests deemed to have a critical and/or immediate need, i.e., mission requirements involving short notice deployments, force structure changes, requests for forces, emerging requirements or senior army leader decisions will be considered. When submitting an out-of-cycle (offline) TRAP an accompanying O-6 or GS-15 equivalent memorandum which will include a complete and compelling justification detailing why the request should be deemed critical and/or immediate in nature by the department and why this request was not submitted through the annual formal process.

A request for an MTT will be processed via email (as appropriate) through the annual formal process. If approved, HQDA ODCS G-1 (DAPE-MPT) will forward the request to TRADOC Training Operations Management Activity (TOMA) to send to the appropriate school to provide the MTT. The unit will be required to bear all costs associated with the requested class.

f. Command Post Exercise-Functional (CPX-F). An unclassified pre-packaged home station, crawl-walk, constructive simulation driven training exercise designed to stress sustainment functionally-focused, SBs and ESCs Operational level theater logistics. CPX-F is designed to simulate/replicate the voluminous data necessary to exercise the Information Systems, boards, bureaus, cells, working groups and meetings and provide external support functions unique to a SPO staff. Careful consideration and planning must be done to ensure the desired training effectively meets the commander's requirements and the unit's training timeline. The CPX-F is funded by the training audience. The CPX-F training support packages can be accessed on AKO at <https://www.us.army.mil/suite/files/40850874>.

Chapter 3

Sustainable Readiness in the Sustainment Operational Force

"The more you sweat in peace, the less you bleed in war." - Chinese proverb

3-1. Sustainable Readiness

Sustainable Readiness (SR) is the Army's new force generation model, replacing the Army Force Generation (ARFORGEN). The purpose of SR is to generate trained and ready units to meet known operational requirements, while simultaneously creating the adequate depth necessary to remain optimally postured to deploy rapidly for unforeseen surge contingencies. Given the resources available and planned for our Army, SR will build and preserve the highest possible unit and service-level readiness while minimizing risk to meet operational demands, both known and contingency. The priority for 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. The METLs, CATS, Standards in Training Commission (STRAC), and sequential and progressive training events assist units in understanding and developing training plans required to meet Force Generation proficiency levels. See paragraph 4-8 for Collective Training Enablers.

a. To meet the demands of a contingency force that is also continuously regionally engaged, the Army requires a force generation concept that is supported by a comprehensive resourcing strategy and provides appropriately trained, manned, and equipped forces to meet current operational demands while remaining optimally postured to surge for unforeseen contingencies.

b. Sustainable Readiness is an evolutionary Army force generation enhancement that postures the Army to effectively manage risk while supporting a mindset shift from a Latest Arrival Date (LAD)-focused model to an agile and adaptive framework necessary to win in a complex world. SR is underpinned by a driving philosophy and culture that seeks to maximize opportunities to build and sustain decisive action readiness consistent with current resourcing levels.

c. As the Army shifts from a gated resource strategy to a synchronized resource strategy that maximizes its readiness posture, the Army may still be forced to direct a tiered readiness strategy. The end state is an enduring process that allows the Army to clearly see itself and provides the decision analysis capability to optimize resources and unit activity to minimize the risk to accomplish the Army's mission (Figure 3-1).

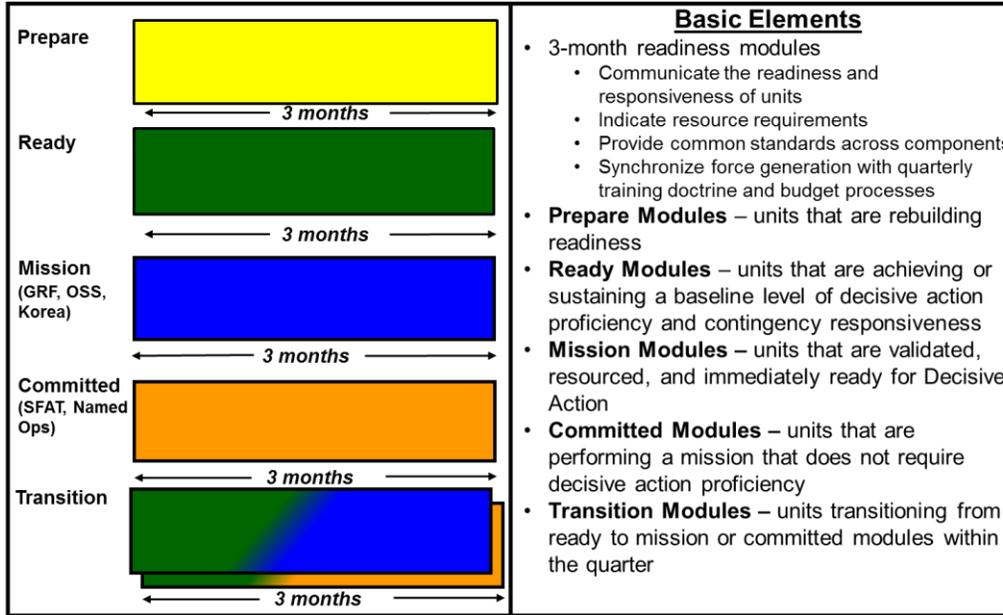


Figure. 3-1. Overview of Sustainable Readiness Model

d. Shifting from a gated resource strategy to a synchronized resource strategy will require a total Army team effort over the next several years, fully supporting the Sustained Readiness Process. The manning enterprise must ensure units can organize with sufficient strength to meet operational requirements. The installation and support base must provide equipment and materiel support units needed to operate as doctrinally designed, support deployment of units to a theater of operations, must sustain operations of units while there, and must enhance capacity and reliability of our equipment and systems through a world class sustainment enterprise. The training base must assess new Soldiers, ensure they meet common Army MOS standards, qualify them for an Additional Skill Identifier (ASI) when needed, develop their leadership abilities throughout their careers, and provide the how-to-fight and training support products leaders need to conduct training in units. Revision of Army Regulation 525-29, Force Generation, incorporates the Sustainable Readiness Process.

3-2. Progressive Readiness in Sustainment Units

Sustainment units must be prepared to support a wide range of operations that include regular and irregular warfare, humanitarian assistance operations, engagement with allies to build partner capacity, and support to civil authorities. In today's complex and uncertain strategic environment, it is imperative that our sustainment support remains globally responsive and supports not only the Army but our joint and allied partners. Meeting the challenges of an uncertain, complex, and interconnected strategic environment requires sustainment formations that are adaptive and innovative, flexible and agile, in training as well as operations.

a. *Eight Step Training Model.* The eight-step training model is a proven and effective method to train leaders to conduct training and has been used effectively by sustainment commanders at all levels to “re-green” their junior leaders on planning, executing and evaluating training. Table 3-1 provides a step by step narrative for the Eight Step Training Model.

Table 3-1. Eight Step Training Model

Step 1 - Plan the training event	Planning the training starts with the unit METL. Leaders assess the unit performance to evaluate its proficiency. Sustainment units focus their training by developing a METL and establish long-range training plans that describe events and resources required to increase METL proficiency. Units backwards plan to prepare for deployments or other significant training events.
Step 2 - Train and certify leaders	Verify the training proficiency of leaders and trainers to the Army standard before they train their subordinates. Commanders ensure leaders understand doctrine as well tactics, techniques and procedures (TTPs) for the tasks being performed and that they can perform the leader tasks that support collective tasks
Step 3 - Conduct a reconnaissance of training sites	Conducting a reconnaissance is an important task whether conducting training or executing a mission. Leaders not only review the location where the training will be conducted, but check to ensure that resources are coordinated and prepared for execution.
Step 4 - Issue an order for the training event	Leaders issue orders to establish clear tasks, conditions, and standards. This includes a concept of operations that describes how training objectives will be met, a concept of sustainment that lists the resources required and the individuals tasked to lead different parts of the training, and a timeline.
Step 5 - Rehearse	Rehearsals are a critical step where leaders select the type and technique of rehearsals and are most effective when they combine and integrate them into their timeline.
Step 6 - Execute	Leaders and units learn best by doing, not by being lectured. Classroom environments or online training can be effective in limited circumstances, but they are not appropriate for most Soldier training.
Step 7 - Conduct an after action review (AAR)	One of the best references available for AARs is A Leader's Guide to After Action Reviews. It is available on the Army Training Network at https://atn.army.mil
Step 8 - Retrain	The commander directs retraining for any task for which the unit has not obtained the required proficiency.

b. *The Crawl, Walk, Run Progressive Training Strategy.* Soldiers, leaders and units must be proficient in the basic foundation skills required to perform their METL missions. This requires a progressive approach to unit training where individual skills are mastered before progressing to more complex collective training events. This crawl, walk, run approach to unit training, as defined in table 3-2, ensures a high skill level throughout the unit and minimizes training risk.

Table 3-2. Crawl, Walk, Run Progressive Training

Crawl Phase	Training is introduced, taught, demonstrated, and executed by the numbers. During the crawl phase, the basic skills that set the standards for advancement to other levels are mastered. Studying basic techniques and methods ensure the task or staff actions are correctly programmed into the Soldiers' subconscious after a few repetitions.
Walk Phase	Once a unit has developed a sufficient proficiency level in basic skills the walk phase begins. Leaders introduce Soldiers and staffs to more advanced techniques. During this phase, Soldiers practice the new techniques by the numbers, but with autonomy and less leader guidance.
Run Phase	In the run phase, Soldiers and units execute scenario driven training at combat speed with supervision and Observers/Trainers. As Soldier performance levels increase, conditions under which the tasks are performed become more demanding while the standards remain constant. Typically, a formal After Action Review (AAR) is conducted upon conclusion of the training event.

c. *Doctrine and Combined Arms Training Strategies (CATS)*. All individual and collective training must conform to the current doctrine. Soldiers and leaders train better and faster and to a higher proficiency when they know the task, conditions and standards. Collective tasks (Training and Evaluation Outlines (T&EO)) within the unit's CATS are based on the most current doctrine and define the conditions and standards for collective training. They also contain the supporting individual tasks that must be completed before progressing to collective training. CATS are designed with progressive training in mind and CATS task selections contain a series of training events that support this Crawl, Walk, Run philosophy. Your unit's CATS can be found through the Digital Training Management System (DTMS), SUOS or the Army Training Network (ATN).

d. *Verification*. Training and proficiency verification is a commander's and leader's responsibility. Upon completion of crawl-walk-run progressive training, the commander verifies the proficiency of the METL task trained. Units naturally fluctuate in proficiency due to many factors, including training frequency, key personnel turnover, new equipment fielding and resource constraints. Well trained unit's training programs take these fluctuations into consideration and seek to minimize them through planning.

e. *Multi-echelon Training*. Sustainment unit training must be associated with high-payoff, multi-echeloned, collective training events resulting in a progressive path to unit proficiency in accordance with the unit's METL.

3-3. Components of the Operational Domain

a. The operational domain training environment encompasses training activities undertaken by MTOE operating units. These activities include training conducted at home station during major training events at CTC, Reserve and National Guard Training Centers, and other training locations during functional or joint exercises, or while mobilized or operationally deployed. All training conducted in this domain must support progressive readiness under the Army's Sustainable Readiness model.

b. Sustainment units within the Sustainable Readiness cycle execute a progressive training strategy that employs institutional, home station, distributed learning, and sustainment training to achieve and maintain readiness.

c. To execute a progressive sustainment training strategy, unit commanders must have access to the following essential capabilities:

- Combined Arms Training Strategies (CATS) which provide the unit specific collective task selections for Sustainment units.
- A unit METL focuses on essential core tasks the unit must be able to perform. (Note: Sustainment units down to company level will have standardized METLs in FY17)
- A training environment that provides sustainment leaders with the capability to conduct progressive training, which includes the appropriate communication infrastructure, Sustainment Enterprise Systems, equipment, vehicles, training area, facilities and live fire ranges.
- Robust, effective constructive, gaming and virtual simulations.
- Network connectivity of training enablers and training areas that allow an integrated training environment with Live, Virtual, Constructive–Gaming (LVC-G) support that replicates SWfF tasks found in the operational environment.

3-4. Home Station Training

The sustainment community must maintain the advantages we have gained over the last decade by excelling in HST that is rigorous, operationally relevant, and which challenges this generation of young leaders. Unit readiness is built at Home Station (HS). Training at HS must emphasize our total force and strategic partnership with JIIM enablers (USAMC, DLA, and USTRANSCOM). The regional alignment of units will provide additional focus to training outcomes that are linked to a specific region and geographic combatant command. Through regional alignment, sustainment units will maintain their warfighting skills and complement these skills with language, regional expertise and cultural awareness training. HST prepares units and leaders for their culminating training event to reach the training proficiency level defined in Sustainable Readiness. HST provides Soldiers, leaders, and units the capability to attain and sustain proficiency in their approved Mission Essential Tasks (MET) in support of ULO. A major contributor must be the TSC assigned to that particular region. The TSC can provide the requisite Subject Matter Experts (SME) to provide realism and relevant real-time information to the training audience.

3-5. Training Centers

a. *Combat Training Centers (CTC)*. CTC rotations are key activities in the Sustainable Readiness cycle. The CTCs' training responsibilities are delineated in AR 350-50, Combat Training Center Program, dated 3 April 2013. The CTC program affords commanders an opportunity to exercise collective sustainment tasks; employ multiple elements of the sustainment enterprise; and fully execute the sustainment cycle in support of decisive action. MCTCs also afford unique resources and a training environment for practicing integration of sustainment operations in support of the maneuver unit. The BSB and the CSSB are the two major sustainment formations that are represented at CTC rotations. As units are planning and preparing for their CTC training events, it is recommended that the SB Tactical Command Post (TAC), Movement Control Team (MCT) (-), Human Resources Platoon (-), and Financial Management Support Team participate, when possible, as a CTC Troop List Exception to MCTC rotations in order to facilitate a sustainment brigade's doctrinal responsibility to plan and execute movement control, financial management (FM), postal operations, personnel accountability, casualty operations and replacement operations. The Army's CTCs are:

1) The Mission Command Training Program (MCTP) located at Fort Leavenworth, Kansas is the Army's primary CTC for mission command training using constructive simulations. MCTP supports the SR training and mission preparation progression and other Army

requirements. MCTP conducts or supports combined arms training that simulate unified land operations in the OE, at worldwide locations. The MCTP provides training events for BCTs, multi-functional support brigades, functional support brigades, divisions, corps, ASCCs, and JFLCCs, JTFs, and in accordance with the SR model. MCTP provides training in coordination with Joint Staff J7 to commands and/or staffs that are designated to serve as a JTF. The MCTP creates training experiences that enable the Army's senior mission commanders to develop current, relevant, and campaign-quality, Joint and expeditionary mission command instincts and skills.

2) The National Training Center (NTC) located at Fort Irwin, California and the Joint Readiness Training Center (JRTC) located at Fort Polk, Louisiana train Army BCTs by conducting force-on-force and live-fire training in a Joint scenario across the range of conflict using an LVC training model as portrayed by a professional OPFOR and controlled by an expert and experienced OPS GRP. Training occurs under tough, realistic, combat-like conditions across a wide range of likely tactical operations and MREs capable of full integration into higher-level exercises and scenarios. Within the SR model, JRTC and NTC will normally focus on collective training events supporting BCTs transitioning between the train/ready and available force pools. However, JRTC and NTC may also be tasked to execute METL-focused rotations in support of BCTs progression through the train/ready force pool when required by SR demands.

3) The Joint Multinational Readiness Center (JMRC) located in Hohenfels and Grafenwoehr, Germany provides a forward deployed environment that trains BCTs by conducting force-on-force and live-fire training in a joint scenario across the range of conflict, using an LVC training model, as portrayed by a professional OPFOR and controlled by an expert and experienced operations group (OPS GRP). Training occurs under tough, realistic, combat-like conditions across a wide range of likely tactical operations and MREs capable of full integration into higher-level exercises and scenarios. Within the SR model, JMRC will normally focus on collective training events supporting USAREUR BCTs in the available force pool. JMRC is a fixed site MCTC with the ability to conduct exportable training capability (ETC) missions. JMRC has the capability to support continental United States (CONUS) SR ETC events, if directed. Because of its overseas location, JMRC provides a unique opportunity for sustainment units to plan for and conduct training exercises with multinational partners.

b. *Mission Training Complex (MTC)*. MTCs provide tactical and operational staff training for sustainment units to support Commanders' Mission Command responsibilities. Available at most major Active, Reserve and ARNG installations, MTCs provide a secure facility with a secure network (Non-Secure Internet Protocol Router (NIPR) and/or Secret Internet Protocol Router (SIPR)) to conduct training in an Integrated Training Environment (ITE) that consists of Live, Virtual, Constructive, and Gaming (LVC-G) enablers. MTCs allow commanders to train their staffs in the military decision-making process as well as a host of other sustainment functions. With about 71 percent of EAB sustainment forces residing in the Reserve components, MTCs play a significant role when it comes to building Reserve component mission command readiness. Army Reserve sustainment units can submit a request for Training Command exercises and MTC support through USARC G37. Army National Guard (ARNG) sustainment units can request MTC support from the ARNG Training Division MCTSP. Most MTCs are able to provide the following or some variant of:

- Individual operator training on Army Battle Command Systems (ABCS), this includes Command Post of the Future (CPOF).
- LVC-G integration is a useful venue for sustainment training when the training audience and objectives are conducive to multiple echelons being involved in the exercise. An example would be where convoy training was taking place in a live environment (Home Station Instrumentation Training System (HITS)-enabled) and/or in

the Gaming environment or even in the virtual environment (such as the Reconfigurable Vehicle Tactical Trainer (RVTT)) while the Battalion or Brigade Headquarters was played in the constructive simulation such as Joint Deployment Logistic Model (JDLM) controlling multiple units.

- Staff training exercises. This is sometimes known as a STAFFEX or staff training week and focuses on training a new staff on using technology to collaborate staff processes.
- Command Post / Tactical Operations Center Exercise (TOC-X). MTCs are able to facilitate the testing and integration of mission command systems in conjunction with Field Service Representatives (FSR) to ensure systems connectivity and software is updated for all ABCS and Data Distribution Service (DDS) servers.

c. *The Army National Guard Sustainment Training Center (STC).*

1) The STC located at Camp Dodge, Iowa, provides technical and tactical leadership, multi-functional logistics, maintenance, and medical training for sustainment units that support a ULO environment. The STC collective training focus includes both BSBs and CSSBs. The Mission Command Staff Training program conducted in partnership with the MTC-Dodge is designed around the MDMP, culminating in a staff/simulation exercise. Quartermaster and Distribution Company training is centered on the latest generation of theater specific equipment coupled logistics enabler systems, and the operation of a live Supply Support Activity (SSA). Maintenance training includes two levels of maintenance; however, the primary focus is on field maintenance tasks using the most modern platforms available. Our medical training from both Charlie Meds and ASMCs use high fidelity medical manikins and cut suits to provide the most realistic training for both 68Ws and medical professionals. All training at the STC incorporates GCSS-Army Wave 2. The training includes both individual and collective level sustainment training. Sustainment units can increase their collective readiness level through training at the STC.

2) The STC provides realistic and relevant training time for Sustainment commanders to take a pause when necessary and re-conduct training to standard versus only providing mission support to a maneuver commander. STC's maintenance, logistics, medical, and leadership training solutions address the life cycle of sustainment units' needs. STC provides tailored, integrated, and scalable training for the Army's sustainers. The STC training is turn-key and designed to address each commander's specific training priorities along with current doctrine and the most modern training equipment available. The STC integrates training across multi-disciplinary skills and requirements to deliver lasting, effective results during the SRM training model. STC provides practical training enhancement solutions for sustainment units both in a scalable technical and tactical environment.

d. *Reserve Combat Training Centers that provide sustainment unit training.*

1) Army Reserves Readiness Training Center located at Fort Knox, Kentucky trains reserve Soldiers in leader, functional and duty military occupational specialty qualified programs.

2) Camp Parks Reserve Forces Training Area (RFTA) located in Dublin, California, exercising the functions of command, training, security, administration, servicing and supply to all troop units, military activities and other governmental agencies assigned or attached. Parks RFTA is the only local training facility for more than 11,000 Army Reserve Soldiers in the San Francisco Bay Area where a wide variety of training facilities are available. Reserve Units permanently stationed at Parks RFTA conduct weekend inactive duty training throughout the year, and Reserve Component units travel to the base for their two-week annual training.

3) Devens Reserve Force Training Area located at Joint Base McGuire-Dix-Lakehurst, New Jersey conducts battalion level and higher Mission Command Staff Training for U.S. Army Reserve Forces in support of the Army Reserve Training Strategy and all Army Component Forces when directed to support post mobilization training for Overseas Contingency Operations (OCO). Additionally, deploys Soldiers to support ASCC exercises focused on training the Army's Regionally Aligned Forces.

4) Total Force Training Center located at Fort McCoy, Wisconsin supports the readiness of the force by serving as a training center and support site for force generation missions. Its primary responsibility is to provide quality training facilities for reserve and active component military forces.

A list of the Reserve Institutional Training Centers can be found in Appendix D.

3-6. Home Station and Combat Training Centers Training Linkages

Units achieve their required Force Generation proficiency levels through a complementary training progression through HST and CTC Program training events. Commanders develop individual, leader, staff and collective skills at HST to achieve their Sustainable Readiness objective Aim Point before a CTC event, then reinforce and expand those skills in a high-fidelity operating environment with enhanced training enablers at a CTC. The CTC provides critical feedback to enable a commander's readiness assessment, as well as detailed performance feedback to units in a Take Home Packet. These Take Home Packets provide a solid foundation to develop future HST plans to sustain strengths and improve individual and collective skills that need additional development. This complementary relationship of building training readiness at HS and simultaneously stressing all warfighting functions at a CTC continues throughout a unit's Force Generation cycle. Some units, however, will not participate in a CTC event during their readiness progression and may require additional training resources and enablers at HS to achieve their readiness Aim Points. These sustainment units may have to find creative ways to partner with the units that they support. In the case where supported units are not in close proximity, the sustainment unit may have to leverage support from its higher headquarters. For example, the STC at Camp Dodge, Iowa could be used as a sustainment rehearsal to identify any individual or collective training gaps or deficiencies prior to a CTC event.

3-7. Sustainable Readiness Training at Home Station

a. The Army expects battalion and higher sustainment units to exercise mission command for technical and tactical tasks the unit is expected to perform. Units train to their specified METL. These units must demonstrate proficiency of tasks associated with planning, preparing, executing, and assessing in a live-constructive exercise in the decisive action training environment at HS to the standards described in CATS, doctrine and Standing Operating Procedures (SOP). For example, include Medical Treatment Facility (MTF) training opportunities for BCT 68Ws in order for these Combat Medics to exercise key critical tasks and well as maximizing the opportunities to train Combat Lifesavers across the unit.

b. Sustainment Unit Gunnery and Live fire Exercise Strategy: Sustainment Unit Gunnery is focused on establishing proficiency in mounted gunnery weapons, crew training, and collective gunnery. The intent of this program is to create a gunnery culture within Sustainment units and provide them with trained Convoy Protection Team capability prior to deploying. Collective gunnery and live fire exercise training utilizes the crawl, walk, run methodology concept where crew's fire in sections and teams eventually culminating in a company live fire exercise. Gunnery was also included in most sustainment unit CATS in 2013. Unit gunnery will also be evaluated under the new Sustainable Readiness Model.

c. The Army expects company level sustainment units to demonstrate that they can plan, prepare, execute, and assess METL-supporting tasks to standard in a live environment. RC companies are to demonstrate technical and tactical proficiency in a BDE Field Training Exercise (FTX) with eXportable Combat Training Capability (XCTC)/Combat Support Training Exercise (CSTX) (T/R 3). *Live Fire Exercises (LFXs) are an important part of company and below training and a company will demonstrate that it is proficient on leader and collective tasks required to fight and/or defend in a tactical live fire environment.* TC 4-11.46, and TC 63-1 lay out sustainment live-fire requirements. Chapter 9 of DA PAM 350-38, Standards in Training Commission lays out live fire ammunition requirements for sustainment units.

d. Company elements at platoon and below will conduct supporting individual and collective training that culminate in a Situational Training Exercise (STX) that demonstrates proficiency in individual and collective tasks associated with technical and tactical functions in an operational environment. Table 3-3 describes the Sustainment Unit Progression Events.

Table 3-3. Definition of Sustainment Unit Progression Events

<i>Echelon</i>	<i>Mission Command/Maneuver</i>	<i>Live Fire</i>
CMD/Brigade	CPX (WFX)	N/A
Battalion	FTX/CPX	N/A
Company	FTX	LFX
Platoon	STX	LFX
Squad/Team	STX	LFX
Individual	Individual Tech Skills	Individual Soldier Training

e. AC and RC Sustainment Units Sustainable Readiness (SR) Cycles Figures 3-2 and 3-3.

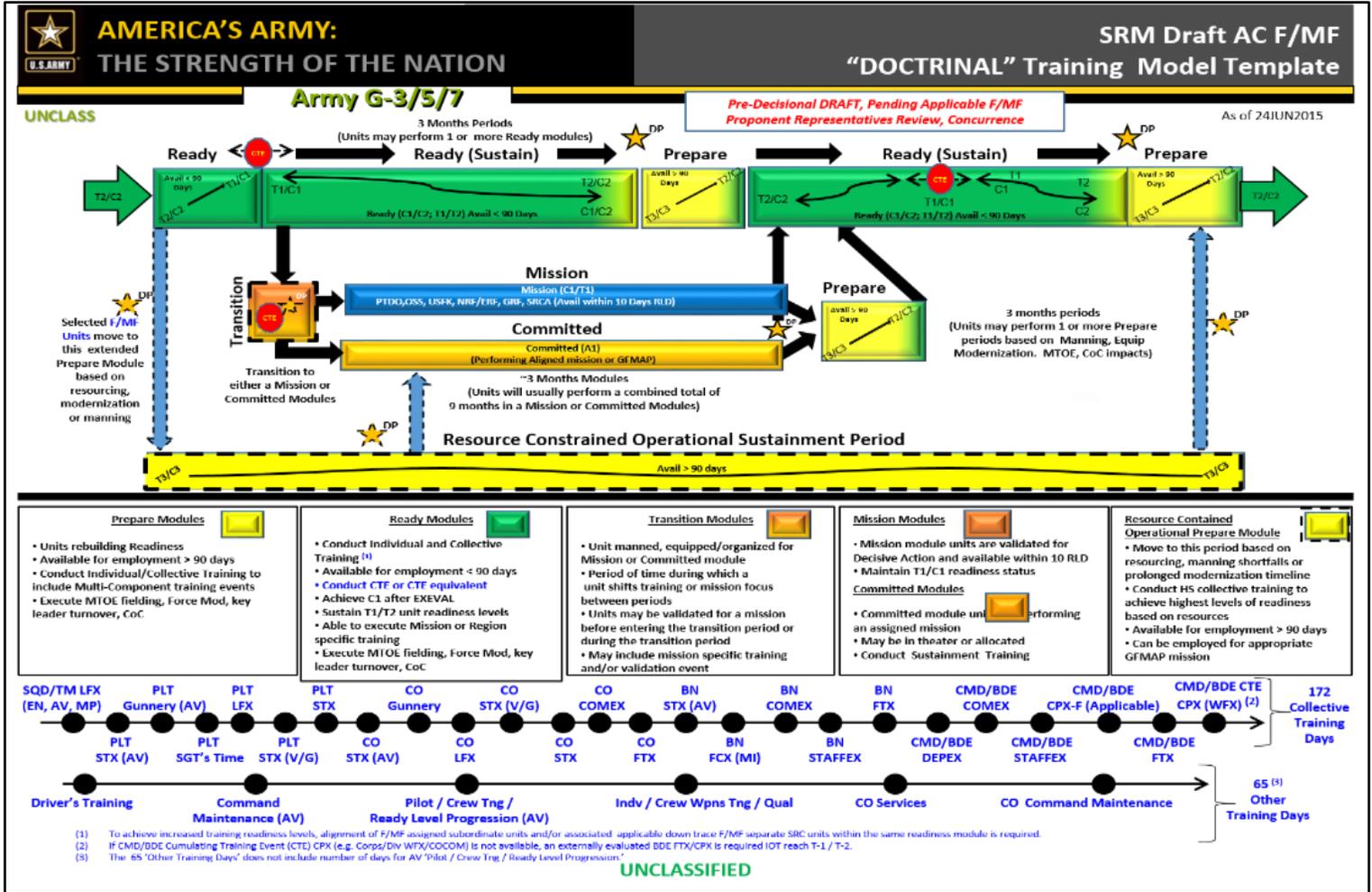


Figure 3-2 AC Sustainment Unit SR Cycle (Draft)

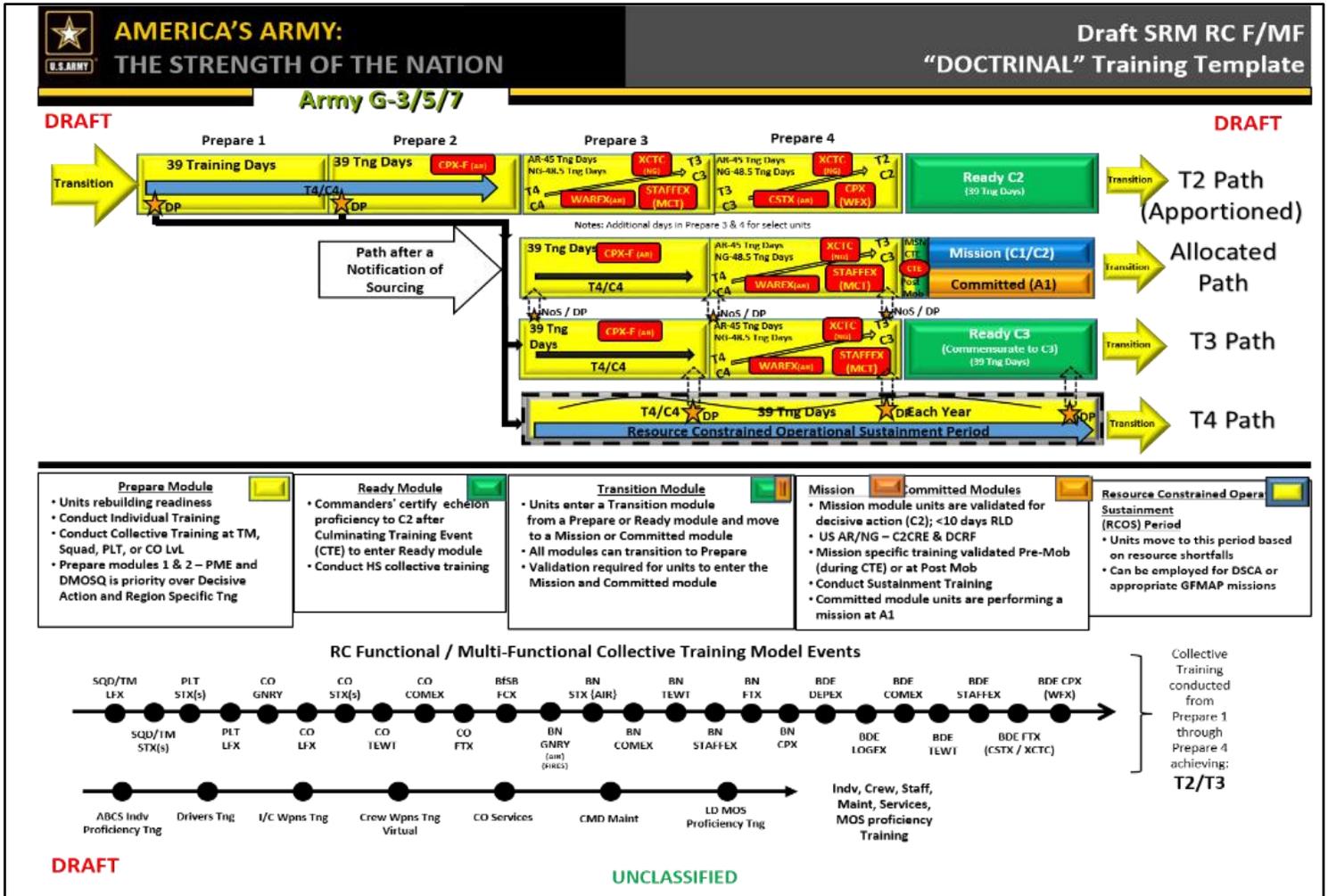


Figure 3-3 RC Sustainment Unit SR Cycle (Draft)

3-8. Collective Training Enablers

a. The Sustainment Unit One Stop (SUOS) is a tool developed at CASCOM designed as a simple, single entry point that provides one web address (URL) for all sustainment units. SUOS provides links to ATN, SKN, SustainNet, APD, milWiki, and more. SUOS was recently updated to include BCT/BDE & below, individual, and leader development sustainment training resources.

b. Sustainment Knowledge Network (SKN), Sustainment Warfighters' Forum, and S1 Net are used for researching, sharing, and self-developing knowledge and skills. SKN offers collaboration forums to address issues and questions posed by both the institutional and operational force.

c. Army Training Network (ATN) is a single web-based portal for Army training resources and serves as the "How to" of Army training management. ATN complements the "what" of training expressed in ADP 7-0, Training Units and Developing Leaders. ATN seamlessly integrates the contents of ADP 7-0 by providing easy access to supporting resources to help trainers and educators do their jobs. Included in the complementary efforts of ADP 7-0 and ATN

are the training management processes that replace the content of FM 7-1, Battle Focused Training. In addition to ADP 7-0 and the training management process, ATN includes:

- Combined Arms Training Strategies (CATS)
- Warrior Tasks and Battle Drills
- Army Universal Task List
- Training Solutions is a data base of the training challenges units routinely encounter along with the solutions employed to solve or mitigate the training challenge
- Training Products – a compendium of unit training products (e.g., training briefs, standard operating procedures, checklists, etc.) used successfully and shared for users and units to view and download as needed
- Collaboration – ATN has many collaborative tools built into the site providing Soldiers a quick and easy way to provide input to the ATN team and share ideas across the Army training communities of practice

d. Digital Training Management Network (DTMS) is a web-based unit training management tool for commanders and leaders at all echelons developed in accordance with the Army's principles of training as discussed in ADP 7-0 and AR 350-1. DTMS provides "one stop shopping" for training access to view unit METL, CATS, collective task T&EOs, unit task lists and schedule events and training to the Unit Training Plan (UTP). In accordance with Department of the Army G-3 memorandum, dated 11 Jan 2006, DTMS is the only authorized automated system for managing training in Army units.

e. Combined Arms Training Strategies (CATS) is the Army's overarching strategy for the current and future training of the force. CATS are mission focused, based on the unit Table of Organization and Equipment (TOE) and establish the Army's collective training standards for sustainment units in the Operational Force. CATS have been developed for AC and RC functional battalions and companies, Brigade Support Battalion, Combat Sustainment Support Battalion, Sustainment Brigade, Expeditionary Sustainment Command and Theater Sustainment Command. CATS can be viewed or downloaded by using the Digital Training Management System or Army Training Network. Commanders can use CATS to develop unit training plans and identify the resources required as they progress through the RESET, Train/Ready and Available phases of Sustainable Readiness

f. Unit Training Management (UTM) provides the how-to details of the U.S. Army's training management process. There is a UTM module on ATN that provides the most up to date information on this model and focuses specifically on the supporting functions of METL development, long range planning, short-range planning and assessing unit leaders and training. UTM also seeks to 'operationalize' training management by integrating the Army's operations and planning processes (ADP 3-0 and ADP 5-0) into how units train.

g. Operational Environment Training Support Center (OETSC) is the operations center for the U.S. Army's Training Brain repository. The center replicates the complexities of the operation of the operational environment by leveraging real world data, information, and knowledge in order to enable continues learning across all U.S. Army Training and Doctrine Command lines of operation. Under the direction of the U.S. Army Training and Doctrine Command (TRADOC) G-2, it is part of the G-2 Operational Environment (OE) Enterprise. The OE Enterprise assesses, defines and integrates OE context for the Army.

h. MilSuite is a collection of online applications focused on improving the methods of secure collaboration for the United States Department of Defense. The U.S. Army Program Executive Office for Command, Control and Communications produced milSuite and the four applications that are held within the site itself: milBook, milWiki, milWire, and milTube. MilSuite can be accessed at the following website: <https://www.milsuite.mil>.

i. All of the above resources, with the exception of milSuite, may be accessed through the Sustainment Unit One Stop at: http://www.cascom.army.mil/g_staff/g3/SUOS/index.htm

3-9. Training Support System; Training Aids, Devices, Simulators, and Simulations

Background, the Army Training Support System (TSS) is a system of systems that provides the networked, integrated, interoperable training support necessary to enable an operationally relevant training environment for Warfighters. The TSS is comprised of product lines, architectures and standards, and management, evaluation, and resource processes that enhance training effectiveness. TADSS is a general term that includes training instrumentation; tactical engagement simulation; battle simulations; targetry; training-unique ammunition; dummy, drill, and inert munitions; casualty assessment systems; training aids; and other training support devices. TADSS are categorized as system and non-system. System TADSS are training tools designed for use with a system, family of systems, or item of equipment, including subassemblies and components that support individual, crew, collective, or combined arms training tasks. Non-system TADSS are designed to support general military training and non-system-specific training requirements.

a. Each of the CASCOM sustainment proponents have initially identified institutional TADSS devices that could enhance units' operational readiness by leveraging resources to address individual proficiency training gaps, examples annotated within figure 3-4. For additional resources see Appendix P-5.

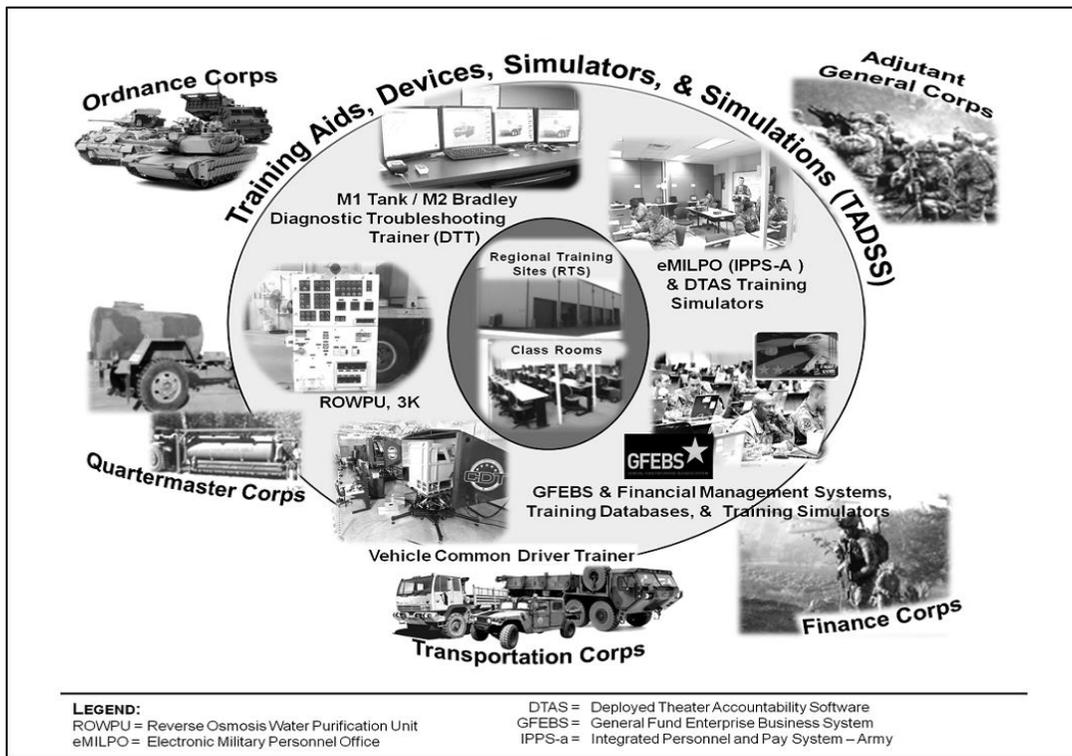


Figure 3-4. Sustainment TADSS Devices

b. The annually recurring TRADOC Training Support System-Review process provides a venue to submit recommended TADSS equipment requirements for consideration and funding source determination. If there is a recommended TADSS piece of equipment required to address a training gap; contact CASCOM G3/Training & Doctrine to submit the recommendation at http://www.cascom.army.mil/g_staff/g3/ttd.htm.

Chapter 4 Brigade Combat Team Sustainment Training

4-1. Introduction

a. In line with current Army doctrine, one of the Brigade/Battalion executive officer (XO) duties and responsibilities is as the sustainment coordinator, who closely monitors administrative and sustainment issues within the unit. Based on MCTC Decisive Action Training Environment (DATE) rotations' OILs, the need for units to effectively operate the BCT Sustainment Cell has been observed, with the recommendation that the BCT XO must synchronize and lead to support the maneuver commander. To assist BCT/Battalion XOs and key BCT sustainment personnel with their sustainment duties and responsibilities, CASCOM provides the Army with training products and resources to enhance their unit HST opportunities in preparations for MCTC rotations to enable the Army's transition to sustain DA in support of ULO.

b. Based on current OILs, CASCOM sustainment proponents identified BCT training focus areas, as illustrated in figure 4-1, and provided available training resources on those areas via the CASCOM SUOS.

	ALU	QM	TC	FI	AG	OD
Individual Top 3	Support Operations	Account for Property 	Automated Information Systems (AIS) for Movement: Institutional Force Competency & Training Courses 	Prepare a Budget 	Operate HR Systems 	Track Vehicle Abrams/Bradley TS/Diagnostics 
	GCSS-A	Operating (Wet) Refueling Systems	Standardized Drivers Training: Master Driver Trainer Course 	Manage Execution of Funds; Year End Close-Out Procedures 	Perform Personnel Information Management 	H8 Recovery Training 
	Contracting Officer Representative (COR) 	Improve Garrison & Field Feeding Support 	Deploy/Redeploy Unit Movement Officer Deployment Planning Course 	Operate Financial Management Systems 	Ensure Records Accuracy and Audit Readiness 	Use of C-IED Equipment 
Collective Top 3	Multifunctional Logistics	Provide Integrated Supply Chain Management 	Deploy/Redeploy: Rapid Expeditionary Deployment Initiative; Command Deployment Discipline Program 	Conduct RM Operations 	Personnel Readiness & Accountability Reporting 	BSA ATHP Operations 
		Petroleum & Water Distribution Operations	Theater Distribution: Intermodal and Cargo Handling Operations; Container Management 	Execute the Management Internal Control Program 	Casualty Operations Reporting 	Building Combat Power Utilizing the UMCP 
		* Integrate Field Services	Emergency Deployment Readiness Exercise (Air and Sea) 	Plan Theater Resource Management Operations 	HR Plans & Operations Planning 	

Figure 4-1. BCT Training Focus Areas

c. Each of the CASCOM Sustainment proponents laid out a training support strategy within the appendices of this publication to support unit HST activities, such as property accountability, maintenance management, expeditionary deployment, and personnel readiness training.

d. The Ordnance School (ODS) has initially identified focused training areas of track vehicle trouble-shooting / diagnostics and recovery operations; Brigade Sustainment Area (BSA) Ammunition Transfer Holding Point (ATHP) operations; and building combat power using the Unit Maintenance Collection Point (UMCP). Examples of available training resources are:

eOrdnanceU Blackboard; Applications/Podcasts; Training Support Packages (TSP); Interactive Multimedia Instructional Courses; and Regional Training Site Capabilities.

e. The Quartermaster School (QMS) supports HST through Institutional Training, Mobile Training Teams, online training, and information available on the CASCOM Sustainment Unit One Stop and Sustainment Knowledge Center. The QMS has initially identified the BCT training focus areas of Provide Supply Management; Petroleum Operations & Distribution; and Establish / Integrate Mortuary Affairs Collection Point Operations in BCT Training Events. Examples of available training resources are Command Supply Discipline Program & Property Accountability Knowledge Center; and the S-4 Staff Officer Course.

f. The Transportation School (TCS) has identified ten areas requiring emphasis. Their top three priority areas are Deploy/Redeploy, Licensing/Certification/Qualification/Credentialing Programs and Automated Deployment and Distribution Systems. Within Deploy/Redeploy we will address policy, doctrine and specifically the Rapid Expeditionary Deployment Initiative (REDI). Within Licensing/ Certification/ Qualification/ Credentialing Programs are Standardized Drivers Training, Maritime Qualifications and Credentialing. Automated Deployment and Distribution Systems include Automated Information Systems (AIS) for movement.

g. The Financial Management School (FMS) has focused on identifying resources that support HST in six core competencies/key functions: Fund the Forces; Banking; Disbursing; Pay Support; Accounting Support and Cost Management; Audit Readiness and Manager's Internal Control Program, Financial Management within Unified Land Operations. Examples of available FM resources are the Soldier Support Institute's Learning Resource Center (LRC) (<https://ako.ssi.tradoc.army.mil/TDD/SSITDD/SiteAssets/lrcPage/lrc.html>); FMS milSuite (<https://www.milsuite.mil/book/community/spaces/afms>); the GFEBs Sandbox; and Training Environment Delivery (TED) simulation (e.g. Ultimate Training Exercise System (UTES)). These types of training resources can assist the S8/G8 in providing timely, relevant and accurate information to commanders as they make decision concerning resource management.

h. The Adjutant General School (AGS) has focused on identifying resources that support HST in three core competencies/key functions: Personnel Readiness and Accountability Reporting; Casualty Operations Reporting; Human Resources (HR) Plans and Operations. Examples of available resources HR are the HR Metrics Guide for Commanders (MILPER 13-055) and the 'S1NET' on milBook, which is a community of HR professionals established to provide current/updated HR knowledge Army-wide. These tools can assist the S1 in providing timely, relevant and accurate information to commanders as they make decision concerning personnel and unit readiness.

i. The Army Logistics University (ALU) will support unit HST training by providing training resources made available from the Support Operations Course (Phases I & II), Logistics Captains Career Course (Log C3), Contracting Officer Representative (COR) course, and Theater Sustainment Planners Course to the Operational Contract Support Course.

j. The SCoE will continue to monitor MCTC DA rotations---- for the foreseeable future through such activities as Reverse Collection and Analysis Team (R-CAAT) sessions, MCTC Right-Seat-Rides (RSR) and surveys in order to maintain situational awareness concerning current / relevant sustainment related OILs. Based on the sustainment OILs, CASCOM will identify mitigating training resources to provide to the operational Army via the CASCOM Sustainment Unit One Stop (SUOS). CASCOM has every R-CAAT archived including word searchable transcripts and briefings on SUOS (<https://cac.cascom.army.mil/TD/Multifunctional/website/site-sustainment/pages/LessonsLearned.htm>). R-CAATs can also be found on the SKN Live Virtual

Presentations Archive page at <https://www.us.army.mil/suite/page/399609> along with command leaders' interviews.

k. As the BCT staff and subordinate staffs develop and refine the BCT unit training calendar, BCT/BN XO/S3s are reminded of the following Army principles of unit training: Train as you will fight and conduct multi-echelon, concurrent training. As the brigade and battalions plan major training events, based on Decisive Action Training Event (DATE) MCTC rotations observations, planners should develop HST major training events that set the conditions to conduct training that will cover the following functions at least:

- Sustainment Echeloned across the BCT; having the right capabilities across Combat Trains and Field Trains; Maintenance/Recovery Personnel & Equipment; Distribution; MEDEVAC/CASEVAC and Establishing and securing the Brigade Support Area (BSA)
- Sustainment Mission Command: Communication Primary, Alternate, Contingency, Emergency (PACE) Plan; sustainment battle rhythm; and Logistics Synchronization (LOGSYNC) and maintenance meetings
- Brigade Sustainment Cell (BSA, Brigade Main Command Post, or Brigade TAC)
- Medical / Health Service Support Planning

l. As the brigade/battalion XO / staffs establish a HST plan, consider the following aspects related to BCT sustainment operation/aspects:

- Developing Staffs – Establishing Terms of Reference/Roles and Responsibilities and the rehearsal of staff battle drills
- Developing, re-enforcing BDE/BN/CO leader's doctrinal competences through the use of sand tables, Tactical Exercise without Troops (TEWT), and professional development sessions
- Establishing BDE/BN level sustainment policies, standards, and SOPs
- Conducting BCT sustainment planning activities and BCT level sustainment rehearsals
- Communicating and changing the culture so the supported unit can help reduce demand by implementing command discipline programs (Command Supply Discipline Program (CSDP) and Command Maintenance Discipline Program (CMDP)), conducting sustainment terrain walks and executing core competencies

m. Due to fiscal constraints, the sustainment community must better define how it will conduct home station support for management of readiness. Implicit is the need to reduce operating costs by reducing the use of contractors at home station while correspondingly increasing the use of integral Army sustainment capabilities. The requirement to rapidly deploy U.S. forces globally will require a readiness mitigation model and surge capability that can quickly remediate any issues.

n. In accordance with current BSB doctrine, in the context of conducting multi-echelon and concurrent training, the BSB is designed to be supported by EAB—SBs and CSSBs—sustainment organizations. The goal is to reduce the amount of supplies and equipment in the area of operations. As the brigade/battalion XO/staffs establish their HST plans, the BCT/BSB coordinate with available EAB units and include in the planned BCT training events. In preparations for BCT future MCTC rotations, the BCT/BSB need to coordinate with and plan for the appropriate level of EAB support participation during the BCT MCTC rotation.

4-2. Roles and Responsibilities of Key Leaders in the Sustainment Staff

a. **Brigade Executive Officer** directs, coordinates, supervises and synchronizes the work of the staff to ensure the staff is integrated and aligned with the BCT commander's priorities;

ensures synchronization of concept of support with scheme of maneuver; provides oversight of BCT maintenance status; sets priorities for BCT staff sustainment cell; supervises contract operations.

b. **Brigade Personnel Staff Officer (BCT S-1)** is the principle staff advisor to the BCT commander on all matters concerning human resource support; maintains unit strength and personnel accountability statuses; plans casualty replacement operations; plans the BCT postal operation plan

c. **Brigade Logistics Staff Officer (BCT S-4)** is the coordinating staff officer for logistical operations and plans with special emphasis on long range planning; coordinates for all class of supply and services; develops logistical plans and determines support requirements; conducts logistical preparation of the battlefield; manages the logistics status report; monitors and analyzes equipment readiness status.

d. **Brigade Financial Management Officer (BCT S-8)** establishes and implements command finance operations policy; coordinates FM policies and practices with the contracting command to ensure guidance is according to DA mandates; integrates all FM requirements into operational planning; develops funding requirements; coordinates contracting and FM disbursing support for field ordering officers and pay agents.

e. **Brigade Surgeon** is the advisor to the commander on the physical and mental health of the BCT; responsible for providing health service support and force health protection mission planning to support BCT operations; plans and/or coordinates for medical evacuation, dental care, behavior health care, and combat and operational stress control; treats patients with Chemical, Biological, Radiological and Nuclear (CBRN) hazards; advises on medical humanitarian assistance.

f. **BSB Commander** is the BCT's senior logistician responsible for sustainment synchronization and execution of the BCT's sustainment concept of support across its area of operations; drives the conceptual and detailed planning necessary to understand, visualize and describe the operational environment.

g. **BSB Support Operations Officer** serves as the principal staff officer responsible for synchronizing brigade support battalion sustainment operations for all units assigned or attached to the BCT; responsible for applying sustainment capabilities against BCT requirements; serves as the interface between supported units and the sustainment brigade, and is responsible for coordinating support requirements with the sustainment brigade support operations officer; develops the concept of support and the distribution or logistics package plan; maintains a common operational picture for logistics within each formation and throughout the BCT to ensure timely delivery of required support.

4-3. Integration of Echelons Above Brigade units and key enablers

a. **Sustainment Brigades (SB)** are flexible, multi-functional sustainment organizations, tailored and task-organized according to Mission, Enemy, Terrain and Weather, Troops and Support Available, Time Available, Civil Considerations (METT-TC); plans, prepares, executes, and assesses sustaining operations within an area of operations; conducts sustaining operations and distribution management; provide logistics support to the brigades of the division on an area basis that include supplies, field services, as well as field and sustainment maintenance

b. **Combat Sustainment Support Battalions (CSSB)** provide replenishment support to the BCT's BSB that include supply and services, ammunition, fuel, transportation, maintenance

and when needed water purification; provide the distribution link between theater aerial/sea ports of debarkation and the BCT's BSB

c. **Medical Support Organizations (MSO)** provide health service support and force protection health to BCTs; BCTs have organic medical resources, so MSOs serve as the medical force provider and are responsible for developing medical force packages for augmentation to the BCT as required

d. **Army Field Support Brigades/Battalions (AFSB)** provides integrated and synchronized Acquisition, Logistics, and Technology (ALT) support to deployed Army forces. The AFSB is regionally aligned to an ASCC and focused to serve as Army Sustainment Command's (ASC) bridge between the generating force and the operational force

e. **Brigade Logistics Support Teams (BLST)** are tailored to provide direct support technical Logistic Assistance Program (LAP) support to the infantry, armor, Stryker and combat aviation brigades (CAB). They are attached to their supported BCT or CAB for logistics support and incorporation into the local force protection/security plan and provide Logistics Assistance Representatives (LAR) technical expertise from the appropriate USAMC organizations to include ASC, Army Aviation and Missile Life Cycle Management Command (AMCOM), Communication-Electronics Command (CECOM) and Tank-Automotive and Armaments Command (TACOM). Additionally, they assist in coordinating ALT assistance called forward to support the BCT.

4-4. Combat Training Centers Echelons Above Brigade Troop List

a. Combat Training Center rotations at the National Training Center (NTC) and the Joint Readiness Training Center (JRTC) provide another opportunity to increase the readiness of selected Sustainment units. The BSB routinely deploys to the CTCs in support of the BCT. However it wasn't until 2012 that the CSSB was allowed to participate and since that date CSSBs of all components; active, guard and reserve have supported rotations. The importance of the CSSB to the BCT has increased in recent years as a result of Army 2020 which moved troop transport, water purification, and bulk fuel storage capability from the BCT to the CSSB.

b. The SB can also send its TAC to the CTCs as a troop list exception contingent upon approval of the Division and FORSCOM Commanders. Participation of both the CSSB and SB TAC reinforces the doctrinal synchronization of Sustainment in support of the BCT during the CTC rotation. The SB TAC participation at the CTCs strengthens the SBs ability to conduct split based expeditionary operations and also enables the operational reach, freedom of action, and prolonged endurance of the BCT and supports a BCT commander's ability to conduct decisive action operations in the defense, offense and wide area security without culminating early due to Sustainment.

c. CASCOM has recently recommended adjustments to the CSSB supporting the CTCs that includes the new Composite Truck and Supply Company. CASCOM has also recommended additions to the CTC EAB Sustainment Troop List to include a Theater Opening Element to meet the Chief of Staff of the Army's intent of a more expeditionary Army. This will allow the Human Resource Platoon, MCT and a combined Financial Management/Contingency Contracting Team to participate in future NTC and JRTC CTC rotations.

4-5. Doctrinal Training Templates

a. The BCT/BN XOs and staff have access to Sustainable Readiness doctrinal training templates. These templates are developed for units with standardized METL. These templates can also be used to assist the commander and staff in maintaining visibility on the major events

their unit is conducting as well as their unit's progression through the Sustainable Readiness process. For more information on METLs, refer to Appendix B. Within the Sustainable Readiness training model framework, as XO's and their staff develop their unit training plan, they have latitude to schedule different types of training events, such as STX, Staff Training Exercise (STAFFEX), TEWT, CPX or FTX for their unit or subordinate units.

b. Especially important in ensuring challenging and realistic training are command post exercises, functional training and combat training center rotations that force sustainment leaders to adapt to a diverse set of circumstances and become experts at sustaining a range of different mission types. Where there are constraints on physical resources, we must still exercise the intellectual and adaptive capacities of our leaders, even if that means conducting TEWTs and staff rides that require fewer resources. Figure 4-2 depicts a doctrinal training template.

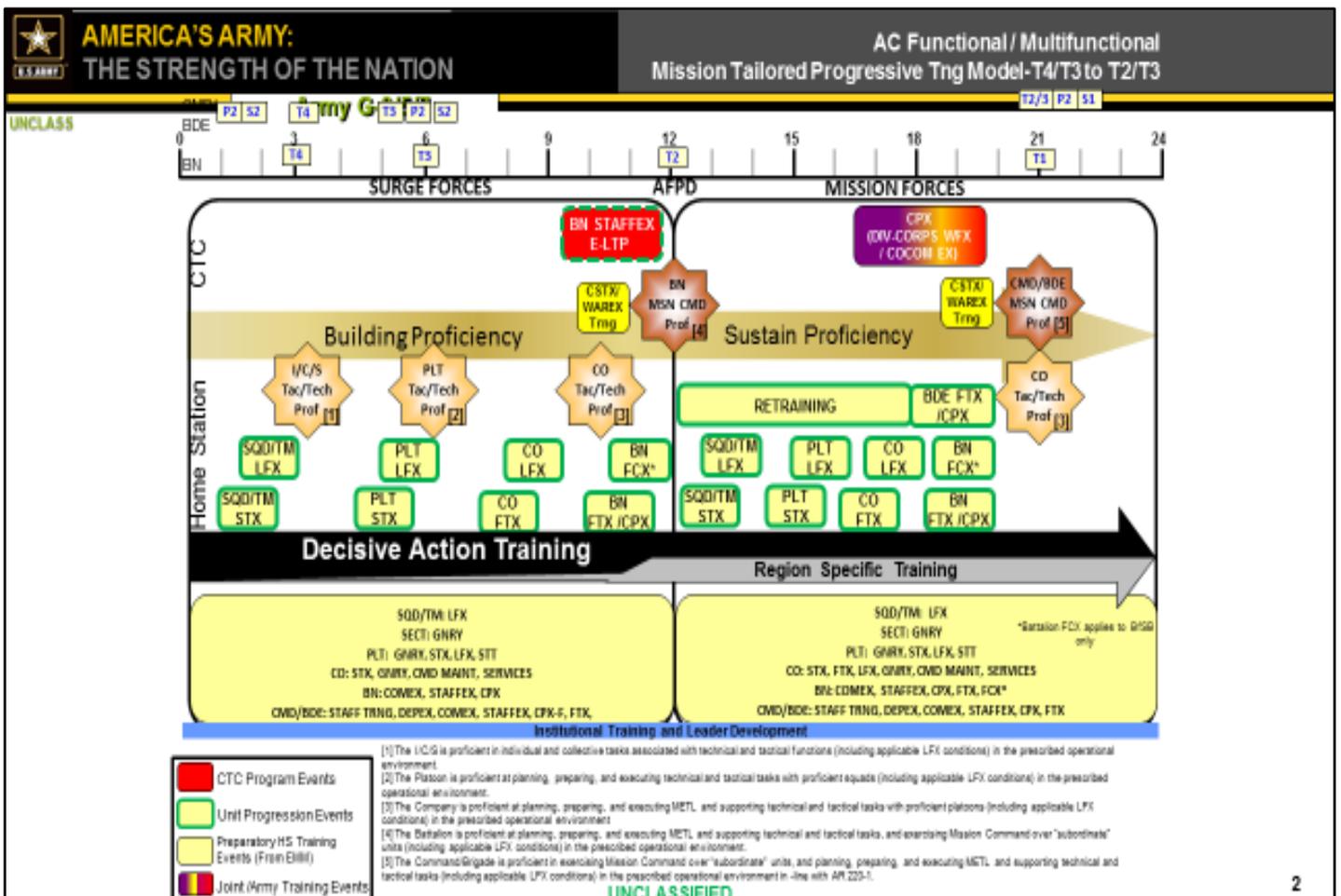


Figure 4-2. Doctrinal Training Template

4-6. Conduct Multi-Echelon and Concurrent Training

a. Future leaders must be able to plan and execute sustainment from the tactical through the strategic levels. Within the BCT formation, as BCT/BN XO/S3s and their staff develop or refine their unit training plan, the BCTs are encouraged to align BSB unit(s) training events within BCT training events and their associated BCT assigned maneuver battalions major training events. A training scenario is provided for consideration. The scenario is that one of the BCT Combined Arms Battalion has scheduled a week of multiple company level live fire

exercises at the local range complex. There are few ways the Combined Arms Battalions is logistically supported: first, they can use their supporting Forward Support Company (FSC) capabilities to support the multiple company level live fire exercises requirements, such as rations, water, fuel, munitions, and maintenance; second, the BSB coordinates with the Combined Arms Battalion leadership to have a portion of the BSB Distribution Company conduct replenishment operations (RO) in support of (ISO) the associated FSC; third, as the BSB units continue to increase in or maintain proficiencies, they coordinate with supporting EAB unit, likely a SB, to conduct RO of the BSB Distribution Company, who in turn conducts RO with the associated FSC.

b. As one can surmise, it is critically important that the BSB operations officer/senior operations sergeant maintains close coordination with the BCT S3, BCT S3 Operations Sergeant Major (SGM) and/or BCT S3 planner in the development and refinement of the BCT unit training calendar venues, to advise the BSB commander on recommended BSB training events ISO BCT/maneuver battalion/squadron training events. As sustainment commanders and their staff develop and/or refine their unit training plan, they are reminded that the Army Doctrine Publication/Army Doctrine Reference Publication (ADP/ADRP) 7-0, Training Units and Developing Leaders; the Web-based unit training management on the CASCOM SUOS page and the ATN provides leaders with the concepts, practices, and tools they need to manage unit training and leader development to support ULO. Further, the BCT Collective Task Publication (CTP), Training Circular (TC) 3-90.6, is a useful reference.

4-7. Enduring Training Challenges

a. **Brigade Support Area (BSA) Defense:** Units and Leaders are challenged establishing a BSA defense and defeating a Level I threat. Rotational raining Units are not using Reconnaissance and Surveillance/Security (R&S) plans, Listening Posts/Observation Posts (LP/OP), Quick Reaction Forces (QRF), intersection fires, or protective and tactical obstacles.

b. **Concept of Support:** Units and Leaders are challenged with Concept of Support development and its role in the operations process. It is often not tied to maneuver plan and planned sequentially vice simultaneously.

c. **Logistics Status (LOGSTAT):** LOGSTAT reporting produces limited situational awareness and does not occur with regular frequency, standard, or by a common reporting platform. LOGSTAT does not drive the LOGCOP production or replenishment Tactical Convoy Operations/Logistical Package (TCO/LOGPAC) process. This does not facilitate anticipation.

d. **Logistics Common Operating Picture (LOGCOP):** Units struggle with producing a near real time picture LOGCOP of logistics, HR, and medical information that link the BCT to the SB and theater planners.

e. **Sustainment Rehearsals:** Sustainment rehearsals are not being conducted, or when conducted, are ineffective.

f. **S3 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 S2/S3 sections to give the commander a better operational picture.

g. **Logistics Information Systems (LIS) and ABCS Systems:** Units and Leaders are challenged with effective use of LIS and ABCS.

h. **Casualty/Medical Evacuation (CASEVAC/MEDEVAC):** Operations are planned as a contingency operations and not part of the overall mission and do not effectively balance both

air and ground casualty evacuation. Average Rotational Died of Wounds (DOW) rate is 40 percent. Point of injury to Role I is the biggest factor.

i. **Air Delivery:** Air assets (General Support Aviation Battalion (GSAB)) are rarely used as a method of distribution. Low proficiency in sling load training.

j. **Distribution of FSC 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 set placed in the BSA, Combat Trains Command Post (CTCP), and Field Trains Command Post (FTCP).

k. **Joint/Allied Interoperability:** Sustainment forces interoperability with other units, sister services, and multinational partners for key enablers such as fuel, recovery, communications, and Mission Command Systems.

l. Many of these challenges can be mitigated through the use of the Sustainment Virtual Playbook (SVPB). The Army SVPB is an interactive, mobile, eLearning solution to living doctrine. It delivers doctrinal and best practice tactics, techniques, and procedures for executing synchronized sustainment in a decisive action environment. The playbook provides the tools to think through complex sustainment processes that enable freedom of action, extend operational reach, and prolong endurance. The SVPB's target audience are primary staff officers at the battalion (BSBs) and brigade (BCTs) levels.

4-8. Useful Brigade Combat Team Sustainment Training Resources

- a. CASCOM Sustainment Unit One Stop (SUOS): http://www.cascom.army.mil/g_staff/g3/SUOS/index.htm
- b. Army Training Network (ATN): <https://atn.army.mil>
- c. Digital Training Management System (DTMS): <https://dtms.army.mil>
- d. Combined Arms Training Strategies (CATS) Development Tool Available through DTMS, or on ATN at: https://atn.army.mil/dsp_CATSviewer01.aspx
- e. Army OCS Related Resources: <https://www.us.army.mil/suite/page/659589>
- f. Sustainment Virtual Playbook: http://www.cascom.army.mil/g_staff/g3/SVPB/index.htm

4-9. Conclusion

In summary, as the BCT staff and subordinate staffs develop and refine the BCT unit training calendar, BCT/BN XO/S3s are reminded of the following Army principles of unit training: Train as you will fight, train the fundamentals first, understand the operational environment, and conduct multi-echelon, concurrent externally evaluated training exercises.. The principal imperative in training our sustainment leaders is to ensure that the training environment replicates the future OE as fully as possible. As the brigade/battalion XO/staffs establish their HST plans, the BCT / BSB need to coordinate with available EAB units and include them in the planned BCT training events, such a HST FTXs, CPXs and the culminating MCTC rotation. They are encouraged to consider the following training resources and concepts: CTC OILs references; ATN; and the CASCOM SUOS website.

4-10. Useful Training References

- a. AR 350–1, Army Training and Leader Development;

- b. ADP 7-0, Training Units & Developing Leaders; ADRP 7-0, Training Units and Developing Leaders.
- c. FM 7-0, Train to Win in a Complex World
- d. BCT CTP, TC 3-90.6.
- e. Joint OCS Training and Assessment (JOTA) Guide. This document is a tool to integrate OCS tasks into training and joint exercises to ensure realistic readiness assessments and reporting across the OCS functions-contract support integration, contracting support, and contractor management. Use of the JOTA Guide can help planners and commanders enhance exercise realism and assess OCS readiness by considering the results achieved when applying OCS capability to mission requirements.

Chapter 5

Echelons Above Brigade Sustainment Unit Training

5-1. Introduction

a. A ready Army requires highly-trained units across all components with the capabilities and capacity to meet the requirements of the operational force including our Operations Plan (OPLAN) early deployers, with sufficient operational and strategic depth to decisively win. In line with the ATS, leaders and Soldiers must plan and train with an expeditionary readiness mindset and capability, such as training units to be proficient at their expeditionary deployment mission essential tasks in preparation for emergent demands and potential war plan contingency operations. In preparing for and conducting (DA/ULO, (EAB sustainment formations directly contribute to Army key force capabilities as part of a Joint Force, such as setting the theater and projecting national power.

b. Unit commanders, executive officers, trainers, and planners must develop and update their unit training plans for major collective training events as outlined in ADP 7-0. Recommend identifying and focusing available resources in line with the principles of unit training: train as you will fight, train the fundamentals first, understand the operational environment, and conduct multi-echelon, concurrent externally evaluated training exercises. Unit leaders must plan, prepare, execute and assess unit training at home station in accordance with the future FM 7-0, *Train to Win in a Complex World* and prioritize to build individual/crew qualifications, collective level proficiency in support of mission essential tasks, and applicable key collective live fire proficiency.

c. The sustainment war-fighting function includes logistics, personnel services, and health service support. While this document does address other areas that sustainment personnel must understand to plan and execute sustainment, it is principally aimed at those who develop and implement leader development efforts for logistics, HR, FM, and health services support (HSS) personnel. Though not all sustainers have to be functional experts in each of these areas, they do require a fundamental understanding of all of them to successfully plan and execute integrated sustainment. Underpinning the SWfF are the core competencies that the Army requires logistics, HR, FM, and (HSS) leaders to perform. These competencies described below comprise the sustainment portion of the *intellect* attribute for our sustainment leaders.

d. As sustainment commanders and their staffs layout major training events based on their unit's mission and their standardized METL, they should consider the following: Identifying, coordinating with and including their strategic/operational unit/agency enablers that support their mission set; training on RSOI, port openings (seaport or aerial), establishing and or operating an Intermediate Staging Base (ISB), Redeployment, Drawdown, or Port closings; material management; Special Operations Forces (SOF) integration—conventional sustainment support to SOF; and integration of HSS, Personnel Services, and OCS units/agencies into planned training events. As outlined in the ATS, commanders need to review the full range of TSS resources available at their supporting MTC, to include LVC-G enablers available to support their training objectives.

e. As commanders/staff are developing and laying out their unit training plan with training events and associated commander training objectives, they should always consider ADP 7-0, Army principles of unit training. Units should train with their authorized Mission Command and Sustainment Information Systems (SIS), including their Enterprise Resource Planning (ERP) Systems. See Figure 5-1.

1) Integration into Training Events. To create realistic, building readiness training events, commanders should include exercising their authorized SIS and/or ERP systems when planning their training events. The ERP systems are replacing the existing suite of legacy Standard Army Management Information Systems (STAMIS)/SIS such as Standard Army Retail Supply System (SARSS), Standard Army Maintenance System (SAMS), and Property Book Unit Supply-Enhanced (PBUSE). They provide the Army with integrated and auditable logistics and financial business systems that provide Soldiers enhanced capabilities for supporting installation and combat operations and will enable the Army to achieve financial auditability.

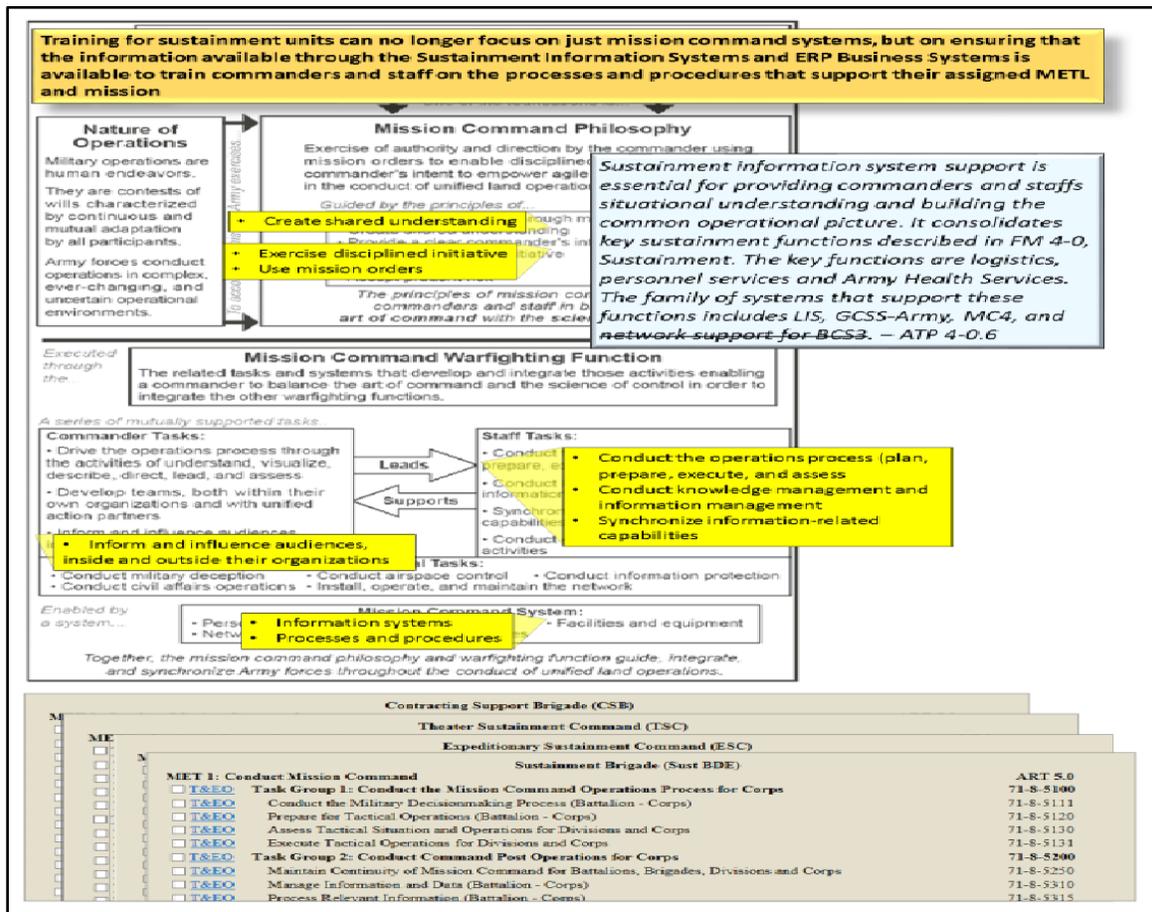


Figure 5-1. Enterprise Resource Planning systems function

2) Building a Common Operating Picture (COP). To understand unified action, units must build a Common Operational Picture (COP) of what it takes to sustain unified land operations in any environment. The COP (See Figure 5-2) represents a single display of relevant information written within a commander's area of interest tailored to the user's requirements and based on common data and information shared by more than one command. The ERP systems can greatly enhance logistic synchronization and along with the mission command systems provide commanders and staff with a more complete, accurate common operating picture.

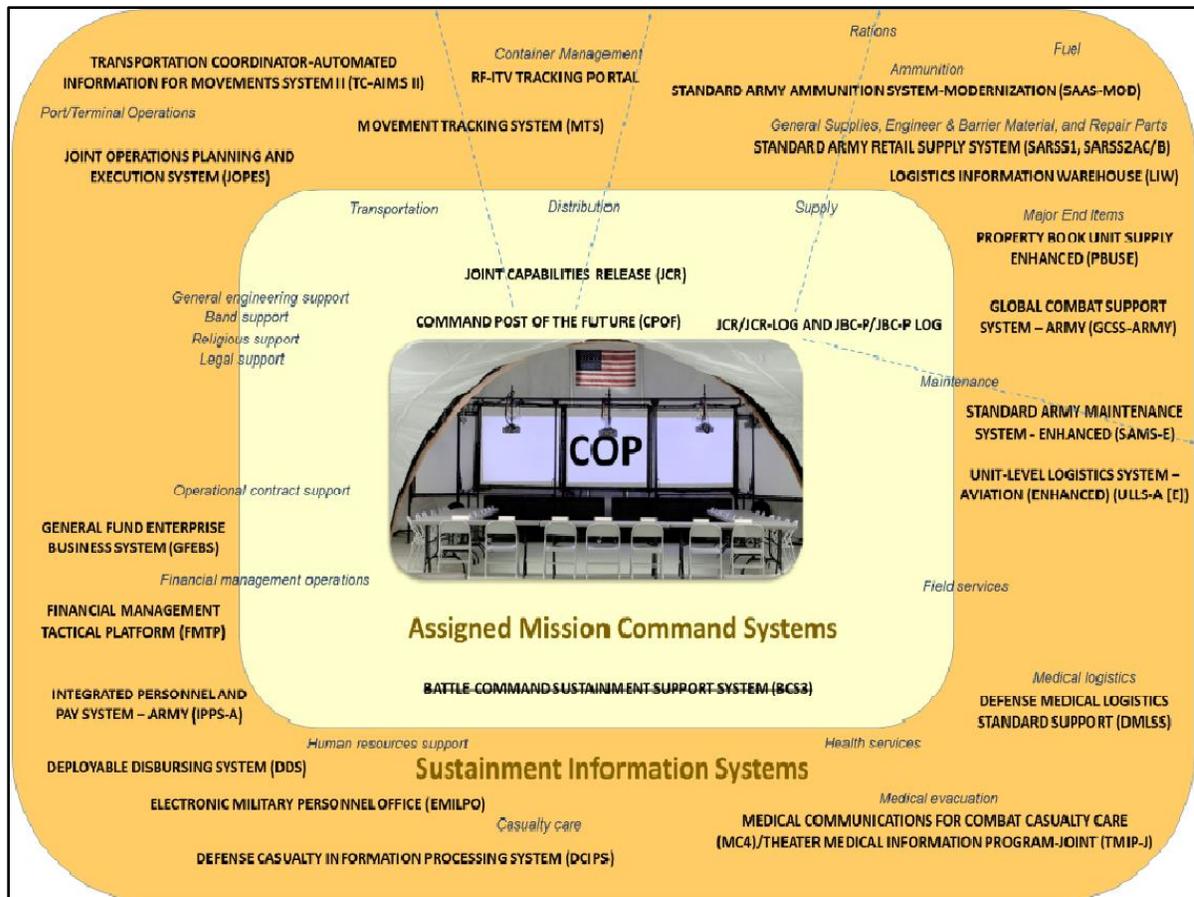


Figure 5-2. Common Operating Picture sources

3) The three primary applicable ERP systems are:

a) Global Combat Support System–Army (GCSS-A) – GCSS-A manages the development, deployment and sustainment of the tactical logistics ERP solution for the Army’s logistics enterprise. GCSS-A replaces aging STAMIS/SIS (e.g. SARSS, SAMS-E, and PBUSE) and the associated FM systems that support Army tactical logistics, with one integrated solution.

b) General Funding Enterprise Business System (GFEBs) – GFEBs develops, acquires, integrates, deploys and sustains enterprise-wide financial and procurement management capabilities to support Army’s current and future missions. GFEBs is the Army’s new web-enabled financial, asset and accounting management system that standardizes, streamlines and shares critical data across the Active Army, the ARNG and the USAR.

c) Integrated Personnel and Pay System – Army (IPPS-A) – IPPS-A promotes and maintains effective military personnel management; and ensures that accurate and timely military personnel data – including delivery of benefits – are available at all levels of management and oversight. IPPS-A will provide the Army with an integrated, multi-component, personnel and pay system that streamlines Army HR, enhances the efficiency and accuracy of Army personnel and pay procedures.

5-2. Doctrinal Training Templates

a. Unit leaders and staff will have at their disposal Sustainable Readiness doctrinal training templates. These templates are developed for units with standardized METL. These templates

can also be used to assist the commander and staff in maintaining visibility on the major events their unit is conducting as well as their unit's progression through the Sustainable Readiness process. For more information on METLs, refer to Appendix B. Within the Sustainable Readiness training model framework, as XO's and their staff develop their unit training plan, they have latitude to schedule different types of training events, such as Situational Training Exercise (STX), Staff Training Exercise (STAFFEX), Tactical Exercise Without Troops (TEWT), Command Post Exercise (CPX) or Field Training Exercise (FTX) for their unit or subordinate units.

b. Of major importance in ensuring challenging and realistic training are command post exercises, functional training and combat training center rotations that force sustainment leaders to adapt to a diverse set of circumstances and become experts at sustaining a range of different mission types. Where there are constraints on physical resources, we must still exercise the intellectual and adaptive capacities of our leaders, even if that means conducting tactical exercises without troops and staff rides, requiring fewer resources. Figure 5-3 depicts an illustrative doctrinal training template.

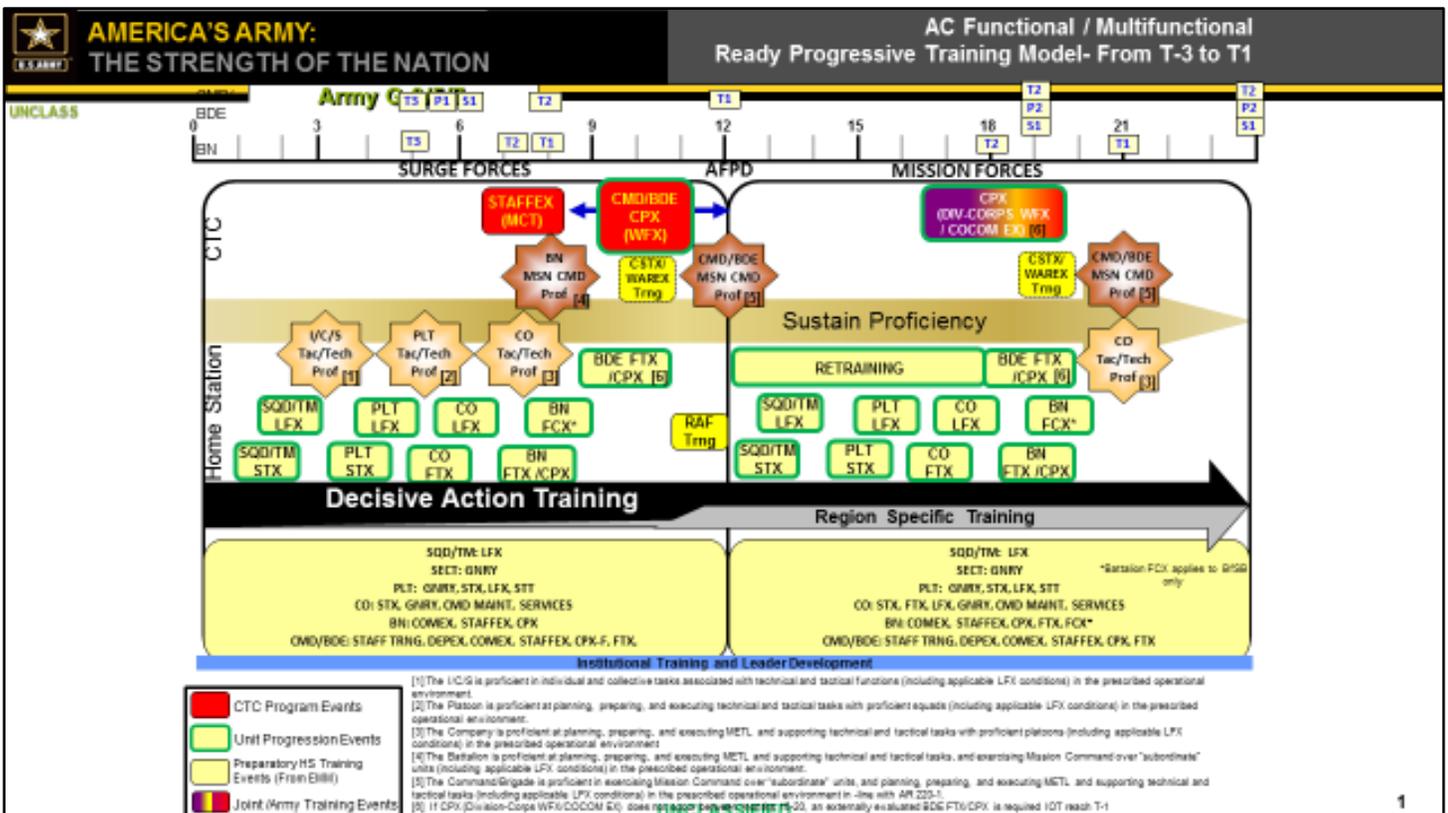


Figure 5-3. Illustrative doctrinal template

5-3. Training Challenges

a. *Replicating the Operational Environment (OE).* The replication of future operating environments must be used in training our sustainment leaders as fully as possible. Conduct tough, realistic multi-echelon HST using our live, virtual, and constructive capabilities to efficiently and effectively maximize readiness and assure individual, leader and unit competencies. This applies to both individual and unit training. After more than a decade of counter-insurgency and stability operations the Army is transitioning to a force focused on expeditionary operations, training and long term readiness. Sustainment Soldiers and units must

leverage training opportunities to support Regionally Aligned Force and Global Response Force operations.

b. *Balance of Mission and Training.* Perhaps the biggest challenge that sustainment forces face in training for future contingencies while meeting current mission requirements is time. As we refocus on an expeditionary Army that may be called upon to conduct operations in an austere environment, there is an immediate need to focus training on supporting complex force projection, contingency deployment and theater opening operations.

c. *Replicate Sustainment Information System (SIS).* Replicating realistic battlefield conditions is a critical component of meaningful sustainment training and is a current challenge across the force, as identified by the Chief of Staff of the Army (CSA). Available sustainment training venues and access to SIS (formerly STAMIS (Standard Army Management Information System) or LIS (Logistics Information System)) systems is another significant obstacle to training the operational force. Many units, particularly the ESC, SB, Transportation Brigade (Expeditionary) (TBX), CSSB, and Movement Control Battalion (MCB) lack resident expertise and access to peacetime use of SIS and Mission Command Systems as needed to develop proficiency within their formations. In the ESC, SB, TBX, CSSB, and MCB the CPX-F is the critical home station crawl-walk staff proficiency training exercise which provides expertise from outside the formation. The CPX-F supports the progressive readiness strategy of these organizations by providing a comprehensive training environment that prepares these units for their culminating training event and certification for combat.

d. *Replicating Joint, Interagency, Intergovernmental, Multinational (JIIM) Environment.* In the current operating environment, sustainment units and Soldiers routinely participate in JIIM operations. Yet, the current training environment affords few opportunities to train with strategic sustainment enablers or conduct JIIM exercises with other services, agencies, or nations. Formations across the Army, not just sustainment units, struggle to meet this challenge. Training must emphasize JIIM involvement whenever feasible whether locally or through a higher headquarters.

e. *Replicating Operational Contract Support (OCS) in Training.* While multiple OCS training opportunities exist in the institutional and self-development training domains, collective OCS training in the operational training domain continues to challenge commanders at every echelon. The current operational training environment provides few opportunities to train and enhance the skills required to successfully plan, coordinate and manage OCS at the unit level. Collective training must emphasize OCS as a source to fulfill requirements in support of unified land operations and prepare units (requiring activities) to execute contract support integration and contractor management functions efforts whenever feasible. Appendix L identifies strategies and resources available to address these challenges.

f. *Reserve Component Challenges.* Funding and available training days are the greatest challenge for RC units. RC training readiness is directly impacted by limitations in training funding. RC commanders must be more creative in developing readiness enhancing training events using partnerships from the Total Force Policy to include multi-compo training opportunities.

5-4. Identified Gaps

There are two major challenges in maintaining sustainment unit technical proficiency at home station. The first is the ability to improve and sustain core proficiency at the functional company level, and to identify opportunities for these units to train with the operational units they will support. The second is the ability to train expeditionary EAB sustainment units' staffs at home station in a realistic environment while integrating their strategic partners and customer units.

a. *Sustaining Higher Level Staff Proficiency.* “The U.S. Army lacks a single, integrated training model for expeditionary sustainment commands and sustainment brigades; which is especially difficult for our RC formations.” CG, FORSCOM, 2010. The TSC, ESC and SB provide the essential strategic and operational level of sustainment that is vital to ensuring operational success by giving Army forces operational reach, freedom of action, and prolonged endurance through timely logistics and personnel support. Replication of this capability during HST is a difficult problem because of the modular nature of sustainment formations and the inability to use or replicate some SIS systems that are essential to Mission Command within these formations.

b. These EAB staffs lack realistic training opportunities that build essential knowledge, skills, and technical proficiency against specialized mission requirements. As a part of the training effort, we need to leverage realistic and affordable simulations and gaming solutions to develop and maintain these perishable sustainment specific technical skills that build and maintain combat power. Additionally, there is a need to integrate into training the formations that these units support as well our national level sustainment partners (USAMC, DLA, and USTRANSCOM) which project logistics power from the sustaining base.

c. *Observed Trends during Decisive Action Warfighter Exercises (WFX).* CASCOM has every R-CAAT archived including word searchable transcripts and briefings on SUOS (<https://cac.cascom.army.mil/TD/Multifunctional/website/site-sustainment/pages/LessonsLearned.htm>). R-CAATs can also be found on the SKN Live Virtual Presentations Archive page at <https://www.us.army.mil/suite/page/399609> along with command leader interviews. An example of Mission Command and SWfF observed trends during Corps/Division WFX that include Functional/Multi-Functional (F/MF) EAB units are, but not limited to:

1) Mission Command:

a) Conducting effective Intelligence Preparation of the Battlefield/Mission Analysis (IPB/MA) during operations: Observation: Insufficient effort or collaboration during IPB/MA conducted for branch, sequel and adjustment plans.

b) Accounting for mission command system challenges during offensive operations: Observation: Units do not grasp Mission Command system challenges when conducting offensive operations.

c) Staff assessments during operations: Observation: Staffs struggle to provide assessments that facilitate commanders’ decision making.

d) Mission command information system architecture and integration: Observation: Units have difficulty correctly integrating all mission command information systems.

e) Managing battle rhythm: Observation: Poor battle rhythm management overloads staff and prevents integration.

f) Improving understanding through Knowledge Management (KM) processes: Observation: Units do not employ good KM processes to facilitate understanding among staffs and subordinates.

2) Sustainment:

a) Division Transportation Officer (DTO) and Movement Control Battalion (MCB) planning and integration: Observation: The prioritizing, planning, tracking, and facilitating of movement control in the Division Support Area (DSA) challenges many units executing ULO.

b) Use of the COP: Observation: Logistics organizations do not employ a mission command system that provides a mechanism to establish, update, and assess the COP, which prevents the ability to produce a near real time picture of logistics, human resources, and medical information within the area of operation.

c) Distribution Management Planning Horizons: Observation: The distribution integration branch (DIB) within the SPO cell is challenged with integrating cells between current and future operations and planning sustainment for future operations (24+ hours).

d) Noncommissioned Officers (NCO), Warrant Officers, and mission command: Observation: Need to utilize the entire staff. NCOs and warrant officers in the sustainment branches do not have a uniform understanding of mission command.

e) Knowledge Management (KM): Observation: Staffs struggle with conceptualizing and effectively executing knowledge management. This degrades their ability to create understanding within their units. One source of this struggle is difficulty in transitioning garrison KM systems to decisive action operations.

f) Division material management capabilities: Observation: Division G4s' capability to perform planning, coordination, integration, analysis and synchronization of sustainment operations requires full integration with the sustainment brigades' SPO. How division G4s leverage the sustainment brigades' SPOs to achieve the required level of commodity management is not consistent across Army formations.

g) Joint/allied interoperability: Observation: Sustainment forces interoperability with other units, sister services, and multinational partners for key enablers such as fuel, recovery, communications, and Mission Command Systems.

h) Operational Contract Support (OCS): Observation: Units fail to incorporate Operational Contracting Support capabilities into their sustainment planning.

i) Integration and use of strategic enablers: Observation: Units do not understand the capabilities of the strategic enablers available or how to integrate them into their concepts of support/sustainment.

j) Employment of personnel services capabilities: Observation: Units do not understand how to employ their personnel services capabilities within their formations or to support external customers)

k) Command and support relationships: Observation: Poor integration and a lack of clearly defined command and support relationships; units continually fail to establish and adhere to doctrinally defined command and support relationships

l) Reports, working groups, boards and CUBs: Observation: Units do not use these forums effectively to create a COP or to synchronize their operations.

m) Integrating and synchronizing WfFs: Observation: Synchronization meetings are not consistently collaborative across WfFs, and they are not synchronized with the brigade's targeting process.

n) Twenty-four hour battle rhythm: Observation: Units do not adhere to a battle rhythm that creates shared understanding both vertically and horizontally.

d. *Sustaining Functional Company and Battalion Technical Proficiency.* There are many EAB functional companies that do not have training venues or exercises to train to proficiency on the core sustainment competency for which they are designed. For example, Financial Management units: Diamond Saber and Command Post Exercise – Sustainment (CPX-S)

exercises provided a venue and essentially replaced the majority of the HST for these units. However, the CPX-S capability ended in FY13 creating a significant training gap for these units.

5-5. Mitigation of Gaps

b. Combined Arms Training Strategies (CATS).

CATS is a DA-funded program that offers collective training strategies to help tactical unit leaders build readiness rapidly. The Army has developed 400+ CATS from platoon through brigade combat team levels for both the active and reserve components. In addition, six generic CATS, called functional CATS, have been developed for use by any unit requiring training plans in the following areas: stability operations, urban operations, deployment, mission command, force protection, and air assault operations. The CATS provide leaders a menu of training options that they can rapidly adapt to fit the unit's training needs and constraints. CATS also allow units to build readiness in a much shorter time and are easily integrated into Sustainable Readiness. Units' leaders and staff planner can locate the currently available unit CATS either from the CASCOM SUOS, DTMS or the ATN.

c. Web-Based Gaming. There is a requirement for a web-based, LVC-G computer game capable of training a sustainment headquarters on their functional METL from home station (office workstation) at any time. This capability would emulate all business enterprise SIS and MCS IAW the TOE and the generation of a COP based on a suitable, unclassified warfighting scenario. It would include a theater-level task organization, joint, opposition and Political, Military, Economic, Social, Infrastructure and Information (PMESII) effects, and a demanding, Higher Headquarters (HHQ) battle-rhythm. It must be able to operate without live maintenance interface or role-playing outside the sustainment HQ and on available home station operating systems without the use of Tactical Area Communications Network (TACNET)) equipment (though emulating that equipment as much as possible).

d. Sustainment Virtual Play Book (SVPB). The Army SVPB is an interactive, mobile, eLearning solution to living doctrine. It delivers doctrinal and best practice tactics, techniques, and procedures for executing synchronized sustainment in a decisive action environment. The playbook provides the tools to think through complex sustainment processes that enable freedom of action, extend operational reach, and prolong endurance. The SVPB is available via the CASCOM SUOS.

e. Command Post Exercise – Functional (CPX-F). CPX-F is an exercise designed specifically to address the unique skill sets essential to a ESC, SB, TBX, or CSSB SPOs as well as their integration and synchronization across the rest of the HQs staff to effectively manage distribution and sustainment at the Operational level. It is designed as a “crawl/walk” exercise to be conducted at home station by a Training Authority (TA) and their Training Readiness Authority (TRA) at little to no cost that brings units to a T3 readiness and prepares them for a Mission Command exercise. It is an all-inclusive Training Support Package that eliminates the requirement for the training audience to dedicate extensive time and resources toward planning an exercise and provides the TA with everything they need (one-stop shopping) to allow them to focus efforts and resources on the execution and the associated training benefits. (Appendix P discusses the CPX-F package in greater detail by explaining what it consists of as well as where to find it all).

f. Sustainment Training Center (STC). The STC has numerous collective training opportunities developed and in development for EAB units to include Support Maintenance Companies, Quartermaster Supply Companies, Medium Truck Companies, Composite Supply Companies, and Composite Truck Companies. The MTC-Dodge also provides mission command training for EAB staffs.

5-6. Additional Recommendations to Prepare for Warfighter Exercises

- Emphasize the importance of sustainment in the joint, interagency, intergovernmental, and multinational (JIIM) environment to include integrating partner nations into Warfighter exercises
- Continue to develop a better understanding of what strategic partners bring to the table; they should not only be involved in the actual exercise but also in the training and planning leading up to the exercise
- Use the Deployment Exercise (DEPEX) as a way to train deployment associated tasks as a stand-alone training event or as part of a larger CTC
- Use actual MCBs and MCTs in the execution of WFX as response cells in order to adequately replicate their functions; source with actual MCB/MCT trained personnel
- Improve Human Resource Operations (HROP) play in WFXs through use of trained HR personnel, not simulation
- Integrate Special Operations Forces into the exercises to educate sustainers on the unique set of challenges they bring to the fight and the non-standard methods the need to be used to support them
- Send personnel to the Digital Master Gunner Course to gain familiarity and expertise on the Command Post of the Future (CPOF) and use it for routine administrative and training tasks and briefings to keep them proficient
- Conduct internal sustainment rehearsals as well as rehearsals with supported units prior to WFX in order to ensure units understand the concept of support and their role in it

5-7. Army Total Force Policy (Army Directive 2012-08)

The Army Total Force Policy (Army Directive 2012-08, SEP 2012) established policy for the integration of the Army's AC and RC as a "Total Force." DOD policies require the military departments to organize, man, train, and equip their active and reserve components as an integrated operational force to provide predictable, recurring and sustainable capabilities. The Total Force must be part of Army strategy and planning to fulfill national military needs. The Army policy is as one Total Force, the Active Army, Army National Guard and U.S. Army Reserve provide operating and generating forces to support the National Military Strategy and Army Commitments worldwide. As appropriate, the Army will integrate AC and RC forces and capabilities at the tactical level (division and below), consistent with the Secretary of Defense policies for use of the Total Force. This will include pre-deployment collective training of tactical-level organizations, including for those organizations that routinely deploy as multicomponent force (for example, sustainment brigades and other multi-functional support brigades).

5-8. Army Total Force Policy Implementation – U.S Army Force command Interim Guidance

a. Army Total Force Policy (ATFP) directs active and reserve component forces to integrate their Soldiers and unit capabilities into pre-deployment collective training events to: Maintain Army readiness standards throughout components; provide predictable, recurring and sustainable operational force capabilities; prepare for deployments as multi-component expeditionary forces.

b. U.S. Army Forces Command (FORSCOM) has issued Interim Implementation Guidance for the ATFP and has designated First Army as its coordinating authority to integrate AC and RC forces and capabilities at the tactical level (division and below) during pre-deployment collective training in support of total force readiness. First Army maintains strong partnerships with ARNG, USAR, CTC and MCTP leadership to enable RC unit integration and support collective training exercises with active component, joint forces, interagency and government organizations, defense support of civil authorities and regionally aligned forces.

c. Army Total Force Integrated Training Guidance focuses resources on readiness of the Total Force and initiates deliberate steps to purposefully incorporate training among and between components during major collective training events at CTCs, regional collective training centers, and major mission command and HST events -- particularly those that serve as culminating training events to certify and validate formations for assigned missions and the available period of the Sustainable Readiness cycle. Partnered exercise design, planning and execution throughout the life cycle of ARFORGEN are essential to ensure collective training events are integrated and resourced to maximize training efficiencies. Critical to collective training integration is First Army's Training Support Synchronization Working Group (TSSWG). This forum focuses on multi-component integration of CTEs to support the ATFP and sets conditions for FORSCOM's ARFORGEN Synchronization and Resourcing Conference (ARSC).

d. Reserve component forces comprise more than half of the Army's total force. The imperatives for Total Force integration have never been higher. First Army is leading an effort to improve the scope and degree of integration of collective training events, with a goal to achieve better scenario development and exercise integration each year. Toward achieving that goal, more than 70 percent of collective training events will be integrated with units from two or more components during future fiscal years. First Army is uniquely positioned as FORSCOM's coordinating authority for ATFP to facilitate and enable multi-component, integrated Culminating Training Events (CTE) in a realistic and demanding operational environment.

5-9. Leveraging Sustainment Organizations in CONUS

a. In 2010, FORSCOM released an updated Execute Order (EXORD) covering the Leveraging Sustainment Organizations in CONUS (LSOC) concept, which stemmed from the three CONUS-based ESCs. The initial three CONUS-based ESC LSOC concepts were approved on Sep. 8, 2010.

b. The LSOC grants the ESCs' commanders with coordinating authority on and off their respective installations based on geographic/habitual alignment. Through LSOC coordinating authority, the senior sustainment commander provides perspective and guidance from lessons learned both on the battlefield and at home station to supported maneuver commanders and aligned Sustainment Brigade commanders/staff. The ESCs will provide sustainment reach back capabilities to FORSCOM senior commanders and provide senior sustainment mentorship, training, and materiel management. The TRA remains with the senior commander.

c. The ESCs leadership and staffs provide an opportunity to leverage their training assistance and advice to SBs and their subordinate units transitioning to Unified Land Operations training requirements. This linkage with the ESCs is critical to senior commanders as collective training will migrate from the specified and detailed tasks, roles, and missions to the responsibility of sustainment commander formations in support of Unified Land Operations.

d. The ASRC, conducted quarterly/semi-annually by G3, FORSCOM, provides senior commanders/staff and sustainment units the opportunity to coordinate with senior ESC commanders/staff for sustainment mentorship and training oversight.

5-10. Sustainment Operations Center

a. In April 2012, FORSCOM recognized the opportunity to leverage all the multi-echelon sustainment unit/agency capabilities assigned to or near FORSCOM installations by establishing a Sustainment Operations Center (SOC) on each installation, which could provide the senior mission commander with one centralized sustainment operations center. The SOC is a subcomponent execution organization of the LSOC concept. The SOC requires no growth to the Army organizations and minimal infrastructure adjustments. While LSOC addresses the “art side” (sustainment coaching, teaching, and mentoring) of sustainment, the SOC addresses the “science side” (materiel management and asset or personnel cross-leveling). It is resourced by the organically assigned EAB unit at the installation.

b. The FORSCOM’s SOC objectives, in partnership with other commands--USAMC, Installation Management Command (IMCOM), TRADOC, and DLA--are to:

- 1) Enable and enhance senior commanders’ TRA
- 2) Provide centralized materiel management
- 3) Leverage multi-echelon sustainment capabilities
- 4) Replicate operational sustainment during garrison employment

5-11. Leveraging Strategic Partners

a. Strategic level support embraces national level sustainment base capabilities that support broad goals and objectives. At the theater level the TSC/ESC coordinate with elements of strategic level organizations to ensure a smooth flow of support into and throughout the theater of operations. In almost all operations, elements of the national strategic organizations deploy to the theater of operations to enhance this coordination. Sustainment brigades, in particular when performing theater opening operations, will work together with the subordinate units of these strategic organizations. Also when the sustainment brigade is the senior Army Logistics C2 HQ in an AOR, the brigade will be coordinating directly with deployed elements from these strategic providers. Some of these elements, from strategic partners such as USAMC and DLA work closely with, and in some cases have deployed subordinate elements which have a command or support relationship with the TSC/ESC and sustainment brigades as described below. USTRANSCOM and subordinate elements also work closely with the SB in its execution of theater opening operations.

b. Sustainment units may be required to communicate and coordinate directly with strategic partners to synchronize and integrate their support and participation during HST such as CPX-F. Here is a list of common sustainment strategic partners: DLA, Defense Contract Management Agency (DCMA), USTRANSCOM, Air Mobility Command (AMC), Surface Deployment and Distribution Command (SDDC), USAMC and Joint Munitions Command (JMC). Consider maximizing the use of video teleconferencing (VTC), teleconferencing and Defense Collaboration Services (DCS) online as low cost methods for integrating strategic partners into HS training events. See Appendix K for a list of strategic partners and the capabilities they bring to Army sustainment.

5-12. Force Projection

The ability to project the military instrument of national power from the United States or another theater, in response to requirements for military operations (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.

5-13. Theater Opening/Theater Closing

a. **Theater Opening (TO)** is the ability to establish and operate ports of debarkation (air, sea, and rail) to establish a distribution system and sustainment bases, and to facilitate port throughput for the RSOI of forces within a theater of operations (ADP 4-0, Sustainment). Preparing for TO operations requires unity of effort among the various commands and a seamless strategic-to-tactical interface. When given the mission to conduct TO, a Sustainment Brigade, a Theater Gateway team, and a Military Mail Terminal team, along with a mix of functional battalions and multi-functional CSSBs are assigned based on mission requirements. The Sustainment Brigade HQ staff may be augmented with a Transportation Theater Opening Element (TTOE) to assist in managing the TO mission. The augmentation element provides the SB with additional manpower and expertise to mission command TO functions, to conduct transportation planning, and provide additional staff management capability for oversight of RSOI operations, port operations, node and mode management, intermodal operations, and movement control. The Sustainment Brigade will participate in assessing and acquiring available host nation (HN) infrastructure capabilities and contracted support and coordinating with military engineers for general engineering support. Figure 5-4 illustrates some of the various units that may be assigned as part of the TO task organization.

Set the Theater (Early Entry) Illustrative Example SRC List						
C2 HQs	TC	OD	QM	AG	FM	AMEDD
Expeditionary Sustainment Command	Truck Company Tactical (5k) POL	Modular Ammunition Company	Petroleum Support Battalion	Theater Gateway Personnel Accountability Team	Finance Management Support Detachment	Forward Surgical Team
Transportation Brigade (Expeditionary)	Composite Truck Company (Heavy)	Support Maintenance Company	QM Petroleum Support Company			
Sustainment Brigade	Medium Truck Company	Ordnance Company (AMMO) (WHNS)	Field Service Company			
Combat Sustainment Support Battalion	Medium Truck Company (POL)		Petroleum Pipeline Company			
Movement Control Battalion	Movement Control Team		QM Composite Supply Company			
Transportation Terminal Battalion	Inland Cargo Transfer Co		Assault Hose-line Team			
Motor Transport Battalion	PLS Truck Co					
	Heavy Watercraft Company					
	Seaport Opening Company					
	Truck Company (HET)					

Figure 5-4. Set the theater units

1) **Theater Opening Unit Functions.** As the TSC, ESC and SB/TBX staffs develop, refine their unit training calendars and training events, XO/S3s of these organizations are reminded of the following Army principles of unit training: Train as you will fight and conduct multi-echelon, concurrent training. Planners should establish HST events that set conditions to conduct Theater Opening training that will cover the following functions and or involve contributing strategic enabling units/agencies at least:

a) Reception, Staging, Onward Movement and Integration (RSOI): The RSOI process is designed to rapidly combine and integrate arriving elements of personnel, equipment,

and materiel into combat power that can be employed by the Combatant Commander (CCDR). The TSC supports RSOI at the theater level based on GCC guidance. The execution of RSOI functions require close coordination with supported commanders, the TSC, joint partners, and the HN. The TSC monitors the operation of the theater ports of debarkation and the theater distribution network to ensure there are no bottlenecks to impede the flow of cargo and forces into and through the theater. As a single port manager (SPM), SDDC and the TSC work together to provide a seamless strategic/theater interface in order to provide for the efficient RSOI of unit equipment and supplies to and from theater. Within a TSC, ESC, or SB the assistant chief of staff, SPO focuses on detailed planning for theater opening, theater distribution and theater sustainment operations. The SPO Distribution Management Center (DMC), Distribution Integration Branch (DIB) has one of the functions to monitor and facilitate unit deployment/redeployment and RSOI activities. A TTOE is attached to a sustainment brigade when that brigade is assigned the mission of early entry and establishment of an area of operation's logistics base. The TTOE provides an additional 55 transportation personnel and allows the brigade to function as a seaport operator and distribution manager. TTOE capabilities provide a sustainment brigade with the staff augmentation and functional expertise necessary to efficiently and effectively conduct theater opening operations (less health service support) that include RSOI of deploying Army forces. RSOI functions include coordinating, synchronizing, and clearing of aerial ports of debarkation/sea ports of debarkation (APOD/SPOD) holding areas, staging areas, and marshalling areas; personnel and unit equipment integration; life support; and the multi-modal onward movement of units and/or supplies to tactical assembly areas and/or distribution hubs.

b) Force Reception: As the initial step in introducing combat power, reception can determine success or failure of the RSOI operation. Reception from strategic lift is implemented at or near designated air and seaports of debarkation, normally under control of the 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.

c) Port Opening: Port opening is the ability to establish, initially operate and facilitate throughput for ports of debarkation (POD) to support unified land operations.

d) Joint Task Force Port Opening: The Joint Task Force Port Opening (JTF-PO) is a joint capability designed to rapidly deploy and initially operate aerial and sea ports of debarkation, establish a distribution node, and facilitate port throughput within a theater of operations (JP 4-0, Joint Logistics).

e) Seaports: SDDC is the Single Port Manager (SPM) for all common user SPODs. As the SPM, it develops policy and advises the Land Component Commander (LCC) on port management, recommends ports to meet operational demands, and is primarily responsible for planning, organizing, and directing the operations at the seaport. The TSC and its subordinate SBs, TBXs, Terminal Battalions and Seaport Operating Companies perform the port operator functions at SPODs.

f) Aerial Ports: Reception at the APOD is coordinated by the senior logistics commander and executed by an Air Force contingency response group/element and an arrival/departure airfield control group (A/DACG). The A/DACG is an ad hoc organization established to control and supports the arrival and departure of personnel, equipment, and sustainment cargo at airfields and must be a lead element when opening an APOD. Elements of a MCT and an inland cargo transfer company (ICTC) typically operate the A/DACG; however,

the mission can be performed by any unit with properly trained personnel and the appropriate equipment. USTRANSCOM's AMC is the SPM for all common user APODs. On or near the A/DACG location is the Theater's gateway for personnel. This Theater Gateway is the point where the Theater's initial personnel accounting and tracking begins; additionally the Theater's inter-theater mail operations may be collocated at this location. Both of these operations remain in continuous operation for the duration of the supported operation (ATP 1-0.2, Theater-Level Human Resources Support).

g) Onward Movement: 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.

2) **Intermediate Staging Bases (ISB)**. ISBs are secure staging base established near but not in the area of operations. ISBs are temporary staging areas enroute to an operation and also may be used to sustain forces in the area of operations. ISB tasks and capabilities are contingent on the operational situation and are located where they can best support the force. No two ISBs will be alike; some will be in operation for a few days while others will operate for an extended period. Although we refer to an ISB as if it were a single unit it is in reality a collection of brigade combat teams, sustainment, signal, military police, engineer, and support units brought together for a specific purpose. ISBs must deploy early to be prepared to receive deploying forces and to operate the nodes inherent in the theater distribution plan. The availability of appropriate reserve component units early in the flow is a risk in the ISB organization and may require host nation or contract support. Refer to DA Pamphlet 700-33, Intermediate Staging Base Handbook for guidance on establishing and operating an ISB. As the ESC and SB plan major training events, planners should consider the following ISB functions in order to identify collective training opportunities: Communications; Life Support; Arming, Refueling, and Fixing; Preparation of Units for Onward Movement; and Security.

3) **Army Contingency Basing**. As a critical enabler for a range of military operational capabilities, Army contingency bases provide the greatest operational benefit as expeditionary projection platforms by enabling mission commanders to concentrate their efforts to employ combat power. Contingency bases are evolving locations that support military operations by deployed units and provide the necessary support and services for sustained operations. Although not permanent bases or installations, the longer the duration of the supported operation, the more the contingency base requires facilities and services similar to main operating bases or permanent installations (such as enhanced infrastructure). A contingency base generally has a defined perimeter and established access controls. For establishing, operating and closing a contingency base guidance, refer to Army Directive 2015-42 Army Contingency Basing Policy and ATP 3-37.10, Base Camps.

4) **Acquisition and Cross Servicing Agreements (ACSA)**. Before sustainment commanders can truly understand task organizations and the necessary support requirements, it is imperative that their staffs carefully think through what resources each country brings to the fight and at what capacities they can participate. To mitigate logistic shortfalls, ASCAs (bilateral agreements between the US and its allies or coalition partners in exchange for support) are formed. The Chairman of Joint Chiefs of Staff is responsible for negotiating and concluding acquisition agreements or cross-service agreements or delegate this to lead agents (Combatant Commanders) who may delegate to sub-elements (ASCCs). Personnel assigned responsibility by the DOD Components for administering ACSAs shall be designated specifically and shall have the requisite knowledge and experience to carry out authorized transactions in accordance

with applicable laws, this Directive, and requisite financial management and acquisition considerations. Complex acquisitions and acquisitions in excess of the simplified acquisition threshold shall be effected by, or at a minimum in consultation with, warranted contracting officers.

5) **Inter-service Support Agreements (ISA).** Joint interdependence is essential to sustainment operations. It reduces duplication of effort and competition for resources through the purposeful reliance of one service's forces on another service's capabilities to maximize the complementary and reinforcing effects of both. One way of achieving that is through the ISA, which is used to establish what material or services one service has agreed to provide to another service, and any payment, if required, is agreed upon between the services. The only requirement for entering into an ISA is a Military Interdepartmental Purchase Request (MIPR) and the Inter-service Support Agreement - DD form 1144.

b. **Theater Closing** is the process of redeploying Army forces and equipment from a theater, the drawdown and removal or disposition of Army non-unit equipment and materiel, and the transition of materiel and facilities back to host nation or civil authorities.

As the ESC and SB plan major training events, planners should establish HST events that set conditions to conduct Theater Closing training that will cover the following functions and or involve Strategic enabling units / agencies at least:

1. Redeployment: Redeployment involves the return of personnel, equipment, and materiel to home and/or demobilization stations and is considered as an operational movement critical in reestablishing force readiness. Two critical aspects of equipment and materiel redeployment are property book accountability and asset visibility. Furthermore, the identification of how much equipment is on the ground, location of the equipment, type of equipment, condition of the equipment, and reporting procedures will allow for timely planning, as it will impact mode of transportation, resources, timeline, personnel, storage capabilities, and the like. Also to be considered is the plan for casualty care/evacuation.

2. Drawdown: Planning for drawdown of non-unit equipment and materiel should occur early in the operational and strategic planning process. A challenge is visibility of strategic level materiel requirements synthesized into the already established priority timeline. To provide unity of effort and ensure operational freedom of action through rapid return, repair, redistribution, and combat power regeneration for the Army, a USAMC Responsible RESET Task Force provides a comprehensive solution for drawdown. The TSC/ESC work closely with the DLA in the close out of materiel in the theater and JMC to support drawdown of CL V in theater. During theater closure, the DLA provides support in the form of adjusting the flow of CL I, II, III (B) (P), IV, VIII and IX to ensure support to the Warfighter. Delivery of mail to Army Post Offices is a commodity tracked and planned within the SPO and managed by the transportation board. Army Postal office closing considerations are also an important consideration and the TSC/ESC will work with the Military Postal Service Agency (MPSA) to ensure that prograde and retrograde mail operations are integrated in the planning process.

3. Retrograde: Planning for materiel retrograde must be accomplished during the initial stages of an operation. Early retrograde planning is essential and necessary to preclude the loss of materiel assets and maximize the use of retrograde transportation capabilities. Planners address the following retrograde requirements during the initial planning phases; how to recover and retrograde during ongoing operations, identify packaging requirements and how to use transportation assets effectively. The retrograde plan should also include the concept for control and movement of retrograde materiel both inter-theater and intra-theater. Commanders at all levels must enforce supply accountability and discipline to ensure effective and timely retrograde operations. This includes identifying, acquiring and maintaining packing materials to

be used in retrograde operations. Significant resources are needed to restore and repackage certain categories of supplies, ammunition and equipment.

4. **Closing Operational Contracts:** The supporting contracting organization will be required to terminate and close out existing contracts and orders. The transition of contract support may include limited continuation of existing contracts in support of high priority Department of State operations.

5. **Port Closing:** USTRANSCOM, through SDDC is responsible for providing and managing strategic common-user sealift, and terminal services to support LCC's drawdown or termination requirements. As the single port manager, it is SDDC's responsibility to integrate and synchronize strategic and theater re-deployment execution and distribution operations within each GCC's area of responsibility, coordinating port closing actions with appropriate supported commands, such as the Army Forces (ARFOR), TSC and/or ESC. This ensures drawdown/termination requirements are met through the use of both military and commercial transportation assets based on the supported commander's business rules and the Joint Deployment and Distribution Enterprise best business practices.

c. **Sustainment Brigades (SB)** provide mission command of theater opening, theater distribution, and sustainment operations. The sustainment brigade materiel management effort is focused on the management of its supply support activity (SSA) IAW TSC plans, programs, policies, and directives. The SB may also provide materiel management of bulk supplies through oversight of stockage areas such as bulk fuel and ammunition storage areas. The sustainment brigade coordinates and controls supply functions, including the redistribution of intra-theater excess, to meet the operational requirements of the TSC and its supported units, employing near real-time situational awareness of stock records and asset visibility to provide responsive and agile support. For more details on SBs and CSSBs see ATP 4-93, Sustainment Brigade.

d. **Combat Sustainment Support Battalions (CSSB)** are the building block upon which TSC sustainment capabilities are developed. The CSSB is tailored to meet specific mission requirements. Attached capabilities, drawn from the force pool, may include transportation, maintenance, ammunition, supply, petroleum and field services (aerial delivery, mortuary affairs, clothing, field feeding, shower and laundry and water purification. Selected CSSB may be organized to provide specific types of support to division aligned brigades lacking full internal logistics capabilities. Employed on an area basis, the CSSB plans, coordinates, synchronizes, monitors, and controls sustainment operations (less health service support) within a specified Area of Operation (AO); supporting units in or passing through its geographic area.

As the ESC and SB plan home station major training events, planners should reference Theater Opening/Closing OILs resources, such as the CASCOM SUOS Lessons Learned & Quality Assurance resources: http://www.cascom.army.mil/g_staff/g3/SUOS/index.htm or the Center for Army Lessons Learned (CALL) resources: <https://call2.army.mil/Login.aspx?ReturnUrl=%2fDefault.aspx>, for example, the Operations Enduring Freedom (OEF) Redeployment United States Central Command (CENTCOM) Material Recovery Element, Number 13-16, JUN 2013, Handbook.

5-14. Theater Distribution/Materiel Management

a. 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.

b. Materiel management 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.

c. Within the context of TSC/ESC/SB sustainment unit support operations sections, the Distribution Management Center (DMC) materiel managers are responsible for managing materiel within theater and executing the priorities established by the GCC. The TSC/ESC/SB DMC is doctrinally comprised of seven subordinate branches of: distribution integration, supply, material readiness, munitions, mobility, and logistics automation; a civil-military operations section; and a host nation support section in order to execute materiel management functions by enabling a theater-wide visibility of materiel. The medical supply and Army Special Operations Forces (ARSOF) support cell augmentation to the Sustainment Deployment/Redeployment Coordination Cell (DRCC) is based on METT-TC.

d. As sustainment unit commanders and their staff develop their unit training plans with STAFFEX and CPX major training events, it is recommended that these events are either live, virtually, or constructively linked into a maneuver unit live or simulated exercise in order to train the TSC/ESC/SB SPO sections. During the exercises, the SPO section at a minimum can establish and maintain a current sustainment common operating picture; develop, coordinate, and synchronize a concept of support; conduct and maintain applicable sustainment estimates; and establish applicable boards, such as a Material Priorities and Allocation Board, Transportation Board, a Requirements Review Board, or a Civil-Military Engineering Board. SPO sections should be familiar with estimation tools such as Operational Logistics (OPLOG) Planner to forecast demands.

5-15. Health Services Support Integration

a. Coordination with and by Multi-functional Medical Battalions (MMB), Combat Support Hospitals (CSH), Forward Surgical Teams (FST) and Medical Brigades (MEDBDE) is key to this effort during both HST and in preparation for CTC rotations and CPXs. To maximize medical training, such as Tactical Combat Casualty Care (TC3), the MMB and MEDBDE S3s will have to communicate with BCT S3s and EABs (functional companies and battalions, CSSBs, SBs, ESCs and TSCs), S3s, G3s and SPOs and with divisions and corps to sync training calendars and ensure the appropriate medical element is integrated into training events at all levels.

b. Especially important is the innate employment of Medical Logistics Companies (MLC) in support of HST and an external evaluation training exercise. By making the MLC the primary source of supply for CL VIII and medical maintenance for training events, it not only develops the habitual relationships between the maneuver units and MLC, but also is a forcing function for the MLC to establish and maintain warehousing and maintenance operations.

5-16. Human Resource Sustainment Integration

The Soldier Support Institute's Learning Resource Center (LRC) (<https://ssi.tradoc.army.mil/TDD/SSITDD/SiteAssets/lrcPage/lrc.html>) contains all the current lesson plans for Advanced Individual Training, Noncommissioned Officer Education System, Professional Military Education and HR Functional Courses. These foundational lesson plans include practical exercises and combined with routine, dedicated time on the training calendar can increase the HR proficiency of you and your Soldiers. Also included on the LRC site is a link to the HR plans and operations digital application. HR systems continue to evolve and routinely questions or concerns arise. Several agencies welcome requests to assist. As a BDE S1, one of the first stops should be the Adjutant General School (AGS). AGS personnel are available to answer questions and help you research solutions to problems. Other resources are: HHQ G1

(Corps, division or TSC); or HRC, the Adjutant General Directorate (TAGD), Field Services Division (FSD) (<https://www.hrc.army.mil/TAGD/Field%20Services%20Division%201-800-325-4980>). The FSD is the functional proponent for electronic Military Personnel Office (eMILPO), Deployed Theater Accountability System (DTAS) and Tactical Personnel System (TPS). As an SRC 12 organization or Sustainment Brigade HR Operations Branch (HROB), contact Expeditionary Sustainment Command HROB or the Human Resources Sustainment Center (HRSC) responsible for regional alignment that will provide the HR expertise needed.

5-17. Financial Management Sustainment Integration

The FM Training Portal (<http://www.finance.army.mil/FMSPortal/FMS/index.html>) provides a wide assortment of training and opportunities for HST and self-development. In addition, personnel will soon be able to access all training for the Army's new Enterprise Resource Planning (ERP) system - the General Fund Enterprise Business System (GFEBS) from the FM Training portal. The Soldier Support Institute's (SSI) LRC (<https://ako.ssi.tradoc.army.mil/TDD/SSITDD/SiteAssets/lrcPage/lrc.html>) contains all the current lesson plans for Advanced Individual Training, Noncommissioned Officer Education System, Primary Military Education, FM Functional Courses and FM Basic Officers Leaders Course. These foundational lesson plans include practical exercises, when combined with routine, dedicated time on the training calendar can increase the FM proficiency of the leader and Soldiers.

5-18. Operational Contract Support Integration

- a. 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.
- b. As a result of recent operations, significant Congressional changes have been enacted to Title 10 in the National Defense Authorization Acts of 2008, 2012, and 2013, requiring DOD/Services to plan for, train, educate on, exercise and measure the readiness of OCS capability. Given the realities of future fiscal constraints combined with cuts to "Integral" Army sustainment capability, sustainment units must better plan and train for the integration of OCS in order to successfully support unified land operations.
- c. To sustain the Army, we must leverage all available sources of support including OCS provided by Army operational and institutional contracting. OCS is a multi-echelon, multi-disciplinary function. Mission success requires commanders to ensure unit personnel are trained in operational contract support. Especially important to achieving comprehensive operational contract support training is the incorporation of higher HQs and lower unit staff, supported units, and supporting contract support organizations (e.g. Contract Support Brigade, Contingency Contracting Battalion/Team, Logistics Civil Augmentation Program (LOGCAP) Project Management Office (PMO), etc.) into unit training plans and collective training events/exercises.

5-19. Transportation Brigade (Expeditionary)

- a. The 7th Transportation Brigade (Expeditionary)(TBX) located at Fort Eustis and the 3rd TBX (Reserves) located at Fort Belvoir are designed to provide mission command of assigned and attached port, terminal and watercraft units conducting expeditionary intermodal operations in support of unified land operations. This unit is normally employed in a theater of operation to

provide mission command for port opening and operation of inland waterway, bare-beach, degraded and improved seaports. Additionally, water terminal and watercraft units are assigned to the TBX to conduct deployment, re-deployment, and distribution support. This unit will be assigned to a TSC or an Expeditionary Sustainment Command (ESC), when deployed. One significant training event designed to prepare units in the TBX to conduct their unique mission is the Joint Logistics Over-The-Shore (JLOTS) exercise.

b. Logistics Over-The-Shore (LOTS) is the process of discharging cargo from vessels anchored off-shore, transporting it to the shore or pier, and marshalling it for movement inland. LOTS operations are conducted over unimproved shorelines, through fixed-ports not accessible to deep draft shipping, and through inadequate fixed ports. Both the Army and Navy conduct LOTS operations, and the scope of those operations depend on geographic, tactical, and time considerations. JLOTS operations occur when the Navy and Army conduct LOTS operations together under a joint force commander. Combatant commanders, who have overall responsibility for JLOTS operations in their areas of responsibility, may delegate responsibility to joint task force commanders. JLOTS operations frequently follow amphibious operations, an attack launched from the sea by naval and landing forces embarked in ships or craft involving a landing on a hostile or potentially hostile shore. Planning for JLOTS operations is complicated by the need for detailed coordination among the various forces involved, the complex logistics activities, and the joint command relationships.

5-20. Petroleum and Water Group

The Reserve's 475th Quartermaster Group is the United States Army's only Petroleum and Water Group. The Quartermaster petroleum group operates within a theater area of operations for distribution of petroleum and water in the theater. The organization provides bulk petroleum and water centralized management; mission command, planning, liaison, and supervision of the supply, distribution, quality surveillance, and storage of bulk petroleum for a theater of operations; the development, design, and construction of the tactical petroleum distribution and storage facilities based on the operational plan of the theater commander; operational planning for the development, rehabilitation, and extension of host nation petroleum systems and storage facilities based on the OPLAN of the theater commander; and coordination for requirements for construction, rehabilitation, and maintenance of petroleum facilities with the engineer command. Additionally, it provides liaison with host nations for coordination of allied pipeline and distribution system and has a base petroleum laboratory to conduct quality surveillance.

5-21. Explosive Ordnance Disposal Group

The 52nd Ordnance Group (EOD) is the mission command headquarters for all U.S. Army Explosive Ordnance Disposal (EOD) Battalions and Companies located east of the Mississippi River in the Continental United States. Subordinate units maintain EOD Response Teams, which evaluate, render safe, and remove conventional, chemical/biological, or nuclear ordnance, or improvised explosive devices which pose an immediate threat to public safety. While subordinate units are trained and equipped for combat operations, they may also support a variety of peacetime missions, to include range surface clearance operations of active U.S. Army installations, EOD and unexploded ordnance (UXO) operations in support of civilian law enforcement agencies, and support to the U.S. Secret Service for protection of very important personnel (VIP).

5-22. Special Operations Forces Integration

a. Background: The importance of interdependence between Special Operations Forces (SOF) and Army Conventional Forces (CF) became evident across the battlefield of Iraq and

Afghanistan. The SOF and CF communities have forged relationships that resulted in operational effectiveness unparalleled in our history. Improving interdependence was key in enabling seamless and consistent application of sustained combat power across the full range of military operations. Future operations and SOF campaigns will require persistence, distributed mission command, low visibility operations, and small scale, nonstandard logistics support.

b. To drive change in the operational force, special operations and conventional forces units must train together to institutionalize mutual support in joint operations. Synchronized training efforts should focus on HST using Warfighters, Command-facilitated working groups, exercises and war games such as Unified Quest and Silent Quest. Additionally, a collaborated effort in using such sustainment initiatives as the virtual trainer and the Command Post Exercise – Functional will begin to foster the interdependence from the planning perspective and merge its application into Combat Training Center (CTC) and Pre-Mission Training (PMT) rotations for SOF formations.

c. United States Army Special Operations Command (USASOC) will focus its integration efforts with the Sustainment Center of Excellence to expand collaboration and fulfill the ARSOF 2022 priority directive to “Optimize SOF/CF/JIIM Interdependence” with respect to the sustainment war fighting function. By optimizing the force-multiplying potential of partnership with the Conventional Army sustainment formations and interagency, we can provide the Nation seamless sustained combat power. Training focuses will facilitate SOF Operational design and prepare us for ARSOF 2022. The principle focus of logistics planning is at the operational level and meets the challenge of linking strategic resources to tactical requirements. These include Multi-functional logistics education such as the Joint Logistics Course, SPO Phase II, and contingency contracting and HN support. See Appendix M, Special Operations Forces, for additional guidance.

5-23. Unit Ministry Team Integration

a. Unit Ministry Team (UMT) consolidated training: Chaplains and Chaplain Assistants on all posts are directed to have consolidated training of all UMTs at least once a month. Direction of training topics comes directly from the Chief of Chaplain’s office. In addition, Division Chaplains (or the senior chaplain of an installation) typically have another day each month where they conduct consolidated UMT training. Then brigade chaplains are charged with having at least one other day a month where they train their brigade UMTs. Division and Brigade Chaplains are able to tailor the training topics specific to their units’ needs. UMTs should actively engage in this training and unit leadership should support this valuable training to their best ability.

b. UMTs at all levels need to be integrated in training with other elements as often as possible. A perfect example is for medical personnel to incorporate UMTs during mass casualty (MASCAL) and trauma training. UMTs need the experience of providing ministry for wounded Soldiers right next to medical personnel that are assessing and providing medical care to the wounded Soldiers while a chaplain is trying to offer a prayer to another wounded Soldier in the same vicinity. Another example is during convoy operations; UMTs can gain valuable insight from observing a convoy brief and understanding where the UMTs would fit in during the brief and where in the convoy the UMT would travel. The final example is during unit level field exercises regardless of the length of time. Often times, leaders do not integrate the UMT into short field exercises since the Soldiers will likely be home for the weekend and normal religious services. Even a short two-day field training exercise is a perfect training opportunity for a UMT to conduct religious services and practice deploying, establishing operations, and redeploying

with their unit. Those are just a few examples. The principle can be applied to any training event. Bottom line is to integrate the UMT as often as possible during training events.

5-24. Mortuary Affairs Team Integration

a. Background: One of the Quartermaster Corps' often overlooked core competencies is Mortuary Affairs (MA). During OEF/Operation Iraqi Freedom (OIF), MA infrastructure quickly matured into robust, semi-permanent facilities, which remained in place supporting the operational commanders on an area basis. Subsequently, commanders did not have to plan for MA, as the necessary system and structures were already in place. For the remainder of OEF/OIF, MA teams fell in on existing semi-permanent MA facilities. As a result, MA competencies associated with the planning and integration of MA teams/capabilities into sustainment operations degraded over time.

b. MA capabilities in the Army are not organic to any sustainment units - they reside in MA companies and are designed to modularly augment sustainment units based on operational requirements. Therefore, commanders at all levels must ensure the effective integration of MA plans and include MA teams in both HST and CTC training events.

c. Doctrinally, MA teams set up and operate MA Collection Points (MACP), able to provide either direct or area support for contingency fatalities. Depending on the situation, MA teams may use an expedient Mobile Integrated Remains Collection System (MIRCS), expeditionary tent-based resources, or semi-permanent facilities, if available, to accomplish this mission.

d. Sustainment planners must include detailed MA planning for operations ranging from unit to joint level operations to include OPLANs, contingency plans, and standing operating procedures at both the operational and tactical levels. These plans and procedures should cover unit responsibilities as well as the employment, relocation criteria, and allocation of MA personnel and equipment throughout the Joint Operations Area (JOA). The use of MA staff planners and inclusion of MACPs during training exercises is crucial to fully understand MA support and ensure sufficient MA capabilities are on hand to support offensive, defensive and stability operations.

e. MACPs: MA teams must be integrated into the EAB support structures. This support is critical when the situation indicates high casualty rates, such as in decisive action exercises. Neither EAB nor BCT elements have organic capability to receive, temporarily store, or process remains. Without MA Teams on hand to set up and operate MACPs, proper handling and processing of remains will not take place in accordance with DOD standards.

f. Unit Level Training: Units are required to have a unit level MA team trained to handle remains from the point of death to the MACP. One of the tasks performed by MA Staff NCOs at the BCT, CSSB, and Sustainment Brigade levels is to conduct regular training for unit level MA teams. Units can request this training by the MA Staff NCO and training aids (such as manikins) can be signed out from the supporting installation TADSS office. The Quartermaster School's JMAC offers resources to support HST and training events, to include a commander's guide, videos, and training packages. These can be found on the Joint Mortuary Affairs Center (JMAC) website link: http://www.quartermaster.army.mil/mac/ma_download.html

g. Bottom Line: Brigade and higher levels of training must include MACP integration into training events/exercises, to include tabletop and functional exercises. Without valid, relevant training, commanders may not adequately understand the MACP capability and how MACPs integrate into the overall sustainment concept of operations. In addition, MA teams will not receive the critical training necessary to ensure they are ready and able to perform their missions.

5-25. Army Music Integration

a. Mission: The mission of Army bands is to provide music throughout the entire spectrum of military operations to instill in our forces the will to fight and win, foster the support of our citizens, and promote our national interests at home and abroad.

b. Organization: There are three types of Army bands: Special Army Bands, Active Duty Army Bands, and Reserve Component Army Bands in the National Guard and Army Reserve. They all play a vital role in the Army, providing musical support to Soldiers, Civilians, and dignitaries around the world; serving as musical ambassadors of the Army support.

- Special Army Bands: Only the best qualified musicians are accepted into these bands that support the White House, West Point, and touring the country for the Army Chief of Public Affairs.
- Active Duty Army Bands: Responsible for enhancing Soldier morale by providing support for local troops at home and while deployed, as well as their communities. The traditional Army Band plays an integral role in the Army.
- Reserve Component Army Bands: Offers an opportunity to serve in the military part time in the Army National Guard or Army Reserve while keeping your civilian job or career.

c. Employment of multiple Music Performance Teams (MPT) allows the band to meet the strategic and tactical goals while simultaneously fulfilling home station requirements. MPTs have been used to support troops at Forward Operating Bases (FOB), ceremonial functions, and multinational operations or to the host-nation population, and local communities with the United States. Bands have a vital role in how the international community abroad and the American public at home perceive the U.S. military.

d. Training: Army bands are a part of the appropriate elements of the Army Service Component command, corps, or division. The purpose of the band is to support the senior commander's strategic outreach through public relations, due to this reason it is difficult to incorporate the band into operational Army units training strategy. The band is a specialized branch and training plans are very specific to their mission. Individual and collective musical skills are perishable and constant training is necessary to maintain technical proficiency. When bands perform non-musical tasks for an extended amount of time retraining in musical skills is required prior to the band conducting musical performances. Opportunities for band personnel to participate in training with operational units can occur during unit ceremonies, weapons qualifications training, and Soldier common tasks. Army units that plan training for division and higher level exercises should incorporate Army bands to provide musical support, as part of personnel support, in accordance with FM 1-0, Human Resources Support.

5-26. Legal Support Integration

a. The Judge Advocate General manages professional legal training within the Army. Judge advocates and legal administrators receive institutional legal training at The Judge Advocate General's Legal Center and School (TJAGLCS). Paralegal specialists and NCOs receive institutional legal training at the Army Paralegal Specialist, 27D MOS course at Fort Lee and also at the 27D NCO Academy at TJAGLCS. Institutional legal training is supplemented by training conducted in each installation's Office of the Staff Judge Advocate (OSJA). It is critical that judge advocates, legal administrators, and paralegal Soldiers, especially those who work outside of the main OSJA, such as in a Brigade Combat Team, gather regularly for supplemental legal training conduct by the OSJA.

b. As with all Soldiers, judge advocates, legal administrators, and paralegal Soldiers also need supplemental training on Soldier skills and staff integration. Coordination between commanders and the installation OSJA is key to integrating legal personnel into HST; especially training that is in preparation for CTC rotations and deployments. Involvement in realistic training will enable legal personnel to develop the skills needed to effectively provide legal support during actual operations. One way to maximize training opportunities is for OSJA leadership to communicate with S3s and G3s to sync training calendars so that legal personnel may be incorporated into training events at appropriate levels.

c. During training, OSJA personnel practice advising commanders, their staffs, and Soldiers on the six core legal disciplines: military justice, international and operational law, contracts and fiscal law, administrative and civil law, claims, and legal assistance.

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Appendix B Mission Essential Task Lists

B-1. Introduction

The Army has adopted standardized METLs for units down from the TSC through company level to enable commanders to more accurately and objectively build and assess training readiness. A unit's METL represents the doctrinal framework of fundamental collective tasks (Mission Essential Tasks and associated Supporting Collective Tasks) for which the unit was designed in order to perform Decisive Action. Unit METLs can be found at https://atn.army.mil/dsp_DA_Standardized_METL.aspx.

Standardized METL consists of:

- Mission Essential Tasks (METs) are fundamental collective tasks by unit type and echelon, which identify the performance steps that must be trained to standard, which enables the delivery of the capabilities for which the unit was designed to accomplish assigned mission.
- Supporting Collective Tasks – collective tasks which support the primary MET which are also by unit type and echelon to enable performance of the overall MET.

B-2. Illustrative Samples Mission Essential Task level

Theater Sustainment Brigade (TSC)

- | | |
|-------------|--|
| 14-9-8015 | Establish Theater Financial Management Support during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations |
| 55-EAC-4801 | Conduct Actions Associated with Force Protection in Support of the Offense, Defense, Stability and Defense of Civil Authorities (DSCA) |
| 63-1-0727 | Conduct Operations Associated with Area Defense during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations |
| 63-EAC-0002 | Manage Logistics Support in the Operational Area during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations |
| 63-9-0013 | Direct Theater Distribution Operations during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations |
| 63-9-2945 | Coordinate Reception, Staging, and Onward Movement (RSO) during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations |
| 71-8-4210 | Coordinate Human Resources Support (Brigade-Corps) |

Sustainment Command (Expeditionary) (ESC)

- | | |
|-------------|--|
| 14-9-8015 | Establish Theater Financial Management Support during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations |
| 55-EAC-4801 | Conduct Actions Associated with Force Protection in support of the Offense, Defense, Stability and Defense of Civil Authorities (DSCA) |
| 63-1-0727 | Conduct Operations Associated with Area Defense during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations |

- 63-EAC-0002 Manage Logistics Support in the Operational Area during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations
- 63-9-0013 Direct Theater Distribution Operations during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations
- 63-9-2945 Coordinate Reception, Staging, and Onward Movement (RSO) during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations
- 71-8-4210 Coordinate Human Resources Support (Brigade-Corps)

Sustainment Brigade (SB)

- 12-6-0007 Perform Essential Personnel Services
- 14-9-8025 Provide Funding Support to Financial Management Elements during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations
- 55-6-4800 Conduct Expeditionary Deployment Operations at the Brigade Level in support of the Offense, Defense, Stability and Defense of Civil Authorities (DSCA)
- 63-1-0727 Conduct Operations Associated with Area Defense during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations
- 63-BDE-4060 Coordinate Distribution Operations during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations
- 63-EAC-0002 Manage Logistics Support in the Operational Area during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations
- 63-9-0027 Conduct Reception, Staging, and Onward Movement (RSO) during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations

Combat Sustainment Support Battalion (CSSB)

- 55-BN-4800 Conduct Expeditionary Deployment Operations at the Battalion Level in support of the Offense, Defense, Stability and Defense of Civil Authorities (DSCA)
- 63-BN-0727 Conduct Operations Associated with Area Defense during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations
- 63-BDE-4056 Manage Command Post Operations during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations
- 63-BDE-4877 Provide Sustainment Support during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations

Brigade Support Battalion (BSB)

- 55-BN-4800 Conduct Expeditionary Deployment Operations at the Battalion Level in support of the Offense, Defense, Stability and Defense of Civil Authorities (DSCA)
- 63-BN-1028 Conduct Sustainment Support in an Area Defense
- 63-BN-1072 Conduct Sustainment Support in a Movement to Contact
- 63-BN-1092 Conduct Sustainment Support in an Attack
- 63-BN-1272 Conduct Sustainment Support in Area Security

63-BN-2805 Conduct Base Cluster Operations during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations

Aviation Support Battalion (ASB)

11-1-6710 Establish Command Post (CP) Activities

43-BN-0012 Establish Battalion Maintenance Area of Operations in Support of the Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations

55-BN-0017 Coordinate Transportation Support during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations

55-BN-4800 Conduct Expeditionary Deployment Operations at the Battalion Level in support of the Offense, Defense, Stability and Defense of Civil Authorities (DSCA)

63-BN-4019 Direct Establishment of Subordinate Units and Headquarters Elements in Support of the Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations

63-BN-4028 Conduct Sustainment Operations in Support of the Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations

63-BN-2805 Conduct Base Cluster Operations during Offense, Defense, Stability and Defense of Civil Authorities (DSCA) Operations

Forward Support Company (FSC)

07-2-9003 Conduct an Area Defense (Platoon-Company)

55-2-4830 Conduct Expeditionary Deployment Operations in support of the Offense, Defense, Stability and Defense of Civil Authorities (DSCA)

63-CO-1028 Conduct Sustainment Support in an Area Defense

63-CO-1072 Conduct Sustainment Support in a Movement to Contact

63-CO-1092 Conduct Sustainment Support in an Attack

63-CO-1272 Conduct Area Security

Financial Management Support United (FMSU)

07-2-9003 Conduct an Area Defense (Platoon-Company)

14-2-8002 Perform Disbursing Operations

14-2-8003 Conduct Commercial Vendor Operations

14-2-8008 Conduct Finance Operations

14-9-8017 Conduct Internal Control Operations

55-2-4830 Conduct Expeditionary Deployment Operations in support of the Offense, Defense, Stability and Defense of Civil Authorities (DSCA)

Human Resources Company

07-2-1324 Conduct Area Security (Platoon-Company)

12-1-1212 Perform Transient Personnel Accountability

12-1-1252 Operate a Military Mail Terminal

- 12-2-1231 Conduct Casualty Liaison Team Activities
- 12-2-1253 Provide Postal Services
- 55-2-4830 Conduct Expeditionary Deployment Operations in support of the Offense, Defense, Stability and Defense of Civil Authorities (DSCA)

B-3. Illustrative Sustainment Brigade Mission Essential Task List Down Trace Crosswalk

Sustainment Brigade METL	Assessment	Goal	Subordinate Battalions METL	Assessment	Goal	Subordinate Companies METL	Assessment	Goal
	Conduct Logistics Support in the Operational Area during Offensive, Defensive, Stability and Defense Support of Civil Authorities (DSCA) operations (63-9-0002)			Movement Control BN Establish Movement Control Operations during Offensive, Defensive, Stability and Defense Support of Civil Authorities (DSCA) operations (55-1-0049)			Trans Mvmt Control Team (MCT) Manage Common User Transportation Assets during Offensive, Defensive, Stability and Defense Support of Civil Authorities (DSCA) operations (55-5-0046)	
						Trans Mvmt Control Team (MCT) Coordinate Onward Movement of Personnel and Cargo during Offensive, Defensive, Stability and Defense Support of Civil Authorities (DSCA) operations (55-5-0036)		
			Transportation Motor Transport BN (TMT) Manage Assign and Attached Units Providing Transportation Support during Offensive, Defense, Stability and Defense Support of Civil Authorities (DSCA) operations (55-1-0051)			Trans Lt Med Truck Co Conduct Tactical Convoy Operations during Offensive, Defense Support of Civil Authorities (DSCA) operations (55-3-0011)		
						Trans Composite Lt Co Provide Motor Transport Support during Offensive, Defensive, Stability and Defense Support of Civil Authorities (DSCA) operations (55-3-0011)		
			Combat Sustainment Support Battalion Provide Sustainment Support during Offensive, Defensive, Stability and Defense Support of Civil Authorities (DSCA) operations (63-6-4877)			QM Composite Supply Co Conduct Composite Supply Company Operations during Offensive, Defense, Stability, and Defense Support of Civil Authorities (DSCA) Operations (10-2-4731)		
						Ord Ammo Co Establish An Ammunition Storage Area during offense, Defense, stability and Defense of civil authorities (DSCA) operations (09-3-0113)		
						Inland Cargo Transfer Co (ICTC) Conduct Cargo Transfer Operations during Offensive, Defensive, Stability and Defense Support of Civil Authorities (DSCA) operations (55-2-1408)		
			Petroleum Support Battalion Conduct Theater Bulk Petroleum Operations during Offensive, Defense, Stability, and Defense Support of Civil Authorities (DSCA) Operations (10-BN-0202)			QM Petroleum Co Conduct Petroleum Support Company Operations during Offense, Defense, Stability, and Defense Support of Civil Authorities (DSCA) Operations (10-2-1015)		
						QM Petroleum Co (50K Bags) Conduct Petroleum Support Company Operations during Offense, Defense, Stability, and Defense Support of Civil Authorities (DSCA) Operations (10-2-1015)		

B-4. Other links to METLs

- Combined Arms Training Strategies (CATS):
https://atn.army.mil/dsp_CATSviewer01.aspx#
- Central Army Registry (CAR):
<https://atiam.train.army.mil/catalog/dashboard>
- Digital Training Management System (DTMS)
<https://dtms.army.mil/>

Appendix C

Army National Guard Sustainment

C-1. Introduction

a. The Army National Guard (ARNG) currently adheres to a 60-month SR) cycle, which encompasses ARNG-Functional/Multi-functional (F/MF) Units. This strategy is designed to ensure attainment of necessary FORSCOM directed Sustainment Warfighting Functional tasks for individual Soldiers and collective validation of ARNG units prior to their “Mission/Ready” year and potential deployment. This ensures that Combatant Commanders (CCDRs) have ready units prepared to execute Decisive Action missions at an operationally sufficient readiness level that reduces pre-mobilization training time. Training must produce ready, competent, and technically and tactically proficient Soldiers, leaders and units to ensure the ARNG has Ready Forces, able to respond to the Nation and governors.

b. During this resource constrained environment commanders must balance LVC-G training to maximize available training time. The Total Force Policy directs units to capitalize on partnerships to conduct multi-comp training events between ARNG and AC units if there are no additional ARNG resource requirements. Considerations should be given to incorporate JIIM partners into training events when possible to replicate the dynamic and complex operating environment in which our units will be working.

C-2. The Army Training Strategy (Sustainable Readiness)

The ARNG Training Strategy is tailored to meet the needs and objectives of specific unit types; however, there are key consistencies that remain universal throughout the five year Sustainable Readiness cycle (Prepare 1, Prepare 2, Prepare 3, Prepare 4, and Mission/Ready). These consistencies provide the framework for an effective training program.

a. **Prepare 1– “year one” of the SR cycle.** During Prepare 1, units focus on individual training such as Duty Military Occupational Specialty Qualified (DMOSQ) training, weapons qualification, drivers training, PME, the Pre-Command Course (PCC), and attending other types of Army schools and institutions. During this phase, units may receive new equipment, requiring New Equipment Training (NET). Units can take advantage of the MCTSP to enhance Army Mission Command Systems (MCS) operators virtually by using the Mission Command Virtual Training Capability (MCVTC).

b. **Prepare 2 – “year two” of the SR cycle.** During Prepare 2, units build upon training received in Prepare 1 by focusing on individual skill proficiency and certification. Leaders and staff focus on Mission Command functional staff training while lower echelons focus on squad and team live fire and lane training. Units have the opportunity to take advantage of the MCVTC to train MCS operators by coordinating with their Senior Training Advisor (STA) from the MCTSP program. Enabler units in Prepare 2 are encouraged to attend a MTC Dodge Sustainment Unit Battalion/Brigade Staff MDMP and Integrated Staff Exercise (ISX) in preparation for BCT support in their following SR aim points. The goal of this year is for sustainment units to have technically proficient crew, squads and individual operators on MCS equipment and technically and tactically proficient staff sections. Optimally, units will receive a Notification of Sourcing (NOS) during Prepare 2. Enabler units in Prepare 2 supporting a culminating exercise in the following SRM aim points have priority in scheduling MTC Dodge MDMP and ISX rotations. In this year, units will ideally participate in a WFX.

- Company and below sustainment units are encouraged to participate in one of the following: Individual/Platoon/Squad/Section unit training or Overseas Deployment Training (ODT).

- Battalion headquarters are encouraged to participate in one of the following: MCTSP doctrinal training including MDMP and ISX rotation in preparation to support their respective BCT in following SR aim points.
- SB, Regional Support Group (RSG), and CSSB headquarters are encouraged to participate in the following: MCTSP Doctrinal Training including MDMP and ISX rotation.

c. **Prepare 3 – “year three” of the SR cycle.** Units focus on sustaining individual skill proficiency and certifications. Platoons focus on training that will ensure technical and tactical proficiency, while leaders continue to focus on the Pre-command Course (PCC) and Mission Command Staff Training, MDMP, ISX, and CPX. Ideally, if units did not participate in a WFX in prepare 2, they will be able to participate in this year.

- Company and below sustainment units are encouraged to participate in one of the following: Individual/Platoon/Squad/Section unit training.
- BSB headquarters will support their respective higher echelon for a Warrior Exercise (WAREX), CTC, NTC, JRTC, Multi-echelon Integrated Brigade Training (MIBT) or ODT support.
- SB, RSG, and CSSB headquarters will participate in one of the following: WAREX, ODT support, or an MTC Dodge rotation if not conducted earlier in the SR cycle.
- TSC, ESC, SB, RSG, CSSB HQs are encouraged to participate in an applicable CASCOM CPX-Fs.

d. **Prepare 4 – “year four” of the SR cycle.** Non-deploying select Sustainment, maneuver support and medical units will conduct a culminating exercise such as a CTC, Contractor Technical Evaluation or JRTC training event. Apportioned units in Prepare 4 continue to train for Unified Land Operations and would be the most likely units to be mobilized in a “surge” environment. Deploying units will prepare for a Mission Readiness Exercise (MRX) in accordance with the System Integration Test Plan (SITP). These exercises bring together units in the Prepare 4 force pool for an intense observer controller supported annual training event. At the end of this phase, units will have fully trained brigade and battalion staff sections. Non-deploying units will be technically and tactically proficient in company MTOE functions and deploying units will achieve the level of training necessary for mission requirements. Preferably training will culminate with units achieving a T2 rating at the level organized (e.g. battalion, separate company or detachment).

e. **Mission / Ready– “year five” of the SR cycle.** Units will maintain collective training proficiency at level organized (e.g. detachment/company, battalion, and brigade or higher staffs) Deploying units will be mission capable at the level organized. Non-deploying units will have fully trained staffs at the level organized. Units will maintain brigade and battalion staff section proficiency during their Mission/Ready year. Company and below individual and collective proficiency will also be maintained during their Mission/Ready Year. Figure C-1 depicts the five year cycle.

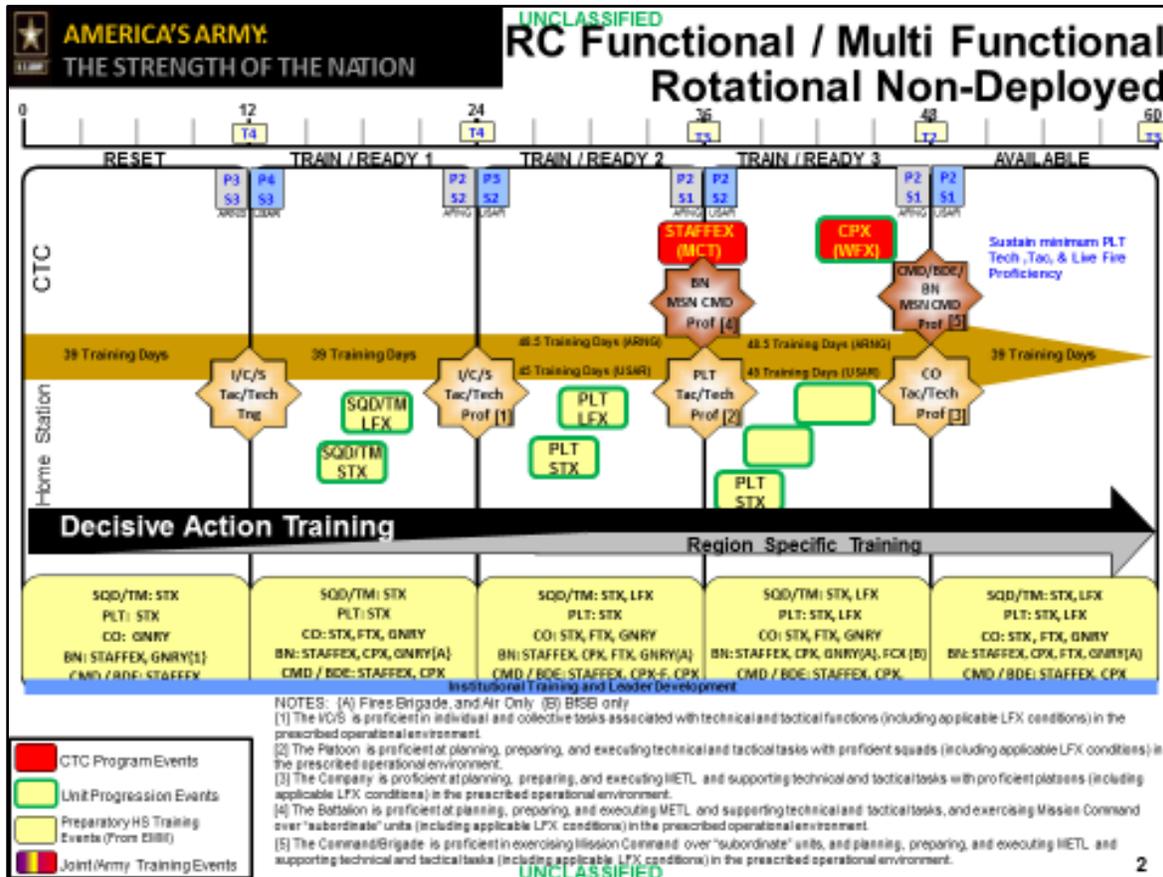


Figure C-1 Five year SR cycle

C-3. Training Resources

a. Mission Command Training Support Program (MCTSP):

The MCTSP enables ARNG commanders to meet SR collective training aim points at no cost to the unit. Training is tailor-able to meet the commander's training objectives. All training can be tailored to any specific battalion or brigade element and brought to the unit location for HST.

b. Mission Training Complex (MTC) Dodge:

The MTC Dodge supports the MCTSP by providing Mission Command Training to battalion and brigade units. The MCTSP teaches the art and science of Mission Command by using MDMP and the appropriate MCS.

c. Sustainment Training Center (STC):

The Army National Guard STC at Camp Dodge, Iowa provides collective technical and tactical sustainment unit training and evaluations for units supporting unified land operations. Field maintenance, multi-functional logistics, and medical training is focused at section, platoon, and company level collective training using the latest generation of equipment, current doctrine, and logistics enabler systems that support the current Army structure. The ARNG schoolhouse also provides individual technical maintenance instruction to technicians.

d. Mission Training Complex (MTC) Dodge and the Sustainment Training Center (STC) unique capability:

MTC Dodge has two Doctrinal Training Teams (DTT) and have the capability to train BSBs, CSSBs, Transportation Battalions, RSGs, and SBs IAW the G3's priority guidance. MTC Dodge

has the capacity train/exercise two SBs or Maneuver Enhancement Brigades (MEB) per year and two sustainment type battalions per month throughout the year. Specifically at Camp Dodge, Iowa, MTC Dodge has a unique relationship with the STC on Camp Dodge. For example, the MTC will train the BSB headquarters staff and the STC will train down trace units. Hence a brigade or battalion can bring the entire staff and down trace units to be trained simultaneously in one centralized location. Inorganic and orphan units are also encouraged to attend a rotation. Enabler units in Reset and Prepare 2 supporting a culminating exercise in Prepare 3 or Prepare 4 SR aim points have priority in scheduling MTC Dodge MDMP and ISX rotations.

e. National Guard Professional Education Center (PEC):

PEC located in Little Rock, Arkansas generates readiness by developing and delivering TRADOC accredited training to the full time force, enabling the 54 States, Territories and District of Columbia to operate and succeed in complex global and domestic environments. The PEC Installations, Logistics, and Environmental (IL&E) Training Center delivers realistic and relevant world-class training using the latest training techniques that enable the Warfighter to succeed on the modern battlefield and to perform their State missions while maximizing the use of current technologies and conservation of resources. IL&E courses include: Hazardous Material (HAZMAT), Sustainment Automation Support Management Office (SASMO), Supply, Maintenance, and Logistics Officer Development.

f. ARNG MCTSP 5 year sustainment unit training plan:

MTC Dodge has the capability to train up to 20 percent of all sustainment units' staffs in the ARNG annually. On a five year cycle, all sustainment units would have the opportunity to attend Camp Dodge for training based on the Doctrinal Training Teams (DTT) capability of 20 battalions and 2 brigades annually at current resourcing.

g. Functional/Multi-functional (F/MF) Event Menu Matrices (EMM):

For F/MF units the EMM is used as a guide/model to direct and focus training. The current EMM being used is the Rotational Non-deployed EMM. Commanders are encouraged to review the EMM in Mission Analysis Readiness Resource Synchronization (MARRS) System to select appropriate training venues to build unit readiness.

C-4. Conclusion

The ARNG G-3's Training Strategy for sustainment units in support of SRM is to steadily progress from I/C/S T5/T4 proficiency in Prepare 1 to Platoon (T3) proficiency in Prepare 4 and sustain Platoon (T3) proficiency in the "Mission/Ready" Year. This ensures that all units within a "Mission/Ready" Year force package have achieved MTOE technical and tactical proficiency as well as staff proficiency. It provides reach back capability to T3 level units for surge capacity. It also ensures that Combatant Commanders (CCDRs) have ready units prepared for Decisive Action missions at an operationally sufficient readiness level increasable to T1 with minimal additional training if required. CASCOM provides enabling resources, such as training, doctrine, and lessons learned, for the Total Army sustainment community at the Sustainment Unit One Stop (SUOS), link:

http://www.cascom.army.mil/g_staff/g3/SUOS/index.htm.

For collective training events overview reference CASCOM DCG-ARNG SharePoint (under construction). MEBs and RSGs headquarters are encouraged to participate in a DTT led MDMP and ISX rotation.

Appendix D

U.S. Army Reserve Sustainment

D-1. Introduction

The USAR designates its Operating Force (OF) and Generating Force (GF) units as rotational or non-rotational based on operational and/or institutional. Rotational units provide a balanced force capability across an entire force generation cycle. Non-rotational units are unique and/or low density USAR capabilities that are not evenly balanced across an entire force generation cycle.

a. Non-rotational USAR units do not provide a consistent capability across a 60-month cycle due to low density Standard Requirements Code (SRC) capacity, or are required to be available on short notice. Non-rotational units are required to sustain readiness levels throughout time to the best of their ability consistent with resources provided.

b. Rotational USAR units progress through a 60-month force generation cycle, building readiness as they transition through designated periods, to achieve a predetermined or higher level of readiness. To frame the 60-month USAR force generation model and provide a consistent annual capability, the USAR designates Available Force Pool Dates (AFPD) for rotational units. The AFPDs are derived from unit mobilization histories and sourcing requirements information. The use of AFPDs provides a predictable mobilization expectation for Soldiers, their families, and their employers. The 60-month USAR force generation cycle is separated into five 12-month long periods with specific criteria (or goals) to assist commanders in achieving or sustaining designated readiness levels. The five one-year long Sustainable Readiness periods are: Prepare Year 1; Prepare Year 2; Prepare Year 3; Prepare Year 4; and Available Year. See Figure D-1 for illustration of 5 year USARC SR training strategy.

1. Prepare Year 1 (PY1). This initial force generation period begins when either 51percent of a unit is Released From Active Duty (REFRAD) or when the unit transitions out of the Available year (Available Force Pool Date (AFPD) minus 48 months). Unit readiness levels entering this period are either C2 [if resourced for additional training in the Available Year], C3 or C4; C5 is not authorized without HQDA or USARC prior approval. Units in this period focus on Individual Readiness and Leader Development; however all units are scheduled for collective training events to gain/sustain collective training readiness. Units in this period are resourced and expected to achieve no higher than C4 readiness in PY1.

2. Prepare Year 2 (PY2). This period begins on the annual transition date (AFPD minus 36 months). USAR unit readiness levels entering this period are C4 or higher. Units in this period focus on Individual Readiness and Leader Development; however all units are scheduled for collective training events to continue to gain/sustain collective training readiness. Personnel and supply ratings may vary based on readiness erosions during PY1. Units in this period are resourced and expected to achieve C4 or higher in PY2.

3. Prepare Year 3 (PY3). This period begins on the annual transition date (AFPD minus 24 months). USAR unit readiness levels entering this period are C4 or higher. PY3 focus shifts to building collective training proficiency.

Prior to entering this phase, select units will be identified as potential fills against Army OPLAN baseline, Army Early Response Force (AERF), and Defense Support to Civil Authorities (DSCA) requirements, requiring higher than C3 readiness in their Available

Year. These units will be scheduled for a WAREX (or equivalent Functional Exercise) to develop and certify squad/staff/platoon collective proficiency IAW OBJ-T standards during the PY3 period. These units are resourced and expected to achieve C3 or higher in PY3

The remainder of units will also focus on squad/platoon proficiency during this period. These units are resourced and expected to achieve C4 or higher in PY3.

4. Prepare Year 4 (PY4). This period begins on an annual transition date (AFPD minus 12 months). USAR unit readiness levels entering this period are C3 or C4. This is the final period to attain decisive action readiness.

Those units designated as Army OPLAN baseline, Army Early Response Force (AERF), and Defense Support to Civil Authorities (DSCA) requirements will be scheduled for a Warfighter Exercise (for select Brigades and Commands), an NTC/JRTC rotation (for select units), DSCA exercise (for select units), a Combat Support Training Exercise (CSTX), or a Functional Exercise to develop and certify unit collective proficiency IAW OBJ-T standards. Army OPLAN baseline and AERF units will achieve C3 or higher in PY4, with the following Commander's Unit Status Report (CUSR) readiness goals: P2, R1, S2, T3. DSCA units will achieve A1 readiness in PY4, as determined by their assigned mission.

The remainder of units will be scheduled for a WAREX or Functional Exercise, to certify platoon/staff proficiency IAW OBJ-T standards so to achieve C3 in PY4.

5. Available Year. This period begins on the designated AFPD. Units in the Available Year are decisive action ready for their resourced level C3 or higher. If resourced, units will sustain individual and collective training readiness, maintain unit cohesion and personnel readiness, and maintain assigned equipment readiness. Army OPLAN baseline and AERF units are expected to be capable of deploying from mobilization station within 30-60 days. DSCA units are on a 96-hour Prepare to Deploy Order (PTDO). Other units are expected to be capable of deploying from mobilization station within 60-90 days.

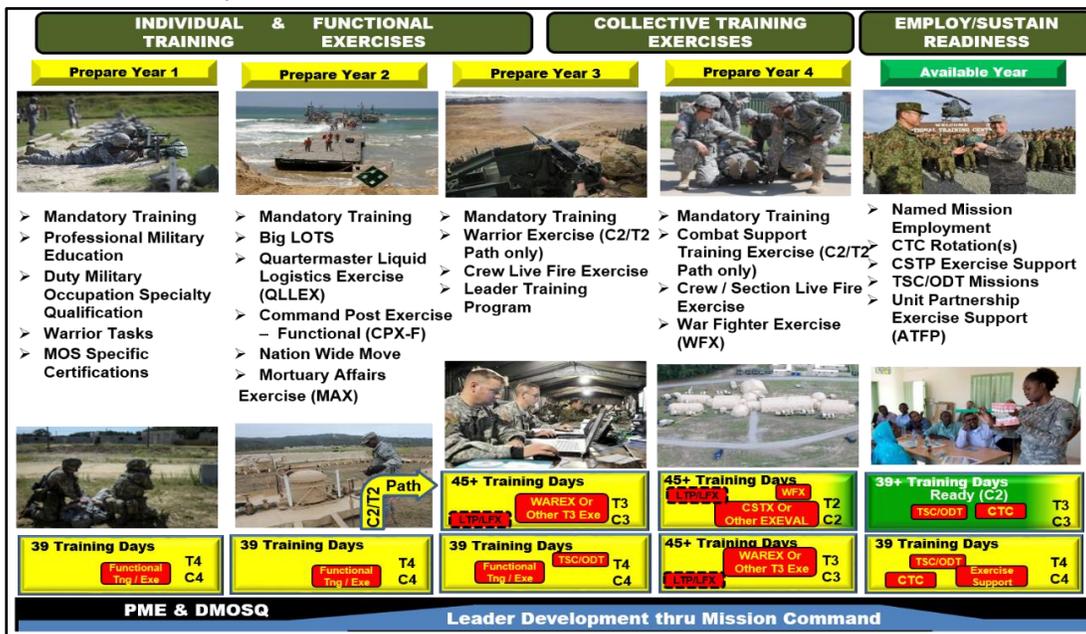


Figure D-1 Army Reserve Training Strategy (Rotational Units)

D-2. Training Standardization

a. The objectives of Army training standardization are to: standardize procedures used by Soldiers and units to operate, maintain, and fight with major weapons and equipment systems; identify tasks that should be performed in the same manner and to the same standard throughout the Army; reduce the effects of personnel turbulence; and ensure that modular organizations can operate effectively within any assigned formation.

b. The basis for training standardization is executing training using approved Army standards and the Decisive Action Training Environment. While ensuring tasks are performed to Army standards, commanders encourage trainers to exercise initiative and to create realistic and challenging environments (political, military, economic, social, infrastructure, information, physical, terrain, and time) conditions for training within the context of mission, enemy, terrain and weather, troops and support available, time available, and civilian considerations.

c. Army individual tasks (e.g., Soldier Training Publications (STP)) and collective tasks (e.g., CATS) are to be developed by the appropriate DoD/Army Proponents and provided Army-wide by the Army Training Management System (ATMS), Digital Training Management System (DTMS), Army Training Network, and Army Publishing Directorate.

d. The Commanding General (CG), TRADOC is responsible for resolving Army training standardization issues; establishing integration and standardization programs to ensure compatibility of training and doctrine; providing integration items for inclusion in the Army Standardization Program; conducting integration and standardization team assistance visits to divisions or higher units in coordination with Army Command (ACOM) commanders; advising HQDA, Deputy Chief of Staff, G-3/5/7 and the ACOMs on matters pertaining to standardization; tasking the appropriate TRADOC staff or proponent school to develop training solutions for standardization issues.

e. The lack of CATS and STPs indicate that the unit or Soldier capability is not required by the Army. The CATS and STPs form the basis for direct unit funding (Reserve Personnel, Army (RPA) and unit Operating Tempo, Operation and Maintenance, Army Reserve (OPTEMPO) (OMAR)) and indirect training support (automated classrooms in USAR Centers, Local Training Areas, simulators/simulations/gaming, support from 84th Training Command (Unit Readiness) (TC [UR]), 75th Mission Training Command (MTC) and the Medical and Readiness Training Command (MRTC)). When CATS are not published for an Operating Force and select Generating Force unit, the unit should report C-5 in their Unit Status Reports (USR). When STPs are not published for MOS within a unit, the unit should report C-5 in their USRs.

D-3. Army Reserve Training Strategy

The Army Reserve Training Strategy (ARTS) provides long term guidance and direction across the Army Reserve to develop integrated training policies, programs, guidance, and make training-related investment decisions. The ARTS serves as the broad outline for Army Reserve leaders and trainers to develop and sustain trained and ready forces and provides the Army Reserve leadership with vision, intent, and strategic objectives for training within the Army Reserve. The ARTS is used to support Program Objective Memorandum (POM) submissions, the development/sustainment of infrastructure, acquisition of Commercial Off the Shelf (COTS)/non-Army approved training support devices, and prioritize Budget-Execution Year resources. The ARTS also informs external audiences of the Army Reserve's intent and provides a basis for them to develop supporting plans to build and sustain Army Reserve readiness.

D-4. Collective Training and Scheduling Process

a. The Army Reserve is composed of Maneuver Support, Force Sustainment, and specialized support units. In general, the Army Reserve units provide Area/General Support (not Direct Support) to Maneuver Forces. Additionally, the Army Reserve is a community-based force, so units' home stations replicate the Nation's demographics (most of the units are in the Northeast, Midwest, and Southeast), and Army Reserve infrastructure investment supports both these demographics and Army Reserve Training Strategy.

b. The foundation for collective training readiness is the USARC Combat Support Training Program (CSTP). The CSTP consists of three types of annual collective training exercises. The three events are Functional Exercises, WAREXs, and CSTXs. Each individual exercise is unique because Army forces are not balanced (by type, and number) across all its Components.

1. Functional Exercises focus on training and demonstrating technical skills - individual, lower collective (squad-platoon), and sometimes higher collective (company-battalion-specialized staffs of F/MF brigades/commands). Examples include Functional Exercises for Finance units, Adjutant General units, Transportation (Watercraft and Port Operations) units, Transportation and Quartermaster (bulk fuel storage and motor transport distribution, and water purification-storage-distribution), and Engineer and Quartermaster (petroleum pipeline assembly-operation-disassembly). This category also includes Command Post Exercise – Functional (CPX-F).

2. WAREXs focus on training and demonstrating tactical skills while performing technical skills of lower collective (platoon) and higher collective (company-battalion-specialized staffs of F/MF Brigades and Commands).

3. CSTXs focus on training and demonstrating technical and tactical skills of higher collective (company-battalion, and F/MF Brigades and Commands) in a complex environment. The USARC uses CSTXs as the F/MF HQ to our EAB enablers at NTC-JRTC (e.g. the SB/CSSB at Fort Hunter Liggett, California pushes supplies 300 miles to Fort Irwin, California directly to the BSB). Annually, both of the two annual CSTXs have an embedded TRANSCOM-USARC sponsored, Joint National Training Capability (JNTC)-certified Global Medic exercise (includes Air Force aero-medical evacuation, and Air Force and Navy medical and communications units).

c. To provide multi-echelon training in a realistic environment, the Army Reserve is integrating select Functional Exercises with its CSTXs. The integration is to replicate each participating unit's MTOE capabilities/dependencies in a doctrinally correct environment. As such, the span of control of an F/MF Brigade and Command is large - i.e., Area/General Support span of control is in excess of a BCT. This is the existing challenge with EAB Force Sustainment support at the NTC-JRTC, the required (AKA Troop Listed) support is a platoon/section of an EAB Company rather than an entire EAB Company on which the Unit Status Report (AR 220-1, Unit Status Reporting) is based.

d. Locations of Army Reserve exercises are dependent on a number of factors - the two most critical are site/capability accessibility and predictability. Some sites/capabilities do not support weekend training (RC-friendly sites/capabilities normally adjust work schedules to include weekends so as to void overtime charges); all sites do not have Field Landing Strips; all sites do not have the FORSCOM Petroleum Training Module; all sites do not have Ports or significant quantities of hardened-surfaced roads). Likewise, the USAR (and ARNG) plans exercises at least 2-3 years in advance so the site/capability must be able to commit to support on the proposed exercise dates. Current training sites of the Army Reserve meet the accessibility and predictability criteria.

e. Forces from Army Active Component, Army National Guard, and other US Services/Agencies are generally welcome to participate in Army Reserve exercises. Participation of forces from other nations often require a more formal approval process because of federal statute, DoD/HQDA policy, and existing contracts. For more details and information on other reserve training events go to http://www.cascom.army.mil/g_staff/g3/SUOS/site-sustainment/pages/hot-topics.htm under United States Army Reserve Command (USARC) Exercises.

f. The USARC hosts 2-3 Collective Training Scheduling Workshops (CTSWs) annually. The CTSW includes representatives from all USARC Operational, Functional, Training, and Support (OFTS) Commands, 9th Mission Support Command (MSC) (USAR in USARPAC), 7th MSC (USAR in USAREUR), the ASCCs, and numerous external Commands (e.g., DLA, USAMC, ARNG, and First Army). The CTSW plans, schedules, and confirms units in collective training events over a multi-year (current FY to FY+4).

g. The USARC uses the MARRS (<https://mobcop.army.mil/MARRS/default.aspx>) tool as the database of record for collective training scheduling. One feature of MARRS is that it provides a capability to view training opportunities and schedule units against same. The ARNG also uses MARRS. First Army is currently examining MARRS as a means to facilitate its mission.

D-5. Institutional Training

a. Mission. The 94th Training Division (Force Sustainment) resources and conducts specified MOS-Reclassification, NCOES and Functional training in direct support of stated USARC and TRADOC missions and objectives. The 94th Training Division is also prepared to support specified Training Base Expansion and/or Theater Security Cooperation missions. The Division is the cornerstone of Soldier readiness and resiliency providing trained and competent Sustainment Soldiers to all COMPOS, ensuring Combatant Commanders are able to achieve and sustain personal readiness, foster an environment of trust, and optimize human performance in environments of uncertainty and persistent danger. The 94th Division instructs 46 percent of the Army’s TASS MOS-T and NCOES mission through 31 MOS-T and 35 NCOES courses, and 16 Additional Skill Identifier (ASI) producing courses.

b. Structure. The 94th Division is a One Army School System (OASS) Training Division comprised of four CMF Brigades, Quartermaster, Transportation, Ordnance, and Personnel Services. The Division also has a multi-functional Brigade in Puerto Rico, which teaches all of the Force Sustainment MOSs as well as Health Services and Military Police. The Division maintains a geographically dispersed footprint instructing at 11 different locations supported by four TASS Training Centers (TTCs), and four Regional Training Sites-Maintenance (RTSMs).

TRAINING LOCATION	QM	TC	OD	PS	TRAINING LOCATION	QM	TC	OD	PS
CAMP PARKS, CA	X			X	FORT HOOD, TX			X	
FORT DEVENS, MA			X		FORT KNOX, KY	X	X		X
FORT ALLEN, PR	X				FORT LEE, VA	X	X		
FORT DIX, NJ	X			X	FORT MCCOY, WI			X	
FORT EUSTIS, VA		X			FT INDIANTOWN GAP, PA			X	
FORT GORDON, GA			X						

c. Total Force Training Support. The 94th Training Division has recently executed both Theater Security Cooperation engagements and Mobile Training Team missions at various

locations: Ordnance training for the Peruvian Army; ammunition training in Honduras; instructor exchange with the Canadian Army; Basic Leader Course instructors to the CENTCOM AOR; Quartermaster 92F (petroleum) instruction to the Marine Corps; and Transportation School 88U (rail) instructor support. The Division is currently collaborating with key stakeholders on several OASS initiatives that will support the future needs of the Total Force to include increasing Sustainment multi-component training locations and AC/USAR instructor integration opportunities.

d. Scheduling. USAR TASS scheduling is driven by the same training management life cycle as all TASS schools, moving from the Army Centralized Individual Training Solicitation (TACITS) through Training Coordination Council Workshop (TCCW), Structure and Manning Decision Review (SMDR) to the production of an Army Program for Individual Training (ARPRINT). The Division builds the ARPRINT schedule two years in advance and students enroll through ATRRS. Additionally, the Division will support un-forecasted pop-up courses if resources are available.

e. Important Links.

<http://www.cascom.army.mil/>

http://www.cascom.army.mil/g_staff/g3/SUOS/index.htm

<http://www.usar.army.mil/Commands/Training/80th-TNG-CMD/94th-TD-FS/>

D-6. Other Useful U.S. Army Reserve Training References

USARC G-37 SharePoint (access from AR Net only):

<https://xtranet/sites/dcsq357/DCSG-7/Pages/default.aspx>

USARC G-37 MilSuite (for all others):

<https://www.milsuite.mil/book/community/usarc-g37>

D-7. First Army

First Army's role is to enable RC readiness by assisting RC commanders and units. First Army provides Observer Controller/Trainers (OC/T) as requested by the USAR and conducts a formal assessment of unit training readiness for units that require validation for employment IAW HQDA EXORD 042-14.

Appendix E Ordnance

E-1. Vision

The premier proponent that develops Ordnance professionals, doctrine, and capabilities for the total force.

E-2. Mission

Train, educate, and develop adaptive Ordnance (OD) professionals and synchronize DOTMLPF-P solutions across the institutional, operational, and self-development domains in order to build and preserve Army readiness.

E-3. Core Competencies

The U.S. Army Ordnance School (ODS) is proponent for training four core competencies across the instructional, operational, and self-development domains:

- Maintenance
- Ammunition
- Explosive Ordnance Disposal (EOD)
- Explosive Safety

E-4. Maintenance

a. Institutional Domain.

(1) *Initial Military Training (IMT) and Professional Military Education (PME)*. The U.S. Army ODS is the proponent for IMT and PME for 31 enlisted maintenance MOSs, six warrant officer maintenance MOSs, and the 91A OD Officer Areas of Concentration. These courses are taught at 7 Active Component installations, 7 USAR training locations, and 13 ARNG Regional Training Sites – Maintenance (RTS-M). Under the One Army School System (OASS), Soldiers receive the same training, taught to the same standard, whether they attend a course at an Active Component or Reserve Component site.

(2) *Functional Courses*. The U.S. Army ODS also trains maintenance functional courses, which may result in a Soldier earning an Additional Skill Identifier (ASI). Due to the high demand for ASI courses like H8 Recovery Operations, it is critical for operational units to project their training requirements three years in advance of projected Soldier shortfalls. When these projections are inaccurate, units must request a TRAP as described in Chapter 2, paragraph 2-5e of this publication.

(3) *Credentialing Programs*. Eighteen IMT courses offer civilian credentialing opportunities at no cost to Soldiers. There is a total of eleven maintenance-related credentialing programs available through certifying organizations such as the American Welding Society, the National Institute of Metalworking Skills, and the Electronics Technicians Association. The U.S. Army ODS is constantly looking for additional credentialing opportunities that will enhance technical training and support the Army's Soldier for Life Program.

b. Operational Domain.

(1) *Unit Diagnostics Immersion Program*. In 2015, FORSCOM G4 requested that the ODS provide additional training on advanced diagnostics in order to reduce OPTEMPO dollars being spent on components that were replaced and later found to have no evidence of failure.

The U.S. Army ODS, the Army Logistics University, and the Armor School plan to add up to two weeks of advanced diagnostics to the Advanced Leaders Course (ALC) for the following platforms: 91A Abrams, 91M Bradley, 91P Paladin, and 91S Stryker. Due to funding cycles, these courses will not be expanded before 2019. In the interim, the U.S. Army ODS, in collaboration with FORSCOM and USAMC, have implemented the Unit Diagnostics Immersion Program (UDIP). UDIP is a train-the-trainer program that provides two weeks of advanced diagnostics instruction for each of the four platforms. The target audience is SGT(P) and SSG and junior warrant officers. The U.S. Army ODS will execute four UDIP iterations in FY17 and FY18 based on FORSCOM priorities. The goal is to have the training integrated into the ALCs by FY19. FORSCOM G4 determines what units will receive UDIP.

(2) [*Army Award for Maintenance Excellence \(AAME\)*](#). This program was established to annually recognize Army activities and units that have demonstrated excellence in maintenance operations. The primary objectives of the program are to assess the maintenance component of unit readiness, improve efficiency, recognize outstanding unit maintenance accomplishments, and improve field maintenance readiness. Each year, a unit may compete in the small (10 to 100 authorized personnel), medium (101 to 300 authorized personnel), or large (301 or more authorized personnel) categories. Each Army command may nominate only six units to compete for the award. Units are evaluated in the following five areas: readiness, maintenance management, maintenance training, leadership and innovation, and unit book verification.

(3) [*Combined Arms Training Strategies \(CATS\)*](#). CATS provides task-based, event-driven training strategies, designed to assist the unit commander in planning and executing training events that enable the unit to build and sustain Soldier, leader, and unit proficiency in mission-essential tasks. The CATS provide training events, frequency, and duration that a commander uses in developing unit training guidance, strategy, and calendars. Numerous CATS for maintenance units can be accessed at the [Army Training Network](#) by clicking on the CATS link and selecting "Maintenance" as the proponent type.

c. *Self-Development Domain.*

(1) [*Soldier Training Publications \(STP\)*](#). Soldier's Manuals and Trainer's Guides can be downloaded for maintenance MOSs by accessing the [Army Publishing Directorate](#). Click on "Publications," scroll to "Doctrine and Training," and then select "Soldier Training Publications." Maintenance Soldier's Manuals and Trainer's Guides begin with "STP-9- ." STPs contain standardized training objectives, in the form of task summaries, to train and evaluate Soldiers on critical tasks that support unit missions during wartime.

(2) [*Interactive Multimedia Instruction \(IMI\)*](#). OD IMI can be accessed on the [Army Training Network \(ATN\)](#) by clicking on the "COE and Proponent Pages" link and scrolling down to "Ordnance." Examples of available IMI include interactive videos on Stryker self-recovery (91S) and how to inspect and test the hydraulic-pneumatic mast (91D).

(3) [*Training With Industry \(TWI\) Program*](#). The Army developed the TWI program to provide officers, warrant officers, and noncommissioned officers with advanced skills in civilian and private sector industrial practices that are not taught through military education. The goal of the program is to create a group of Soldiers experienced in high-level managerial techniques and who understand the relationship of industry as it relates to the functions of specific Army branches. Participation in the TWI Program is a highly-coveted opportunity that is given to only the highest of qualified applicants. Each applicant must meet prerequisites and be awarded the position after a selection committee examines personnel records and potential for assignment. The OD Corps occupies 19 of the 125 positions available throughout the Army, which is the highest number of TWI positions for any branch.

E-5. Ammunition

a. *Institutional Domain.* The U.S. Army ODS is proponent for IMT and PME for two enlisted ammunition MOSs, one warrant officer ammunition MOS, and the 91A OD officer MOS. These courses are taught at Fort Lee, Virginia, one USAR training location at Fort Bragg, North Carolina, and one ARNG Regional Training Sites – Maintenance (RTS-M) at Fort McCoy, Wisconsin. Under the One Army School System (OASS), Soldiers receive the same training, taught to the same standard, whether they attend a course at an Active Component or Reserve Component site.

b. *Operational Domain.*

(1) *Ammunition Unit Sustainment Strategy.* CASCOM is developing a 96-hour Ammunition Crucible to address critical gaps in current collective training/training opportunities for OD ammunitions units. This training event will provide leaders with one of many challenging training options that provide wartime replicative hands-on training in a decisive action, joint combined arms maneuver environment. The crucible validates a unit's ability to execute its core mission-essential tasks in an austere environment. The crucible *does not* replace the units' CATS, but provides detailed execution prerequisites and a directed/semi-prescriptive training strategy for units to build readiness in their units' doctrinal capabilities and mission.

(2) *[Ammunition Forum](#).* The Defense Ammunition Center (DAC), the Combined Arms Support Command and the U.S. Army ODS, in partnership with the Defense Acquisition University, have established a dynamic Ammunition Community of Practice (CoP). This CoP provides ammunition information for all Department of Defense (DOD) personnel and assists users in conducting safe ammunition operations. Although the focus of the CoP is to provide all Warfighters with a consolidated virtual forum, the CoP also provides topics pertinent to full-spectrum ammunition operations.

(3) *Combined Arms Training Strategies (CATS).* CATS for ammunition units can be accessed at the [Army Training Network](#) by clicking on the CATS link and selecting "Ordnance" as the proponent type.

c. *Self-Development Domain.*

(1) *Soldier Training Publications (STP).* Soldier's Manuals and Trainer's Guides can be downloaded for ammunition MOSs by accessing the [Army Publishing Directorate](#). Click on "Publications," scroll to "Doctrine and Training," and then select "Soldier Training Publications." Ammunition Soldier's Manuals and Trainer's Guides begin with "STP-9- ."

(2) *[Training With Industry \(TWI\) Program.](#)* TWI opportunities may be available to NCOs and warrant officers in the ammunition MOSs.

E-6. Explosive Ordnance Disposal

a. *Institutional Domain.*

(1) *Initial Military Training (IMT) and Professional Military Education (PME).* The U.S. Army ODS is the proponent for IMT and PME for the 89D MOS and 89E EOD officer MOS. These courses are taught at Fort Lee, Virginia and Eglin Air Force Base, Florida (home of the Naval EOD School).

(2) *Functional Courses.* The U.S. Army ODS trains the EOD Advanced Team Leader Operations Course (ATLOC) at Fort A. P. Hill, Virginia. ATLOC includes training on current operational intelligence, new information relating to equipment and procedures, U.S. and Unexploded Ordnance (UXO), Improvised Explosive Devices (IED), Homemade Explosives (HME), and the latest developments within the EOD community supporting both Homeland

Defense and Unified Land Operations. EOD NCOs can also attend the Advanced Improved Explosive Device Disposal (AIEDD) course taught by the Naval EOD School.

b. *Operational Domain.* CATS for EOD units can be accessed at the [Army Training Network](#) by clicking on the CATS link and selecting “Ordnance” as the proponent type.

c. *Self-Development Domain.*

(1) *Soldier Training Publications (STP).* Soldier’s Manuals and Trainer’s Guides can be downloaded for the 89D MOS by accessing the [Army Publishing Directorate](#). Click on “Publications,” scroll to “Doctrine and Training,” and then select “Soldier Training Publications.” EOD Soldier’s Manuals and Trainer’s Guides begin with “STP-9- .”

(2) *Training With Industry (TWI) Program.* TWI opportunities may be available to NCOs in the 89D MOS and officers in the 89E MOS.

E-7. Explosive Safety.

a. *Institutional Domain.* The Defense Ammunition Center (DAC) offers 21 training courses at its headquarters in McAlester, OK, and at its Regional Training Sites. Course attendees must be nominated by their command and apply for the courses in ATRRS. The DAC course catalogue can be accessed at <http://dactces.org>.

b. *Operational Domain.*

(1) *Ammunition Forum.* As described above, this CoP provides ammunition information for all Department of Defense (DOD) personnel and assists users in conducting safe ammunition operations.

(2) *Explosives Safety Knowledge Network.* This site contains links to publications, references, and other sites related to explosives safety. Examples include "Ammo-Help" where you can get regulatory guidance from experts in explosives safety and ammunition and current and previous editions of the Explosives Safety Bulletin.

c. *Self-Development Domain.*

(1) *Online Training.* DAC offers 47 web-based courses on subjects such as ammunition quality assurance, ammunition physical security, and identification of ammunitions. Twenty-nine of these courses are available for credit by applying through ATRRS; the other eighteen courses are for non-credit.

(2) *Mobile Learning Apps.* DAC has developed four apps which can be downloaded from the Apple Store or Google Play. These apps are: Ammo Storage Compatibility Groups; the Explosives Safety Quantity Distance (ESQD) Calculator; Soldier Safety on handling, storing, and transporting ammunition; and the Yellow Book, a user-friendly consolidated reference on hazard classification, physical security, marking, transportation, and storage data for selected conventional ammunition and explosive items, guided missiles and rockets.

Appendix F Quartermaster

F-1. Mission

The US Army Quartermaster School (QMS) trains, educates, and develops Army, Joint, Interagency, Intergovernmental, and multinational adaptive Quartermaster professionals; provides Quartermaster (QM) doctrine and capabilities to operational forces in support of Unified Land Operations and contingency operations. (See figure F-1.)

F-2. Training Objective

Our training objective is to evolve our training and education system and processes into a comprehensive system that links training, education, and experiences spanning the operational, institutional, and self-development domains. Our goal is to support the Warfighter and units by providing challenging, relevant, and rigorous training and education to help build and sustain combat readiness.

F-3. Home Station Training Objective

The QMS supports HST through Institutional Training, Mobile Training Teams, and dynamic web based portals /knowledge centers that provide Soldiers access to training tools, capabilities and access to functional community websites for our functional areas.

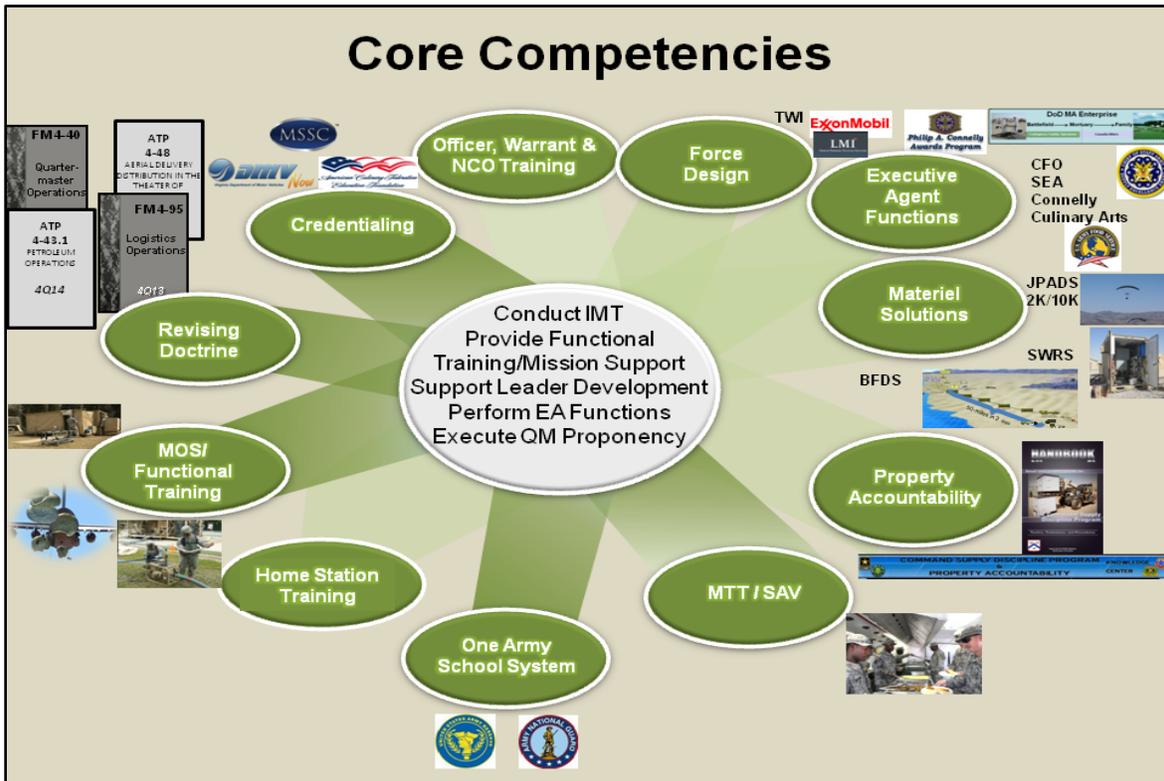


Figure F-1. Quartermaster School core competencies

F-4. Institutional Training

Our institutional training and education system includes Initial Military Training (IMT)/MOS Qualification, Professional Military Education (PME), and Functional Training. Our IMT establishes the foundation for Soldiers to become experts in critical functional area task and builds self-confidence, physical strength, resilience, and mental agility. Our institutional training resident courses ensure Soldiers, leaders, and Army Civilians can perform critical tasks to prescribed standard and operate successfully in environments across the full spectrum of Army operations.

F-5. Mobile Training Teams and Staff Assistance Visits:

Mobile Training Teams (MTTs) and Staff Assistance Visits (SAV) are available to bring a small group of Subject Matter Experts (SME) to provide training and technical expertise in a myriad of functional areas: Sling Load Inspector Certification, Airdrop Load Inspector Certification within aerial delivery, mortuary affairs, property accountability, etc. The MTTs and SAV can also examine, assess, and evaluate current operations as well as provide information on the latest trends, best business practices, and offer recommendations on operational/systematic improvements.

Our Army has benefited greatly from the increased use of technology throughout the force. In the same way, our training and education systems have leveraged the advantages these new technologies and innovations provide. The QMS with support from the Combined Arms Support Command Knowledge Management team and Training Technology Division developed a suite of Knowledge Centers to provide the institutional and operational Army a single authoritative source of information pertaining to QM training, concepts, equipment, and operations. These "user-friendly" Knowledge Centers/portals provide Commanders, Staffs, and Soldiers of Active and Reserve Component Sustainment Brigades, BSBs, TSCs, ESCs, and other Sustainment and Logistics formations of the Operational Force with the means to share experience, ask questions, and discuss concerns with each other, the US Army CASCOM, and other organizations within the Generating Force. Website Link: <https://www.us.army.mil/suite/page/604383>.

F-6. Command Supply Discipline Program and Property Accountability Knowledge Center

The CSDP and Property Accountability (PA) Knowledge Center provide units, commanders, S4s, Unit Armorers, and Property Book Officers information on the latest on Property Accountability and Command Supply Discipline Program regulations, publications, training and mentorship, videos, best practices, lessons learned; questions, comments, and discussions generated by Active Duty Army, National Guard and Army Reserve Soldiers, DOD Civilians, and supporting Contractors. The knowledge center is accessible by CAC at <https://ako.us.army.mil/suite/page/670916>. Figure F-2 is a screen shot of the CSDP and PA Knowledge Center.

Figure F-2. CSDP and PA Knowledge Center

a. 92Y10 Unit Supply Specialist Course (Sustainment Training)

The 92Y10 Unit Supply Specialist Course provides MOS 92Y10 Soldiers with sustainment training in specific critical areas of the Unit Supply Specialist MOS. Specifically the course provides training on processing organizational laundry, requesting supplies and equipment, receiving supplies and equipment, issuing supplies and equipment, storing selected supplies and equipment in the unit storage area, turn in of supplies and equipment, transfer of supplies and equipment, processing personal clothing request, and preparing Organizational Clothing and Individual Equipment (OCIE) records. The course can be found on the ALMS website (My Training).

b. Intermediate Level Unit Supply Procedures

Intermediate Level Unit Supply Procedures provide MOS 92Y10/20 Soldiers with unit level sustainment training in specific critical areas of the Unit Supply Specialist MOS as it relates to Army property accountability. Areas of training include the various types of property; supervising the inventory of supplies and equipment; determining methods to obtain relief from responsibility for property; updating supply status; accounting for absentee's clothing, equipment and personal effects; disposing of absentee's clothing, equipment and personal effects; processing property adjustment documents, and Property Book Unit Supply Enhanced (PBUSE) operations. Upon successful completion of the course a certificate of training is awarded. The course can be found on the ALMS website (My Training).

c. Financial Liability Officer Orientation Course (Sustainment Training)

The Financial Liability Officer Orientation Course provides NCOs (E-7 and above), officers and civilians (GS-7 and above) training on the financial liability officer duties and procedures. The Website link is: <https://rdl.train.army.mil/catalog/catalog/search.html>, which will lead to the Central Army Registry (CAR) database Type CD 101-91 in the search box for the course.

d. S-4 Staff Officer Course

The S-4 Staff Officer Course provides officers who are slated for an S-4 position vital knowledge of the proper protocol regarding concepts, processes, and procedures associated with the roles, responsibilities, and critical tasks of an S-4 officer. The course can be found on the ALMS (My Training) and at <https://rdl.train.army.mil/catalog/catalog/search.html>, which will lead to the Central Army Registry (CAR) database. Type CD 101-92 in the search box for the course.

e. Property Accountability for Leaders in the Contemporary Operating Environment (COE) Course

The Property Accountability for Leaders in the COE Course provides unit level leaders with training on property accountability procedures before, during and after deployment. Soldiers will receive instruction on classes of supply, categories of supply, command supply discipline, sustainment information systems, supply records, inventory procedures, requesting/receiving/issuing of Army property, property adjustments, and the COE. The course can also be found on the ALMS website (My Training).

F-7. Supply Excellence Award Program

The purposed of the SEA program is to enhance the readiness and supply effectiveness of Army organizations. The program provides a positive incentive for extraordinary supply and support operations and fosters outstanding accountability, support and resource management while enhancing awareness and strict adherence to logistics management and the Command Supply Discipline Program (CSDP) guidelines as outlined in AR 710-2, Supply Policy Below the National Level, Appendix B. The following is a link with additional information on SEA program: http://www.quartermaster.army.mil/ltd/supply_excellence_award_program.html.

F-8. Global Combat Support System-Army

The CASCOM G3/5/7 within the QM Training Division has established the Enterprise Resource Planning (ERP) Training Support and Integration Cell for the Analysis, Design, and Development of GCSS-A training and educational materials. The cell is integrated within the Automated Logistics and Supply Branch and supports all proponent commandants in the development of training for QM, OD, and Transportation. The main effort of this cell is to support learning under the Institutional, Operational, and Self-Development domains of training. The GCSS-A education environment is comprised of three technical enablers that will provide the institution with the agility required to keep pace with training and education needs for Soldiers and leaders within an enterprise at any point of need throughout their career. The technical enables are:

a. **uPerform** – This training and education content is currently under development with target implementation with Sustainment Center of Excellence in the 1st QTR FY17. uPerform is a training design and development tool that can be utilized in the development of training content, simulations, E-Learning, and assessments accessible through .mil web access <https://www.uperform.redstone.army.mil>. Enables online collaboration through workflows, and seamless update to shared content for all Programs of Instruction (POI) within all business areas of GCSS-A. Supports learning across all three domains of training providing a common institutional and sustainment training landscape. This tool will be utilized as a training repository and delivery method for all institutional GCSS-A training and education content.

b. **Live Training Database** – This system is currently under development with target implementation in the 1st QTR FY17. The system bridges a gap in current training implementation providing users a hands on application that replicates ERP integration across all

business areas. The live training database is used in conjunction with training simulations in the facilitation of the crawl, walk, run approach to instruction of GCSS-A business processes. This system will be shared throughout TRADOC within all Centers of Excellence (CoE's), and incrementally phased into all Army Troop Schools by the end of FY18.

c. **KNOA** – Data collection and analytic tool that provides near real time information in the form of business object dashboards throughout the analysis, design, and development process. This tool will enable CASCOM to validate critical task analysis through data metrics captured by everyday users within the operational Army. For the first time the institution will be able to determine whether shortfalls are associated with training, the GCSS-Army System, or the operator themselves. This software has the potential to reduce training development timelines, diminishing the need for Critical Task Site Selection Board (CTSSB) for any MOS performing daily operations in GCSS-A.

F-9. Army Culinary

The Joint Culinary Center of Excellence (JCCoE) has web based training courses targeted for military personnel and civilians at various levels. Each has been designed to fill a training requirement identified through After Action Briefings and feedback from units participating in contingency operations, garrison operations, training exercises, and Army Audit Agency reports. The courses are Blackboard based and can be found at the training portal link on the JCCoE website http://www.quartermaster.army.mil/jccoe/jccoe_main.html

F-10. Aerial Delivery

The Aerial Delivery and Field Services Department offers two aerial delivery certification courses for QM Soldiers. These courses are the Malfunction Officer Certification and the Inspection In-process Certification. These training platforms reinforce the standard and emphasize proper procedures and performances.

a. The Malfunction Officer Certification provides NCOs with training in regards to AR 59-4 (Joint Airdrop Inspection Records, Malfunction/Incident Investigations, and Activity Reporting) duties), AR 750-32 (Airdrop, Parachute Recovery, and Aircraft Personnel Escape Systems), AR 59-4 investigative requirements of personnel and aerial delivery equipment malfunctions, notification procedures, and drop zone site control in the event of a malfunction or incident.

b. Inspection In-process (IP) certification provides training on regulatory requirements of AR 750-32/AR 59-4 and the processes an in-process inspector must validate during packing of a parachute.

c. Airdrop Load Inspector Certification Course provides airdrop load inspector certification for commissioned officers, warrant officers, and enlisted personnel whose duties require the performance of final joint inspection of supplies and equipment to be airdropped from aircraft.

d. The Sling Load Inspector Certification Course provides instruction on procedures for selecting, preparing, and controlling pickup zones and landing zones; and, preparing, rigging, and inspecting sling load transported supplies and equipment.

e. Website link: http://www.quartermaster.army.mil/adfsd/adfsd_main.html or the U.S. Army Enterprise Lifelong Learning Center Website: <https://almc.ellc.learn.army.mil>

f. Parachute Rigger (92R) Annual Certification for Inspection Process (IP) and Malfunction Officers (MO) <https://almc.ellc.learn.army.mil>.

F-11. Petroleum and Water

Petroleum and Water Knowledge Center: The Petroleum and Water Department's (PWD) Knowledge Center provides the most current distributed learning modules, doctrine, and three-dimensional (3D) virtual training products, to create a learning continuum that is responsive to Operational Army needs. The use of virtual and game-based training adds realism and operational relevance to all petroleum job-related task and provides an additional HST capability to sustain the core competencies of petroleum and water logisticians. The new virtual Knowledge Center provides learning products that enable Soldiers to learn faster and maintain a high level of proficiency to thrive in the strategic environment of the future. Along with sustainment training IMI modules and digital training enablers, the Knowledge Center includes digital resources such as downloadable training videos, training publications for petroleum and water equipment, petroleum and water discussion forum and more. The PWD's Knowledge Center can be accessed by CAC on the ATN, the QMS and the PWD websites or the PWD knowledge center at <https://www.us.army.mil/suite/page/697424>.

Petroleum and Water Knowledge Center

Purpose
This Knowledge Center is a virtual, online environment to provide training and tools to energize a culture of stewardship throughout our formations. It provides the means for knowledge sharing, collaboration and interaction as it relates to Petroleum and Water.

Hot Topics

- TM 4-43-31, Petroleum Laboratory Operations
- ATP 4-44, Water Support Operations
- Fuels Technical Letter (FTL) 15-02, Field Blending of Additives in Commercial Jet Fuel by hand to meet JP-8 specifications.
- ATP 4-43 Petroleum Operations replaced FM 10-67-1 effective 06 August 2015
- DLA-Energy published a change to FY2015 Fuel Prices Effective Feb 2015 (under "Customers/Partners" dropdown menu)
- Army Petroleum Center (APC) site has Fuel Technical Letters (FTL's) and Technical Advisory Messages (TAMS)

DIGITAL ENABLERS

- ROM Video Digital Enablers
- ROM Interactive Digital Enablers
- ROM Interactive Digital Enablers Download Instructions

Immediate Response
We are standing by to answer your issues or questions that require an immediate response. Click the "Ask the Expert" button.

KNOWLEDGE PORTAL

SKN-Live Calendar
February 2016

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29					

Virtual Library
Virtual Library

Petroleum and Water Discussion Forums
GO TO the Discussion Topics below

- Petroleum Discussion
- Petroleum Equipment and Vehicles
- Petroleum Laboratory Quality Surveillance
- Water Discussion
- Water Purification/Treatment
- Water Storage and Distribution

Once there, if you are not a SustainNet member, simply click [Here](#) enter required info, and access topics.

P&W Videos

- Hammond (Additive) Injector Video
- Offshore Petroleum Discharge

Companion Links
SKN API DLA Energy

P&W Approved Courses

- Petroleum Water Umcce Course (PWOC) (8A-SIR8)
- 923A Petroleum Systems Technical Warrant Officer Course

Figure F-3. Petroleum and Water Knowledge Center

a. The 92F Petroleum Supply Specialist Sustainment course is a 47 hour Distributed Learning (DL) course that targets enlisted Petroleum Supply Specialist at the 10, 20, and 30 skill levels. The course is a self-paced, student centric course, designed to improve technical competencies and deployment readiness through the use of Interactive Multimedia Instructions (IMI) and virtual training.

b. The petroleum distributed learning IMIs are part of the Combined Arms Products Distributed Learning (CAPDL). These IMIs provide a sustainment reach-back training platform as a refresher course to improve core competencies of Petroleum Supply Specialist throughout our Army.

c. The course provides level three interactive Digital Training Enablers (DTE) with 3D animation, used to set up and operate petroleum systems in a virtual environment, which allows repetition and system centric touches. The Refuel on the Move (ROM) 3D Digital Training Enablers can be used as a planning tool for leaders and as a refresher for Soldiers. The QMS is partnering with CASCOM's Training Technology Division to design and develop 3D interactive gaming simulation. These initiatives are directly aimed at providing the Warfighter with a HST capability to sustain core competencies of petroleum and water logisticians. Information on ROM can be found on the Petroleum and Water Knowledge portal at <https://www.us.army.mil/suite/page/697424>.

d. The Petroleum Supply Specialist course (Sustainment Training) is available on the US Army Enterprise Lifelong Learning Center Website: <https://almc.elc.learn.army.mil>.

F-11. Mortuary Affairs

The Mortuary Affairs Knowledge Center provides units, commanders, and S4s with information on the latest Mortuary Affairs regulations, publications, best practices, lessons learned; as well as questions, comments and discussions generated by Active Duty Army, National Guard and Army Reserve Soldiers, DOD Civilians, and supporting Contractors. The knowledge center is accessible by CAC at:

https://www.milsuite.mil/book/community/spaces/sustainnet/quartermaster_community/joint_mortuary_affairs.

F-12. Credentialing:

Professional credentials provide clear, objective evidence of individual competence. They increase professionalism and pride, and help make Soldiers/future Veterans more employable when they transition from active duty. The QMS implemented an aggressive credentialing program in 2013. A list of credentials mapped to Army MOSs can be found at this website:

<https://www.cool.army.mil>.

Appendix G Transportation

G-1. Mission

Train, educate, and deliver professional transporters and sustainers; develop doctrine, concepts, capabilities and force structure to deploy expeditionary forces and distribute materiel to Army and Joint organizations conducting Unified Land Operations in a Joint, Interagency, Intergovernmental and Multinational environment (JIIM).

G-2. Vision

To be our Army's deployment and distribution experts, effectively supporting expeditionary forces operating across the JIIM environment; The Spearhead of Logistics!

G-3. Core Competencies

The Transportation Corps identifies our six core competencies as Mission Command: Strategic Deployment/Distribution Operations, Movement Control Operations, Terminal Operations at Air/Seaports, Motor Transport Operations, Watercraft Transport Operations, and Rail Transport Operations. These core competencies provide a full-range of Transportation capabilities to deploy, employ and sustain Army and Joint forces in conducting Unified Land Operations across the entire spectrum of military operations. This strategy highlights training capabilities and areas of emphasis as we focus on ensuring an agile and capable force able to conduct expeditionary operations in any contingency. (See figure G-1.)

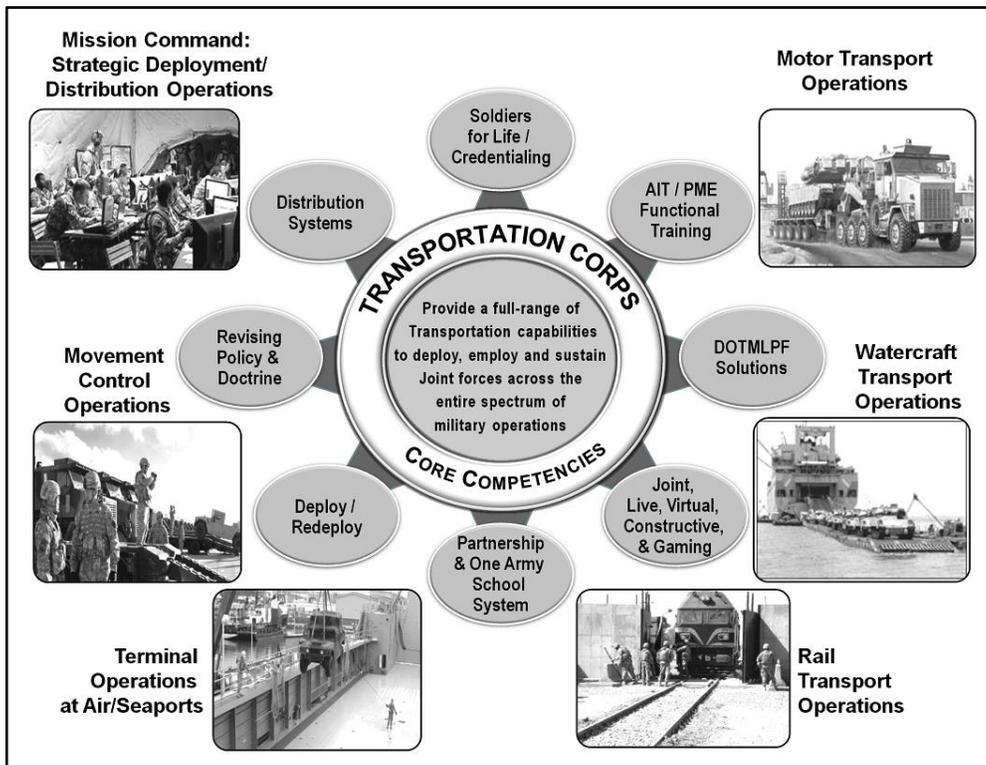


Figure G-1. U.S. Army Transportation Corps Core Competencies as of July 2013

a. Transportation Corps Soldiers have continuously executed our varied missions, individual and collective skills over the past 15 years of combat operations. While our overall capabilities are well practiced and highly honed, there are some individual skill areas within Military Occupational Specialty (MOS) areas that require emphasis. Also, Army wide skills and systems such as Deploy/Redeploy, Automated Deployment and Distribution System, and Standardized Drivers Training are areas which we must focus on to perfect our skills and enable the force to execute expeditionary operations in a variety of operational environments.

b. We have identified five areas requiring emphasis: Sustainment (Transportation) Portfolio, Army Watercraft Strategy, Readiness, Modernization, and support to the Operational Force. Within each of these areas are specific tasks, programs, and related skills. The list below is not an all-inclusive list, but representative of tasks to be reviewed and addressed. Within the Tactical Wheeled Vehicle strategy, we will develop and modernize tactical wheeled vehicle capabilities to support the joint- expeditionary force in accordance with the Army Operating Concept (AOC) and Force 2025. We will review tactical wheeled vehicle reduction studies, modernize Light Tactical Vehicle fleet to include the Joint Light Tactical Wheeled Vehicle (JLTV), and autonomous ground convoy operations. Within Army Watercraft Strategy, Readiness, and Modernization, Maritime Qualifications and Credentialing (certification to grade, Sea Pay), review crew training shortfalls and watercraft training assessment validation program. Within Support to the Operational Force, we will operationalize / institutionalize Rapid Expeditionary Deployment Initiative (REDI), the Command Deployment Discipline Program (CDDP), Expeditionary Railway Center, Master Driver Trainer Course, Civilian Transportation Officer Training, and Soldier for Life Credentialing.

G-4. Training Core Competencies

The remainder of this appendix provides a short description of our approach and some of the ongoing actions, training products and systems that we currently have available or in development to support of efforts to reinvigorate our core competencies and support HST.

a. **Joint Light Tactical Vehicle (JLTV):** JLTV provides major operational improvements in Force Protection (FP), payload, mobility, fuel efficiency and reliability, along with the growth potential to meet future mission requirements.

b. **Automated Convoy Operations (ACO):** Automated Convoy Operations (ACO) is a system designed to incorporate automated capabilities into existing tactical wheeled vehicles designed to operate with minimal human input and accomplish assigned missions. ACO will utilize a series of sensors including radar, LiDAR (light detection and ranging), cameras and Global Positioning System (GPS) to determine and navigate the most appropriate route. ACO can operate within purely automated convoys or in conjunction with manned vehicles (Leader Follower). ACO vehicles can be controlled and assigned a mission remotely through the use of an Operator Control Unit (OCU).

c. **Unit Movement Officer Deployment Planning Course (UMODPC):** Training conducted at installations for Unit Movement Officers (UMO) is mostly command specific, (designed to learn a particular installation's deployment methods/requirements), and is not conducted IAW the TRADOC proponent approved UMODPC Program of Instruction (POI). The Army is moving towards a standardized course that all installations will adhere to; this doesn't mean additional installation training might still not be required. The revised, AR 525-93, Army Deployment and Redeployment, mandates that all UMOs be graduates of the Transportation Corps proponent approved UMODPC. AR 525-93 Appendix B, establishes the process to provide proponent oversight of select installations opting to teach the proponent approved UMODPC POI at their location. The Transportation School has several MTT courses that specifically support mobility/deployment operations. These MTTs can be made available

through established request procedures through FORSCOM and TRADOC, to support and augment unit training programs at home stations.

d. **The Command Deployment Discipline Program (CDDP):** is a commander's tool, a mechanism to assist commanders in maintaining the appropriate deployment readiness posture for their units. The CDDP is established in AR 525-93 and introduces the requirement for and frequency of various deployment readiness tasks. The scope of this program covers the company/team to the division headquarters as well as Installation Transportation Office responsibilities. See figure G-2.

Command Deployment Discipline Program

The CDDP combines policy and doctrinal deployment requirements under one program to enable commanders at all levels to maintain their organizations at the appropriate deployment readiness posture to meet Army mission requirements:

- Establish deployment discipline as regulatory guidance (AR 525-93 Army Deployment and Redeployment)
- Standardize deployment discipline requirements, roles and responsibilities for units/installations

The CDDP focuses on the deployment readiness and deployment execution:

- Annual regulatory requirements for deployment readiness tasks
 - Compliance with unit movement data requirements
 - Deployment SOPs
 - Training
- Deployment execution tasks as of now will not be an annual requirement
 - Unit proficiency with load teams (air, rail) And vehicle/container loading
 - Shipping documentation, RF tags, MSL, HAZMAT, etc

Events that can be used as assessment venues for deployment execution include:

- Deployment Readiness Exercises (DRE)
- Training Center rotations
- Rotational deployments

Number	Deployment Readiness Task	Measure
Commander:		
1	Implemented Command Deployment Discipline Program (CDDP).	Yes/No/NA
2	Appoint in writing, an officer or NCO (E6 or above) as a Unit Movement Officer (UMO) and an alternate (E5 or above).	Yes/No/NA
3	UMO and alternate have attended or currently scheduled to attend a proponent approved UMODPC as outlined in AR 525-93.	Yes/No/NA
4	UMO has at least 1 year retainability in the unit.	Yes/No/NA
5	UMO has at least a SECRET security clearance.	Yes/No/NA
6	Appoint in writing, hazardous cargo certifying officials that meet DoD requirements.	Yes/No/NA
7	Appoint a Container Control Officer (CCO) in writing.	Yes/No/NA
8	CCO in compliance with shipping container inventory practices	Yes/No/NA
Unit Movement Officer:		
10	Prepares and maintains unit movement plan. Active Component units will develop deployment movement plans from home station/installation to POE(s). Reserve Component units will develop deployment movement plans from home station/installation to mobilization station to POE(s).	Yes/No/NA
11	Maintains movement binders or continuity books that include appointment orders, training certificates, recall rosters, Organization Equipment List (OEL), transportation requests, and blocking, bracing, packing, crating, and tie-down (BBCT) requirements.	Yes/No/NA

Figure G-2. U.S. Army Command Deployment Discipline Program

e. **Licensing/Certification/Qualification/Credentialing Programs:** Challenges in the operational force identified the need to deliver and enhance Standardized Drivers Training, Maritime Qualifications and Credentialing (certification to grade, Sea Pay) and the Department of Defense Locomotive Engineer Certification Program.

- **Standardized Drivers Training:** The Transportation Corps has developed the Master Driver Trainer certification program which upon completion awards the highly qualified selectee the Additional Skill Identifier (ASI) M9. Today's 88M Noncommissioned Officer (NCO) is tactically savvy; they bring to the course experience gained over multiple assignments. The course further develops select NCOs with focused training on specialized equipment, Logistics SIS, training management and TADSS. The Master Driver Trainer (MDT) is a leader, subject matter expert, and gate-keeper who conduct standardized, full range driver/operator training and licensing at the battalion level. Registration for the MDT course can be completed through ATRRS under school code 551L, Course: 8C-F45/553-ASIM9. See figure G-3.

In support of HST at the unit level, the Transportation School has available specific checklists, Standard Operating Procedures formats, and lesson plans that are available at http://www.transchool.lee.army.mil/adso/adso_index.htm for unit use in organizing their unit level programs, conducting section and unit training, preparing equipment, and preparing/documenting licensing and training. Specific examples of some of the items available are: AR 600-55, The Army Driver and Operator Standardization Program, TC 21-305-1 (HEMTT), TC 21-305-2 (Night Vision Goggles), TC 21-305-3 (5-Ton, M939 Series), TC 21-305-4 (HMMWV), TC 21-305-5 (HET), TC 21-305-6 (Tractor and Semi-trailer), TC 21-305-7 (Light Trucks), TC 21-305-8 (Medium Trucks), TC 21-305-9 (HETS M1070/M1000), TC 21-305-10 (PLS), TC 21-305-11 (FMTV).

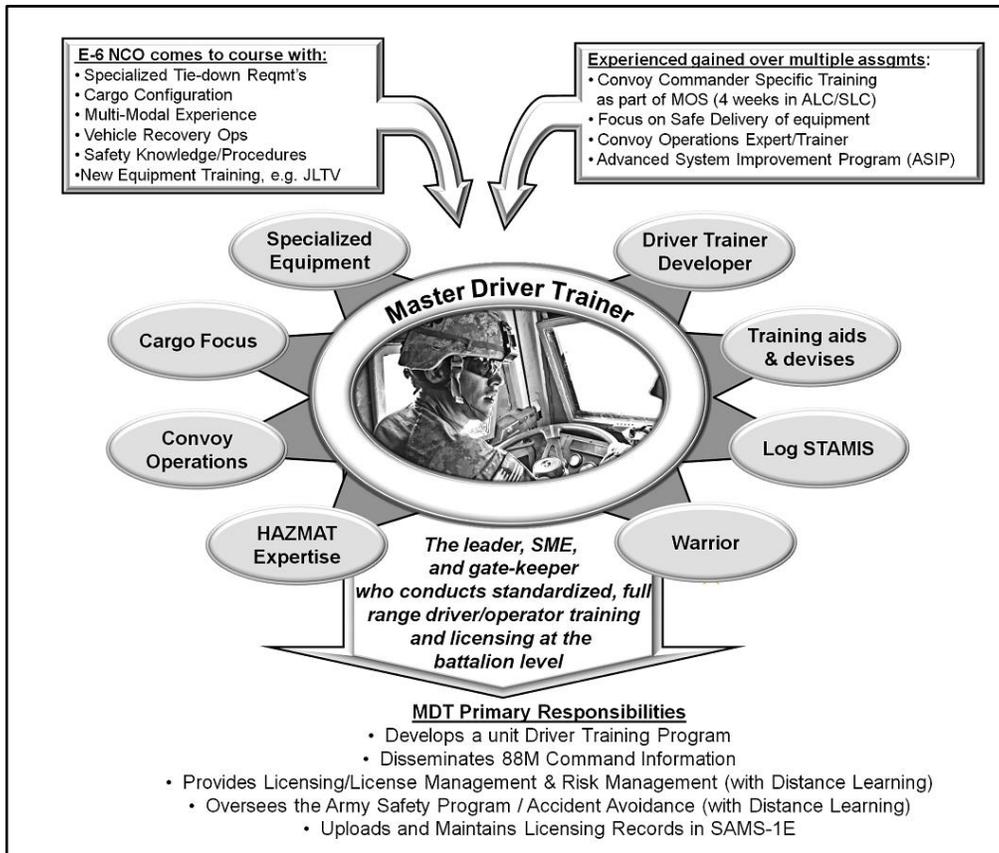


Figure G-3. U.S. Army Transportation School Master Driver Trainer Program

- The Maritime Qualification Division (MQD) issues Army mariners their official certifications and licenses that designate competency to perform their duties aboard Army watercraft. Maritime qualification is a dual process consisting of a Marine Technical Exam (MTE), normally taken as an end of course exam, which provides Soldiers' verifying certification of proficiency of maritime tasks at their respective skill level. The Duty Performance Test (DPT) is performed by Soldier mariners assigned to watercraft units giving them a license to perform operational duties specific to their vessel and skill level.
- MQD conducts periodic staff assistance visits or unit validations, designed to evaluate unit readiness and aid in correcting errors or oversights relating to sea duty, sea pay, certification and licensing of assigned personnel. Accurate and timely accounting of Sea Duty and Sea Pay entitlements is imperative. The MQD with assistance from the

Transportation Corps and HRC is developing the Army Mariner Management Tool (AMMT); a database that will provide users world-wide, up to date visibility of their Soldier mariners sea time and credentialing. More information on MQDs mission can be found at: <http://www.transportation.army.mil/maritime/mqd.html>

- **Department of Defense Locomotive Engineer Certification Program:**

The Transportation School provides training and Certification for DOD Locomotive Engineers in support of installation operations throughout the continental United States. Recent updates to Federal Regulations and military equipment make it imperative that we ensure both the Engineers and the Base Command and safety personnel are fully aware of equipment capabilities, training requirements and safety procedures. The Maritime Intermodal Training Department conducts certification courses at Fort Eustis, Virginia. The School's Designated Supervisor of Locomotive Engineers conducts annual check rides for all DOD Locomotive Engineers.

e. **Automated Deployment and Distribution System: Automated Information Systems (AIS) for Movement.** The use of automated information systems supports mobility operations for force projection, mode planning and in-transit visibility. These systems are also essential for maintaining data management and inputs into and interfaces between automated systems (FM 4-01). The Transportation School's MTTs support and augment unit training programs at home stations. By extending the schoolhouse to unit locations we transcend distinctions between the institutional Army and Operating Forces and enable strong partnerships that are necessary to synchronize the institutional Army and Operating Forces Army Learning Concept. Commanders can use Troop Schools as part of their unit training strategy to acquire, enhance, sustain, and supplement military skills (Army Training Strategy). Commanders can also use portions of proponent approved POI or select lesson plans to provide sustainment and/or fill gaps in training at home station.

f. **System transition and capability enhancements:**

- **Cargo Movement Operations System (CMOS).** CMOS is a system that automates and streamlines installation level cargo movement processes for peacetime, deployment, and contingency cargo. Workstations in installation transportation officer functional areas support one-time data capture for the preparation of documentation for all modes of shipment. CMOS Instruction is part of Basic Freight Traffic Course offered at the Transportation School. Registration for the Basic Freight Traffic Course can be completed through ATRRS under school code 551L, Course: 8C-F12/553-F1. The specific functional areas supported are the receipt, preparation, and movement of cargo; the reporting of movement for ITV, and military airlift passenger travel.

- **Transportation Coordinators Automated Information for Movement System II (TC-AIMS II).** TC-AIMS II provides automated day-to-day operations for Unit Movement Officers (UMOs) and organizations providing movement control at various levels. Under TC-AIMS II, unit movement, installation transportation and loading functionality are accessible from a web based enterprise server at <https://tcaimsii.amis.army.mil/>. To gain access to the enterprise users will need to complete a system authorization access request, DD form 2875 and submit it to dod.mcsc@mail.mil. TC-AIMS II facilitates processing, tracking and reporting of data to decision makers at all levels of command. TC-AIMS II functional training is taught by the Transportation School at Fort Lee, Virginia or through coordination by a mobile training team.

G-5. Maritime and Intermodal Training Department

- **Maritime Training Division (MTD).** The MTD provides support to MOS 88K, 88L, 880A, and 881A. Due to the nature of maritime training devices, MTD’s ability to provide training at home stations is better described as an opportunity for units to utilize the Transportation School’s robust simulation capabilities. Units can request to train using the simulators for “Sergeants Time Training” and to validate their readiness through the application of a virtual scenario driven combat training center like exercise. Reserve component units rotate through the simulation center before a deployment to conduct shake down drills and validate their readiness in the virtual equivalent of the target operational environment. Sustainment training to meet specific individual and collective needs can be provided in the form of select course materials (lesson plans) tailored to meet the needs of the requesting unit. We currently offer an exportable virtual component teardown/rebuild (diesel engine, P-100 pump, and outboard engines) that runs on standard Windows-based platforms.
- **Cargo Handling Division (CHD).** The CHD supports MOS 88H for IMT and Functional training. CHD currently has the capacity to export Mobile Training Teams to support full spectrum training on the Rough Terrain Container Handler (RTCH) to include full size containerized simulators. CHD provides MTTs for unit training for the Integrated Computerized Deployment System (ICODES) courses.

G-6. Deployment and Deployment Systems Department

In support of HST at the unit level, the Transportation School has specific checklists, Standard Operating Procedures formats, and lesson plans available at the Sustainment Unit One Stop for use in organizing unit level programs, conducting section and unit training, preparing equipment, and preparing/ documenting licensing and training. Specific examples of some of the items available are:

- Soldier’s Manual and Trainer’s Guide, MOS 88N, Transportation Management Coordinator Skill Levels 1, 2, 3, and 4
- Unit Movement Officer Deployment Planning training support packages
- TC-AIMS interactive multimedia instruction (IMI) sustainment training
- ICODES-Air IMI sustainment training
- Intermodal Dry Cargo Container /Convention for Safe Containers (CSC) IMI sustainment training
- Senior Transportation Officer Qualification Course (STOQC)

Table G-1. Off the Shelf Products Available Now

STP 55-88N14-SM-TG Soldier’s Manual and Trainer’s Guide, MOS 88N, Transportation Management Coordinator Skill Levels 1, 2, 3, and 4 (8 Sep 11).
STP 55-88M14-SM-TG Soldier’s Manual and Trainer’s Guide, MOS 88M, Motor Transport Operator, Skill Levels 1,2,3, and 4

Table G-1. Off the Shelf Products Available Now (Continued)

TSP 551-N-002, Prepare for Unit Movement (18 May 98)
TSP 551-88N-0003, Plan Unit Movement (18 May 98)
TSP 151-M-018, Transportation Theater Opening Element (25 Apr 08)
TC-AIMS II Interactive Multimedia Instruction (IMI) on-line
Senior Transportation Officer Qualification Course (STOQC)
FM 4-01, Army Transportation Operations
ATP 4-11, Army Motor Transport Units and Operations
ATP 4-12, Army Container Operations
ATP 4-13, Army Expeditionary Intermodal Operations
ATP 4-14, Army Expeditionary Rail Center Operations
ATP 4-16, Movement Control
ATP 4-15, Army Water Transport Operations, C1
TM 4-15.21, Army Watercraft Safety
TC 4-13.17, Cargo Specialist's Handbook
TC 4-15.51, Marine Crewman's Handbook
TC 55-88.1, Rail Handbook for Air Brake and Train Handling Rules
TC 55-60-17, Training Program for the 50,000 Pound Rough Terrain Container Handler
TC 55-60-18, Training Program for the KALMAR
TC 55-509, Marine Engineman's Handbook
TC 55-509-1, Marine Electricity
TC 4-11.46 Convoy Projection Platform Gunnery
TC 55-HEAT, Training Program for the High Mobility Multipurpose Wheeled Vehicle (HMMWV) Egress Assistance Trainer (HEAT)
TC 63-1, Warfighter Handbook for Combat Service Support Live Fire Exercises
AR 385-10, The Army Safety Program
AR 600-55, The Army Driver and Operator Standardization Program (Selection, Training, Testing, and Licensing)
DA Pam 385-1, Small Unit Safety Officer/NCO Guide
ATP 3-35, Army Deployment and Redeployment
ATP 3-35.1, Army Prepositioned Operations

Table G-2. Off the shelf products available within 6 months

Defense Travel Regulation, on-line courseware (40 hrs.)
GMDSS/ECDIS (step by step "How To" using screen captures from the Navigation Lab
Training Circular 21-305 series for 88M10

G-7. Training Aids, Devices, Simulators and Simulations



Figure G-4. Common Driver Simulator (Est cost \$1.2M per system)



Figure G-5. KALMAR Rough Terrain Cargo Handler (RTCH) Simulator (\$250K)

Appendix H Financial Management

H-1. Mission

The Financial Management School provides cutting edge mobile, and distributed learning (DL) training and education for Financial Management (FM) Soldiers and Civilians to meet Army readiness requirements in support of America's Armed Forces to fight and win our Nation's wars.

H-2. Vision

The Financial Management School (FMS) Training strategy develops, trains and sustains an agile, expeditionary and multi-discipline FM force capable of effectively operating with joint, interagency, intergovernmental and multinational partners to support warfighting commanders in all current and emerging contingencies.

H-3. Introduction

Re-mastering the Army FM fundamentals is the focus of this appendix. During the Global War on Terrorism and Overseas Contingency Operations, FM professionals have executed strategic, operational and tactical FM operations well; enduring new systems fielding, new structures and increased responsibilities at the unit level to support commanders, Soldiers and their Families. The information provided below is intended to highlight FM training products and resources that enhance HST in support of the Operational Army. This appendix is focused on identifying resources that support HST in six core competencies: Funding the Force, Banking, Disbursing, Pay Support, Cost Management and Accounting, Audit Readiness and Manager's Internal Control Program, Financial Management within Unified Land Operations. These tools can assist Financial Managers in providing timely, relevant and accurate information to commanders as they make decision concerning FM operations and resource management.

H-4. Current Resources

a. The FM Training Portal (<http://www.finance.army.mil/FMSPortal/FMS/index.html>) provides a wide assortment of training and opportunities for HST and self-development. In addition, personnel are now able to access all training for the Army's new Enterprise Resource Planning (ERP) system – the General Fund Enterprise Business System (GFEBS), and standardized business processes from the FM Training portal, FM Tube (<https://www.youtube.com/channel/UCrFUP9pi9QR6d4mDZ4-cW8Q>), and FM NET (<https://www.milsuite.mil/book/community/spaces/afms/utes>).

b. The Soldier Support Institute's (SSI) Learning Resource Center (LRC) (<https://ako.ssi.tradoc.army.mil/TDD/SSITDD/SiteAssets/lrcPage/lrc.html>) contains all the current lesson plans for Advanced Individual Training, Noncommissioned Officer Education System, Primary Military Education, FM Functional Courses and FM Basic Officers Leaders Course. These foundational lesson plans include practical exercises and combined with routine, dedicated time on the training calendar can increase the FM Soldiers' proficiency.

c. Distributed Learning via IMI offers Soldiers cost-free self-development opportunities outside of their unit. Distributed Learning courses are developed by TRADOC and U.S. Army Financial Management School (USAFMS). Soldiers can register for these courses via ATRRS or ALMS. In addition, the Financial Management training portal provides a wide assortment of training opportunities for HST and self-development.

d. FM milSuite, Reverse Collection and Analysis Team (R-CAAT) materials, Mobile Training Team (MTT), General Fund Enterprise Business System (GFEBS) Sandbox and Training Environment Delivery (TED) simulation. These resources are principal tools that FM professionals use for researching, sharing and developing their knowledge and skills. FM milSuite is a CAC-enabled webpage that offers collaborative forums and a repository of archived data from across the FM community. It also serves as a portal to additional web tools. FM milSuite is available at the following web site link (<https://www.milsuite.mil/book/>).

e. Army Training Network (ATN) contains several Financial Management Warfighter Training Support Packages (WTSP) enhance specific collective training focus areas. The WTSP provides a unit with standardized training materials to conduct detachment and/or team training within a garrison or local field environment on collective tasks. These WTSPs can be used by leaders, trainers, and Soldiers for their individual review or self-development for Active and Reserve Component units. The WTSPs are accessible from the ATN website at: https://atn.army.mil/dsp_CATSviewer01.aspx

f. FM systems continue to change as the operational environment evolves. There are several agencies available to assist such as the US Army Financial Management Command (USAFMCOM); USAFMS; Defense, Finance, and Accounting Service (DFAS); Federal Reserve Bank of Boston (FRBB); and the Financial Management Support Center (FMSC) responsible for your regional alignment.

g. The Lessons Learned Division (L2) (<http://www.ssi.army.mil/CDID/default.htm>) of the Soldier Support Institute, Capabilities Development and Integration Directorate (CDID) is another source of information that you should use as your unit prepares for a CTC rotation. There are numerous documents available for your review and the L2 personnel are available to provide additional support upon request. Sharing your lessons learned is critical to inform decision makers across the DOTMLPF-P spectrum.

h. The Financial Management Tactical Platform (FMTP) is a deployable, modular, local area network configured hardware platform that enables FM units and personnel to execute training at home station. The FMTP enables units to execute training on systems and software applicable to Financial Managers (i.e. Deployable Disbursing System). Additionally, a Financial Management Training Database (FMTD) is located on the FMTP hard drive. It is comprised of the full suite of FM applications and U.S. Treasury peripherals to enhance individual and collective training. See figures H-1 and H-2.

i. Financial Management COP are enhanced tools (Lumina cloud, System Application Products (SAP) Business Explorer, Web Intelligence, Predictive Analytics etc.) to leverage against GFEBS and other ERP Tools soon to produce a FM COP, which will integrate into the Sustainable Readiness Tool.



Figure H-1. AN/TYQ-132 V (1), FMTF Basic System



Figure H-2. AN/TYQ-132 V (2), FMTF Expanded System

H-5. Combat Training Center Shortfalls/Gaps

a. Efforts are ongoing to leverage UTES to enhance STAFFEX for Financial Management Support Units and Resource Managers by allowing these elements to execute simulated transaction using FM and non-FM systems i.e. GFEBs, GCSS-A, DDS and SPS/PD2. Prior to a CTC rotation, there are events that prepare you and your unit for FM success. One of the essential events is to participate in the unit training events leading up to CTC rotation. These include unit lead Staff Exercises (STAFFEX), Command Post Exercises (CPX), and CTC Leader Training Program (LTP). Work with your unit S3 to ensure you are included in these events. Other training events may include attendance at one of the Functional Courses offered by the FMS, reviewing L2 information from previous CTC rotations, and devising a training plan to mitigate challenges or reinforce other units' success. Collect training events from the

aforementioned available resources that require resource informed decisions, e.g. Commanders' Emergency Response Program (CERP) missions.

H-6. Future Training Support Concepts to Support Home Station Training

FMS is committed to support the Operational Force with institutional training products. This includes the following:

- a. Increased development of digital apps and training videos that reinforce FM core competencies and facilitate HST.
- b. Combined Arms Support Command (CASCOM) develops simulations that support and replicate FM requirements for use in MCTP and Command Post Exercise – Functional (CPX-F) training events.

Appendix I Adjutant General

I-1. Mission

Train and educate Human Resources (HR) Soldiers and Civilians to meet Army readiness requirements; develop complementary concepts, doctrine, organization, and materiel across the spectrum of HR in support of America's Armed Forces to fight and win our Nation's wars.

I-2. Introduction

This appendix is focused on re-mastering the Army Human Resources (HR) fundamentals. Since declaration of war, HR professionals have executed strategic, operational and tactical HR operations well; enduring new systems fielding, new structures and increased responsibilities at the unit level to support commanders, Soldiers and their Families. The information provided below is intended to highlight HR training products and resources that enhance HST in support of the Operational Army. This appendix is focused on identifying resources that support HST in three core competencies/key functions: Personnel Readiness and Accountability Reporting; Casualty Operations Reporting; HR Plans and Operations. These tools can assist the S1 in providing timely, relevant and accurate information to commanders as they make decision concerning personnel and unit readiness.

I-3. Human Resources and Sustainment Relationships

a. HR support is an element of personnel services and is aligned under the sustainment warfighting function. The sustainment warfighting function consist of the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance (ADRP 3-0).

b. As depicted in ADP 4-0, Sustainment, 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. Personnel services provide economic power at the operational and tactical levels. Personnel services complement logistics by planning for and coordinating efforts that provide and sustain personnel. Personnel services include:

- HR support
- Financial management operations
- Legal support
- Religious support
- Band support

I-4. Human Resources Sustainment Roles

The ASCC G-1/AG is the senior Army HR representative/advisor in the theater of operations. The function of the ASCC G-1/AG is to enhance the readiness and operational capabilities of Army forces within the theater of operations and ensure HR support is properly planned, prioritized, and managed. This includes ensuring HR support is adequately resourced and executed through the operation order (OPORD) process and through direct communications between subordinate G-1/AGs and S-1s IAW the ASCC commander's priorities, intent, and policies.

I-5. Human Resources Support

a. The objective of HR Support is to maximize operational effectiveness of the total force by anticipating, manning, and sustaining military operations across the full spectrum of conflict. HR support operations accomplish this by building, generating, and sustaining the force providing combatant commanders the required forces for missions and supporting leaders and Soldiers at all levels. The operational mission determines the relative weight of HR effort among the different HR core competencies as outlined in ADP 3-0, Unified Land Operations.

b. HR providers must understand the fluid nature of Army policies and procedures within the HR domain. As such, they must monitor and implement changes received through Army regulations, military personnel messages, all Army activities messages, and HQDA's Personnel Policy Guidance (PPG), and understand the intent of these changes in order to best support the force.

I-6. Human Resources Core Competencies

a. MAN THE FORCE

Man the Force consists of all functions and tasks that affect the personnel aspects of building combat power of an organization. This includes Personnel Readiness Management (PRM), Personnel Accountability (PA), Strength Reporting (SR), retention operations, and Personnel Information Management (PIM). The challenge is getting the right Soldier with the right qualifications to the right place at the right time.

b. PROVIDE HR SERVICES

HR services are those functions conducted by HR professionals that specifically impact Soldiers and organizations and include essential personnel services (EPS), postal operations, and casualty operations. EPS functions are performed by G-1/AGs and S-1s. Postal operations are performed by HR personnel in G-1/AGs, postal organizations, Military Mail Terminal (MMT) teams, Human Resources Sustainment Centers (HRSCs) and monitored within the Human Resources Operation Branches (HROBs). Casualty operations are performed by S-1s and HR unit personnel (e.g., HRSC, HROB, HR Company, and Casualty Liaison Team (CLT)) and monitored within the HROB.

c. COORDINATE PERSONNEL SUPPORT

Coordinate personnel support functions normally require coordination by G-1/AGs and S-1s or generally fall under the G-1/AG and S-1 responsibility. These functions include Morale, Welfare and Recreation (MWR), command interest programs, and band operations.

d. 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. It communicates to subordinate HR providers and HR unit leaders the intent, expected requirements, and desired outcomes in the form of an OPLAN or operations order, and the process of tracking current and near-term (future) execution of the planned HR support to ensure effective support to the operational commander through the following process (operations):

- Assessing the current situation and forecasting HR requirements based on the progress of the operation.
- Making execution and adjustment decisions to exploit opportunities or unforecasted requirements.
- Directing actions to apply HR resources and support at decisive points and time.

- HR units and staffs perform the core competencies and key functions at theater-level and below. Not all HR subordinate key functions are executed at each level of command. For example, PA is conducted at the S-1 level and monitored at division and above levels. Commanders and HR leaders should use ADRP 1-03, Army Universal Task List, as a reference tool for developing general mission essential task lists, core capabilities mission essential tasks, operational orders, SOPs.

I-7. Focus of Human Resource Support.

Meeting the goal of providing efficient and effective HR support relies on multi-functional HR leaders who focus their knowledge and skills in support of the Army's most important asset—its people. Only those who think strategically and work collaboratively, while inspiring and leading Army professionals, can achieve desired outcomes. In all areas, HR personnel should focus on the following:

- Agile and clear HR policies. HR policies must be clear, encompassing, and flexible enough to apply to the greatest number of personnel and address the widest range of circumstances. They must be adaptable enough to be able to guide and inform personnel in complex and changeable circumstances.
- Effective HR practices. HR practices that emanate from the policy-level should be streamlined, intuitive, and able to effect stable and predictable process results.
- Competency-based skills. HR personnel must be competent and able to accomplish HR core competencies and key functions. Competencies align the responsibilities, knowledge, skills and attributes needed to fulfill mission requirements.
- Outcome-oriented actions. In an environment that measures HR performance, the emphasis is on successful outcomes in fulfillment of mission priorities. While it is important to have effective HR processes and practices in place, it is critical that the ends drive the means.
- Self-development. Self-development is one of three domains of leader development and requires leaders to display discipline and a desire for excellence in lifelong learning. Using assessments, HR leaders must invest the time to become competent and confident in HR operations.

I-8. Current resources

a. The Soldier Support Institute's Learning Resource Center (LRC) (<https://ako.ssi.tradoc.army.mil/TDD/SSITDD/SiteAssets/lrcPage/lrc.html>) contains all the current lesson plans for Initial Military Training, Noncommissioned Officer Education System, Professional Military Education and HR Functional Courses. These foundational lesson plans include practical exercises and combined with routine, dedicated time on the training calendar can increase the HR proficiency of you and your Soldiers. Also included on the LRC site is a link to the HR plans and operations digital application and access to the HR Combined Arms Training Strategies (CATS) and Warfighter Training Support Packages (WTSPs) and the CATS and WTSPs support unit HST activities. The Army Training Network (ATN) (<https://atn.army.mil>) and Digital Training Management System (DTMS) (<https://dtms.army.mil>) are additional resources where HR collective training products can be located.

b. HR Metrics Guide for Commanders (MILPER 13-055) is focused on Active Component metrics and is a quick reference for commanders to use in measuring and assessing levels of HR support and readiness within their command, and provides a common understanding of HR standards for performance. Currently Human Resources Command (HRC) is working on

incorporating additional Army National Guard and United States Army Reserve specific HR metrics to be included in future versions of the guide.

c. HR systems continue to evolve and routinely questions or concerns arise. There are several agencies available within the HR community to provide support when needed. As a BDE S1, one of the first stops should be the Adjutant General School (AGS). The AGS website located at <http://www.ags.army.mil> provides useful information including AGTube videos, AGS phone directory, HR credentialing information and a link to the Central Army Registry (CAR) where the HR individual critical tasks lists are located. The AGTube is the U.S Army AGS YouTube channel. The AGTube is a collection of 'how-to' videos geared towards day-to-day HR-related tasks and functions and provides the Army's HR community a way to learn TTPs via any smart device: <https://www.youtube.com/channel/UCzDR7Qehue6eP6AEgmkNO3A>. AGS personnel are available to answer questions and help you research solutions to problems. Other resources are: higher headquarters G1 (corps, division or TSC); or HRC, the Adjutant General Directorate (TAGD), Field Services Division (FSD) (<https://www.hrc.army.mil/TAGD/Field%20Services%20Division%201-800-325-4980>). The FSD is the functional proponent for electronic Military Personnel Office (eMILPO), Deployed Theater Accountability System (DTAS) and Tactical Personnel System (TPS). As an SRC 12 organization or Sustainment Brigade HR Operation Branch (HROB), contact Expeditionary Sustainment Command HROB or the Human Resources Sustainment Center (HRSC) responsible for regional alignment that will provide the HR expertise needed. As an HR Company Commander, one of the tools that will help communicate the company's training needs with sustainment brigade and STB commander is the development and assessment of Company METL. Table I-1 shows sample HR Company METL Tasks. Table I-2 is an example of the METL crosswalk for the first METL task across specific collective, leader and individual tasks and the corresponding training strategy to improve the current assessment.

d. S1NET (<https://www.milsuite.mil/book/community/spaces/apf/s1net>) on milBook is a community of HR professionals that is established to provide current/updated HR knowledge Army-wide. In this forum, you can research, ask questions or provide insights on the various HR subjects that affect our ability to provide timely, accurate and relevant HR support to commanders, Soldiers and their Families.

e. The Lessons Learned Division (L2) (<http://www.ssi.army.mil/CDID/default.htm>) of the Soldier Support Institute, Capabilities Development & Integration Directorate (CDID) is another source of information that should be used as a unit prepares for a CTC rotation. There are numerous documents available for review and the L2 personnel are available to provide additional support upon request. L2 is a two-way street and providing lessons learned is critical to inform decision makers across the DOTMLPF-P spectrum.

I-9. Combat Training Center Shortfalls/Gaps

a. Current S1 challenges identified during several National Training Center (NTC) rotations in support of a Decisive Action Training Environment (DATE) are: Personnel Accountability, Strength Reporting, Casualty Operations, and Human Resources Planning.

b. Prior to a CTC rotation, there are essential events that prepare you and your unit for HR success including unit lead Staff Exercises (STAFFEX), Command Post Exercises (CPX), and the CTC Leader Training Program (LTP). Coordinate with your unit S3 to ensure you are included in these events. Other opportunities may include attendance at one of the Functional Courses offered by the AGS, reviewing L2 information from previous CTC rotations, and devising a training plan to mitigate challenges or reinforce other units' success.

c. Currently sustainment units and attached HR units are not participating in CTC rotations, however, there are plans to include them in future rotations. Therefore, it is imperative that units conduct HST using the HR training and education products available on the AGS website and SSI LRC.

I-10. Future Training Support Concepts to Support Home Station Training

a. The Adjutant General School is committed to continued exportation and leveraging of institutional training to the Operational Force. This includes the future development of an Integrated Personnel and Pay System – Army (IPPS-A) training database available to the Army; increased digital apps and training videos that reinforce HR core competencies and facilitate HST; and sharing of Joint Master Scenario Event List (JMSEL) HR events so that units can develop robust HR training.

b. HRC, TAGD, FSD will continue to push DTAS Live (NIPR) to units and installation Mission Training Complex sites to capitalize on units' knowledge and experience of maintaining personnel accountability in a deployed environment.

c. USARC continues to develop Warrior Exercise (WAREX) and Combat Support Training Exercise (CSTX) scenarios that stress S1 and HR unit participation and replicate the needs of an Operational Army.

Combined Arms Support Command (CASCOM) develops simulations that support and replicate HR requirements for use in MCTP and CPX-F training events.

I-11. Reserve Component Training

a. The Soldier Support Institute supports the One Army School System (OASS) initiative and currently offers noncommissioned officer education courses at three different Total Army School System (TASS) Training Centers. These courses regardless of component optimize available training capacity and offer convenient, cost saving alternatives for commands.

b. In recent years the SSI/AGS has supported the U.S. Army Reserve Command in developing and conducting HR TRAIN. HR TRAIN is a yearly training exercise which is designed to develop and sustain AG Soldiers' technical skills by focusing on three of the four Human Resources Core Competencies (man the force; provide HR services; and conduct HR planning and operations). HR TRAIN provides a unique training opportunity for AG units and Soldiers to conduct theater-level, multi-echelon, and multi-functional training with elements from the HRSC level to the HR platoon level. HR TRAIN supports the Army Total Force Policy (ATFP) by inviting and encouraging participation from all three components. HR TRAIN continues to improve each year, and in the near future HR TRAIN will integrate into the larger CSTX/WAREX operations.

Appendix J

Multi-functional Logistics

J-1. Mission and Functions

a. The mission of the Army Logistics University is to enhance the logistics capability and sustainability of U.S. forces by educating and developing leaders and practitioners in logistics, force development, and operations research/systems analysis.

b. To accomplish this mission, the Army Logistics University manages, integrates, directs, and resources its colleges and the Logistics Noncommissioned Officers Academy (NCOA) to provide IMT, PME and functional training to Army and DOD sustainment, acquisition, and operations research personnel, and to provide staff and faculty development in support of all logistics training activities.

c. A complete description of the missions, organization, and functions of the Army Logistics University and its subordinate activities is contained in TRADOC Reg 10-5-5, Sep 2010 and CASCOM Reg 10-5, Jul 2015.

J-2. The Army Logistics University Supports the Reinvigoration of Home Station Training through Multiple Methods

a. Support Operations Course Phase I. Support Operations Course Phase I is a distance learning course, which provides instruction to officers, warrant officers, and NCOs (SFC and above) with an overview of tactical logistics concentrating on support requirements for a brigade combat team. Phase I presents Army doctrine on key sustainment functions, which include supply, field services, maintenance, transportation, and health service support operations. Phase I is designed to bring students to a common level of understanding before attending Phase II.

b. Support Operations Course Phase II. Support Operations Course Phase II is conducted at Fort Lee, Virginia, selected installations that request an on-site class and as an elective at the Command and General Staff College (CGSC). The course provides an overview of sustainment warfighting functions in the division and brigade combat team areas. It also provides tactics, techniques, and procedures that can be used by support operations officers. The first week of instruction focuses on tactical logistics, covering the management of sustainment information in support of operating forces. The second week of the course focuses on integrating the concepts learned in the first week into logistics planning using the military decision making process. This course, with Phase I, meets the educational requirements as specified in DA PAM 600-3 to award the Logistics (LG) Branch designation. Course material is posted to Sustainment Knowledge Network (SKN) and Sustainment Unit One Stop (SUOS) portals. Materials are continuously updated in conjunction with the resident coursework.

c. Logistics Captains Career Course (Log C3). Log C3 is a resident course that is 20 weeks, 3 days. Army Logistics University (ALU) also teaches the RC Logistics CCCs.

d. Contracting Officer Representative (COR) course. The 40 hour COR Course provides the student with an overall view of the contracting process, to include contract administration, statutory laws and regulations that govern the contracting process. This course will provide the student with an overview of the acquisition process, teaming, ethics and integrity, authorities, contract classification, contract types, proper file documentation, performance assessment methods, remedies for poor performance, invoice requirements, contract modifications, and contract management. Course focus is on contracting means in accordance with the Federal

Acquisition Regulation (FAR) and the Defense Federal Acquisition Regulation (DFAR). Other topics taught include Pre-award/Post -award Planning Process, Monitoring the Contract, Changes and Modifications, Inspection and Acceptance, Delays and Claims, Terminations, Past Performance, Payments and Closeout (PPPC). The graduate of the COR course will provide the Contracting Officer with the expertise necessary to properly and pro-actively manage contracts and contract requirements. The COR course is generally taught onsite when programmed through the annual Structure & Manning Decision Review (SMDR) process. Un-programmed/out of cycle requirements for the COR course may be requested for delivery by Mobile Training Teams (MTT) in support of HST.

e. Operational Contract Support Course (OCSC). The 10 day OCS course prepares military and civilians (targeted at mid-level G3/S3 Plans Officers, Executive Officers, G4/S4's, Support Operations Officers, individuals programmed or selected for Field Ordering Officer duties, Commanders Emergency Response Program (CERP) duties or any other duty involving direct contact or management of contracts and contractors) to function in assignments that involve the management, forecasting and administration of contract support in a contingency environment. Students learn the latest OCS doctrine; how to integrate contract support requirements into the military decision making process; how to build acquisition ready requirements (known as Joint Requirements Review Board/Requirements Review Board/Joint Acquisition Review Board (JRRB/RRB/JARB) packets) to include performance work statement development and independent government estimates; how to integrate contract requirements into the overall unit spend plan process; how to manage contracts and contract officer representatives; how to set up and build contract management files; how to build quality assurance surveillance plans; and how to avoid common pitfalls customarily associated with outsourcing requirements. All students, regardless of MOS, who have successfully completed OCSC conducted at College of Professional and Continuing Education (CPCE) will be awarded SI/ASI 3C."

f. Army Sustainment professional bulletin. ALU publishes bimonthly issues of Army Sustainment, the official Army professional bulletin on logistics, and maintains the Army Sustainment web site. Army Sustainment disseminates timely, authoritative information on Army and Defense sustainment plans, programs, policies, operations, procedures, and doctrine for the benefit of all Army personnel. Army Sustainment provides a forum for sustainers to express original, creative, and innovative thoughts about sustainment practices and experiences.

g. Theater Sustainment Planners Course (TSPC). The TSPC provides students with the educational foundation to understand how operational-level sustainment is planned and carried out. It covers planning processes, computation of requirements, operational-level organizations and capabilities, joint and strategic partners, and operational contracting support. Students learn how to develop reception, staging, and onward movement plans as well as theater sustainment plans. Successful completion of the course awards the P1 skill identifier. A companion electives program at CGSC also provides the P1 skill identifier. This course is active and in FY17 completely replaces the Reserve Component Theater Sustainment Course.

h. Full Course Listing. ALU offers 33 functional training courses which can also be of value to HST depending on the need. A complete listing of courses available through the Army Logistics University is located at: <http://www.alu.army.mil/>.

Appendix K Strategic Partners

K-1. Introduction

A key and essential part of our military's success is attributed to the relationship with our strategic partners. Strategic partners have the capability to assist with the manufacturing of repair parts, and the rebuilding of equipment. As operational tempo slows and financial restrictions begin to take affect we need to maintain relevance with our strategic partners by incorporating them into unit sustainment training programs. They are essential to the success of the department of defense mission. It is imperative that the command and staff understand what each partner provides to support the ASCC/GCC objectives. The theater sustainment command will likely be required to communicate and coordinate directly with strategic partners to synchronize and integrate their support. Noted below are key strategic partners, which allow EAB units to maximize sustainment functions, and a short description of some of the capabilities.

K-2. Defense Logistics Agency

a. DLA is the Department of Defense (DOD) strategic partner that provides common commodities such as CL I, CL II, CL III packaged and bulk, CL IV, CL VI and CLVIII. DLA Energy is the primary supplier of CLIII (B). The sustainment brigade, through the ESC, will coordinate with DLA for the provisioning of various classes of supply and for the distribution and issue of CL I, CL III (B) and CL IV to various unit locations or SSA's throughout the AOR/AO or JOA. DLA may also provide direct throughput of other commodities as required. DLA Troop Support is the primary supplier of CL I, CL II, CL IV, and CL VIII; DLA Energy is the primary supplier of CLIII (B); and DLA Aviation and DLA Land and Maritime are the primary suppliers of CL IX support; in addition DLA Aviation also is the primary supplier of CL III (P) and industrial gases.

b. DLA has either a Regional Command or Liaison Officer co-located with each GCC. When requested by the GCC to support current or contingency operations, DLA will support each GCC with a DLA Support Team (DST) as its focal point for coordinating DLA activities and support throughout the theater. The DST works directly with the TSC, the ESC and individual units to integrate materiel management support of DLA provided common commodities such as subsistence, clothing and other general supplies, package/bulk petroleum, repair parts and medical materiel. They provide disposition support as appropriate to include the disposal of hazardous waste.

c. DLA's network of customer support personnel stands ready to assist their customers. DLA professionals provide onsite instruction about DLA and its systems, and offer self-help tools to "help customers help themselves". These self-help tools offer immediate resolution of inquiries such as requisition or backorder status and on-hand stock availability. Army Units can leverage DLA support through their websites and customer support network. DLA has a Customer Assistance Website, (<http://www.dla.mil/CustomerSupport/>) that can help customers get the support they need for their mission. DLA also has a "DLA Customer Assistance Handbook" (https://headquarters.dla.mil/DLA_Customer/Operations/Publications.aspx) that provides valuable information about DLA, how it works and local contacts. Additionally, DLA's Customer Interaction Center (DLA CIC) located in Battle Creek, Michigan is staffed 24 hours a day, 7 days a week, including Government holidays. Dedicated knowledgeable agents are standing by to provide real time answers to real world logistics needs (1-877-DLA-CALL or 1-

877-352-2255). DLA technicians can help locate a supply item in the database, and answer questions about various systems and programs geared towards logistics and supply needs.

d. DLA also has Support Representatives located around the world at DOD installations, both unit and Major Command level to provide planning and onsite customer support, training and interface to individuals, operational and headquarters units. Formal training can also be provided by the DLA Training Center, which is requested by the local or Major Command (MACOM) DLA Representative.

K-3. United States Army Materiel Command

a. USAMC is the Army's lead materiel integrator. It provides national level sustainment and selected logistics support to Army forces. USAMC supports forward deployed commands in executing sustainment support. Key USAMC capabilities that are relevant to sustainment operations are shown below and additional information is in ADRP 4-0.

- Synchronize distribution of USAMC materiel to an AOR.
- Synchronize redistribution of materiel out of an AOR. This includes establishment of Retrograde Property Assistance Teams (RPAT) under the control of an Army Field Support Brigades.
- Providing sustainment maintenance for the Army to include facilities, tools, skills and workforce when required.
- Support to contracting services to include LOGCAP. This will be exercised through the expeditionary contracting command, contracting support brigades and Army field support battalions.

b. USAMC also provides support to deployed Army forces through its subordinate ASC, life cycle management commands (TACOM, CECOM, and AMCOM), Army Contracting Command, and other subordinate activities to provide a seamless approach to linking the national sustainment base with deployed Army forces. In addition to supporting deployed Army forces, USAMC assets within a theater may also provide acquisition, life cycle logistics, and technology support to joint, interagency, intergovernmental, and multinational (JIIM) forces as directed by the ASCC commander.

c. USAMC is the overall manager of the Army Prepositioned Stocks. The Army Prepositioned Stocks (APS) program is an Army strategic program. The primary purposes of APS are to reduce the initial strategic lift required to support a force projection Army and to sustain the Soldier until lines of communication are established. To meet the mission, stocks are forward-positioned in various countries and afloat aboard ships. The APS phase of the operation focuses on deployment, reception, drawing equipment, and staging in order to facilitate the integration of forces into the operation. For Army forces conducting training exercises outside CONUS, USAMC provides activity sets. Activity sets are APS consisting of unit equipment prepositioned at or near the intended training locations. The equipment is managed and cared for in APS when it is not issued to train units. These sets support theater security cooperation and multinational exercises (e.g. Regionally Aligned Forces, European Response Force rotations). The USAMC is the overall manager of APS. The ASC executes the APS program and manages all equipment and stocks (except medical supplies and subsistence items). The U.S. Army Medical Materiel Agency manages medical APS and subsistence items are managed by Defense Logistics Agency. Working through its global network of Army Field Support Brigades (AFSBs) and battalions, the ASC stores, maintains, issues, and resets APS equipment. AFSBs coordinate the reception and issue of APS units and secondary items during the theater opening phase.

➤ **Army Sustainment Command (ASC)**

In its supporting to supported role to deployed Army forces, the ASC is responsible for assisting the Army's Logistics Information Warehouse (LIW) in maintaining visibility and assisting the management of the Army's materiel management system from the national sustainment base to the geographic theater. The ASC also optimizes the USAMC Logistics Assistance Program in support of contingency operations. The ASC works closely with key DOD strategic partners, specifically USTRANSCOM and DLA to ensure the Army national sustainment base is properly integrated into the joint deployment distribution enterprise and that the national supply system effectively supports deployed Army forces.

➤ **Army Field Support Brigade (AFSB)(Outside Continental United States)**

The Army Field Support Brigade (AFSB) (outside continental United States [OCONUS]) provides integrated and synchronized acquisition, life cycle logistics, and technology support to deployed Army forces. The AFSB is regionally aligned to an ASCC and focused to serve as ASC's bridge between the generating force and the operational force. The AFSB is responsible for the integration of acquisition, life cycle logistics, and technology capabilities in support of operational and tactical level commanders across unified land operations. This includes coordinating reach capabilities via a technical reach or call-forward process. When deployed, the AFSB support relationship with a TSC or ESC is Operational Control (OPCON) to the headquarters.

➤ **United States Army Contracting Command (ACC)**

ACC is a major subordinate command of USAMC. ACC responsibilities include contracting, mission command, and management authority over theater support contracting and the Logistics Civil Augmentation Program (LOGCAP). All theater contracting units are assigned to and receive contracting authority from ACC.

➤ **U.S Army Expeditionary Contracting Command (ECC)**

The U.S. Army Expeditionary Contracting Command and its subordinate units are responsible to provide theater support contracting services in support of deployed Army forces worldwide and installation contracting support for outside the continental United States Army forward stationed units. It plans and provides worldwide theater support contracting services across all phases of operations. While not a TOE organization, the ECC headquarters does have the capability to deploy designated command and staff members as directed by the Army, in support of major operations.

➤ **Army Contracting Support Brigades (CSB)**

The CSB plans for, commands, and provides theater support contracting (less medical, facility engineering and theater-level intelligence) for deployed Army forces, and when directed, provides joint, multinational, and interagency contracting support. Contracting support brigades are TOE commands assigned to the ECC for outside the continental United States operations. The one continental United States focused CSB and the two corps aligned CSBs are attached to the Mission and Installation Contracting Command (MICC) when not deployed. The CSB commander is the Army's primary theater strategic and operational level contracting support planner and advisor, and commands Army theater support contracting organizations.

➤ **Joint Munitions Command (JMC)**

JMC serves as the DOD field operating agency for the single manager for conventional ammunition mission. JMC manages the production, storage, issue and demilitarization of conventional ammunition for all U.S. military Services – Army, Navy, Marine Corps, Air Force, and Coast Guard. JMC is the logistics integrator for life-cycle management of ammunition; providing a global presence of technical support to U.S. forces.

K-4. Defense Contract Management Agency (DCMA)

DCMA is the DOD component that works directly with Defense suppliers to help ensure that DOD, Federal, and allied government supplies and services are delivered on time, at projected cost, and meet all performance requirements. DCMA directly contributes to the military readiness of the United States and its allies, and helps preserve the nation's freedom. DCMA professionals serve as "information brokers" and in-plant representatives for military, Federal, and allied government buying agencies -- both during the initial stages of the acquisition cycle and throughout the life of the resulting contracts. Before contract award, DCMA provides advice and information to help construct effective solicitations, identify potential risks, select the most capable contractors, and write contracts that meet the needs of our customers in DOD, Federal and allied government agencies. After contract award, DCMA monitors contractors' performance and management systems to ensure that cost, product performance, and delivery schedules are in compliance with the terms and conditions of the contracts.

K-5. United States Transportation Command (USTRANSCOM)

a. USTRANSCOM is a functional combatant command responsible for providing and managing strategic common-user airlift, sealift, and terminal services worldwide. USTRANSCOM's Deployment Distribution Operation Center (DDOC) is USTRANSCOM's single focal point for all combatant command and major shipper customers, including the Office of the Secretary of Defense, Joint Staff, Army and Air Force Exchange Service, DLA, and the Services. The DDOC monitors the status of planned and ongoing movements in the defense transportation system through the Integrated Global Convergence system which merged the Global Transportation Network and DLA's Enterprise Business System. The DDOC interfaces with the GCC's Joint DDOC.

b. The TSC coordinates through the joint DDOC for visibility of strategic distribution and deployment. A joint DDOC may be located in the TSC Distribution Management Center (DMC) to facilitate this effort. The TSC also establishes links with Military Surface Deployment and Distribution Command, Military Sealift Command, and Air Mobility Command to coordinate seaport and aerial port operations, and to maintain in-transit visibility of movements in and throughout a GCC's specified theater.

c. USTRANSCOM can provide the GCC strategic theater opening enablers such as Joint Task Force-Port Opening (JTF-PO), Joint Communications Support Command teams, and Joint Enabling Capabilities Command augmentees. Coordinating with these capabilities may allow the TSC commander to set sustainment conditions early on when opening up an area of operations.

➤ **Military Surface Deployment and Distribution Command (SDDC)**

a. SDDC is the Army surface component command of USTRANSCOM and is DOD's single port manager at the seaport of embarkation (SPOE) and the seaport of debarkation (SPOD). USTRANSCOM exercises combatant command of SDDC forces. SDDC is also a major

subordinate command of the United States Army Materiel Command (USAMC) who has administrative control (ADCON) for Title 10 functions.

b. SDDC performs single port management functions necessary to support the strategic flow of the deploying forces' equipment and supplies to and from the theater. In carrying out this responsibility, SDDC works closely with the joint DDOC, TSC, and MSC to coordinate the arrival, discharge, or loading of vessels in accordance with GCC priorities. As a single port manager, SDDC and the TSC work together to provide a seamless strategic/theater interface in order to provide for the efficient RSOI of unit equipment and supplies to and from the theater. SDDC is also responsible for providing management of all port operations within the port to include coordinating workload requirements, water-side port security, and port support activities.

c. SDDC coordinates DOD surface transportation requirements and the transportation capability provided by industry. They play a major role in JLOTS operations. A sustainment brigade performing a theater opening mission may be required to coordinate directly with surface deployment and distribution command for reception, staging and onward movement operations.

d. Continuous coordination and collaboration between SDDC units and the TSC facilitates integrated and synchronized operations throughout the distribution system. This interface with joint partners will enable local direction and control of critical resources essential to achieving unity of effort.

➤ **Air Mobility Command (AMC)**

AMC is the U.S. Air Force's airlift component of the USTRANSCOM and serves as the single port manager for air mobility. AMC aircraft provide the capability to deploy the Army's armed forces anywhere in the world and help sustain them in conflict or peace. AMC performs single port management functions necessary to support the strategic flow of the deploying forces' equipment and supplies from the aerial port of embarkation to the theater.

➤ **Military Sealift Command (MSC)**

MSC is the Navy's sea transportation component of USTRANSCOM. MSC's mission is to provide ocean transportation of equipment, fuel, supplies, and ammunition, as well as to perform ship husbandry to sustain U.S. forces worldwide during peacetime and in war.

K-6. Human Resources Command (HRC)

HRC is the Army G-1's field operating agency responsible for executing personnel process policies. Process policy execution focuses on developing business rules and procedures to deal with current and anticipated functional processes. The execution activity links the supportive organizational operations to personnel strategy and measures overall progress towards established goals. Although no formal command relationship exists between the Human Resources Command and the TSC/Human Resources Sustainment Center (HRSC), a supporting to supported relationship provides for the efficient and effective management of assigned active-duty and Army Reserve Soldiers.

K-7. United States Army Finance Management Command (USAFMCOM)

The USAFMCOM is an operating agency of the Assistant Secretary of the Army. USAFMCOM provides advice and management information to the ASA(FM&C) and interacts between the Army Staff, Army major commands, units, and DFAS on matters concerning finance and accounting policy, systems, procedures and reporting. A supporting to supported relationship

between USAFMCOM and the TSC/Financial Management Support Center (FMSC) provides the means to effectively interpret, disseminate, and implement FM directives, policy, and guidance developed by national providers to include USAFMCOM.

K-8. Assistant Secretary of the Army (Acquisition, Logistics and Technology)

ASA (ALT) provides two major functions to the force. First, ASA (ALT) develops, acquires and fields new materiel systems for the Army. This function is executed by Program Executive Offices (PEOs) and their subordinate Project and Program Managers (PMs) in accordance with validated requirements received from TRADOC. Second, ASA (ALT) supports all contracting actions by providing contracting oversight, policy and contracting authority. Within ASA (ALT) two organizations provide support to sustainment training.

a. *Acquisition, Logistics, and Technology Integration Office (ALT-IO)*. ALT-IO is a tenant organization within CASCOM executing ASA (ALT)'s acquisition OCS force modernization proponent responsibilities. ALT-IO directly supports the TRADOC Capability Manager – OCS in developing OCS mission essential tasks, home station unit training, CTE training and CPX-F TSPs.

b. *Program Executive Offices (PEOs)* and their subordinate Project and Program Managers (PM). PEOs and PMs plan for and provide new equipment training for systems they develop. This responsibility includes developing technical manuals and training manuals, providing training platforms and equipment, and providing diagnostic test equipment and initial spares provisioning. The PEO and PM will provide new equipment training when systems are fielded. The PM will provide life cycle support for their systems.

K-9. Other Intergovernmental and Interagency Coordination

TSCs, ESCs, and SBs may be required to support stability and humanitarian support operations that are often sustainment intensive. In these operations the command and staff may be required to work closely with or directly support intergovernmental, non-governmental and other agencies. This support may include inter/intra theater sea and airlift, ground transportation, provision of equipment and supplies and, port operations. This support must be specifically authorized by the Secretary of Defense (SecDef). TSC, ESC and SB commanders and staff must be familiar with the legal authorizations to provide support to U.S. agencies, the United Nations, Inter/non-governmental organizations and multinational forces. ADRP 4-0 provides greater detail on inter-governmental organizations and interagency coordination.

Appendix L Operational Contract Support

L-1. Operational Contract Support

a. **Focus.** This appendix provides an overview of the U.S. Army Operational Contract Support (OCS) training strategy, existing training resources, training shortfalls and initiatives. OCS, as defined in Joint Publication (JP) 4-10, *Operational Contract Support* 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.

b. **Policy and Doctrine.** AR 715-9, *OCS Planning and Management*, prescribes policies and responsibilities for OCS. Multi-service Tactics, Techniques and Procedures for Operational Contract Procedures, ATP 4-10 provides “how to” guidance for Army Force commanders and their staffs. Both contracting professionals and non-acquisition personnel have OCS roles and responsibilities. The Fiscal Triad provides a process for FM, contracting and legal counsel (fiscal lawyer) to fulfill required fiscal support, from the acquisition and certification of funds, to the legal review of the proposed contracting action, to the contracting for goods and services, and finally to the disbursing and accounting of public funds. At the center of the Fiscal Triad is the unit commander, who generates mission requirements, and initiates the process.

c. **Training.** Units should include OCS tasks in their Combined Arms Training Strategies (CATS). The primary source for OCS training standards for Army units is the approved individual and collective tasks listed in Table L-2. Commanders across all warfighting functions should be aware of the existing Army OCS training resources and initiatives.

L-2. TRADOC Capability Manager – Operational Contracting Support

a. In September, 2015, HQDA designated CASCOM as the Army’s force modernization proponent for OCS (non-acquisition).

b. To execute these responsibilities, TRADOC established a TRADOC Capability Manager for OCS assigned to CASCOM. TRADOC Capabilities Manager (TCM)-OCS collects and disseminates lessons learned, identified capability gaps, integrates and implements OCS non-acquisition concepts and DOTMLPF-P solutions across the full range of military operations. Within the training domain, TCM-OCS develops, manages and coordinates OCS training strategies, programs, and products.

L-3. Current Resources

a. Contracting Officer’s Representative (COR) Course. One week resident Army Logistics University (ALU) course provides the skills necessary to properly assist the contracting officer in managing contract support.

b. Defense Contingency Contracting COR Handbook, Version 2, September 2012. Designed to supplement, not replace, formal COR training, this book provides basic knowledge and tools to enable COR’s to perform effective contract surveillance.

c. Operational Contract Support Course. Two week ALU resident course provides training for Army brigade through service component command level staff officers and NCOs in OCS planning and management. Graduates qualify for the 3C Army Skill Identifier (ASI). Designated positions require the 3C ASI.

d. Joint Operational Contract Support Planning and Execution Course (JOPEC). Two week mobile training team delivered or resident course that trains officers and DOD Civilians to provide OCS planning and execution support across the range of military operations at the geographic combatant command, sub-joint force command and Service component levels.

e. COR and Commanders Emergency Response Program Web Based Training. Provides Army standardized training for CORs and CERP personnel. For COR training information go to link: <https://acc.dau.mil/cor>. For CERP training go to link: <https://www.lms.army.mil> and search for CERP courses

f. Contingency Contracting Unit Training (C2UT). Army Contracting Command (ACC) initiative to provide OCS related training to deploying units. This informal ACC provided training is provided from two to four days based on unit needs.

g. Graphic Training Aids (GTA)-Smart Cards and Handbooks. For digital access to OCS GTA-Smart Cards and Handbooks go to <https://www.us.army.mil/suite/page/659589>. The following lists of GTAs and handbooks (see table L-1) are OCS references for non-acquisition personnel.

Table L-1. OCS Graphic Training Aids (GTA)-Smart Cards and Handbooks

Title	Publication Number	GTA -Smart Card	Handbook	Target Audience
Contracting Basics for Leaders	70-01-001	X		Unit Leadership
Deployed Contracting Officer's Representative (COR)	90-01-016	X		COR & Unit Leadership
Commanders Emergency Response Program	90-01-017	X		Brigade Combat Team Commander & Staff
Field Ordering Officer (FOO)	14-01-001	X		FOOs & Paying Agents
OCS Planning & Management for Leaders	90-01-32	X		Brigade Combat Team Leadership & above Staff
Deployed Contracting Officer's Representative (COR)	08-47		X	COR & Unit Leadership
Field Ordering Officer & Paying Agent	09-16		X	FOOs & Paying Agents
Commander's Emergency Response Program	08-12		X	Brigade Combat Team Commander & Staff
Commander's Guide to Money as A Weapon System	09-27		X	Unit Leadership

Note: The OCS non-acquisition collective tasks identified below (Table L-2) provide a foundation for home station and pre-deployment OCS training.

Table L-2. Non-Acquisition Personnel Staff Shared OCS Collective Task List

TASK	Task Number	Applicability
Develop an OCS Annex W	63-9-0056	Battalion and higher
Develop OCS Requirements Package	63-9-0057	Battalion and higher

Table L-2. Non-Acquisition Personnel Staff Shared OCS Collective Task List

TASK	Task Number	Applicability
Integrate OCS into Mission Command	63-9-0055	Battalion and higher
Provide Contract Management Assistance	63-9-0060	Battalion and higher
Provide Contracting Officer Representative Oversight	63-9-0059	Battalion and higher
Provide Contractor Personnel Management Assistance	63-9-0058	Battalion and higher

h. Joint OCS Training and Assessments (JOTA) Guide. The JOTA Guide is a tool to integrate OCS tasks into training and joint exercises to ensure realistic readiness assessments and reporting across the OCS functions-contract support integration, contracting support, and contractor management. Use of the JOTA Guide can help planners and commanders enhance exercise realism and assess OCS readiness by considering the results achieved when applying OCS capability to mission requirements.

L-4. Operational Contracting Support Training Opportunities

a. Command Post Exercise-Functional (CPX-F). CPX-F includes OCS scenarios, Master Scenario Event Lists (MSEL), and a training support package as part of a realistic and low-cost simulation for sustainment unit staffs (brigade and above) who plan, coordinate and execute OCS training at home station.

b. OCS Joint Exercise (OCSJX). The OCSJX provides training across the spectrum of OCS readiness – from requirements development, staff integration and synchronization through contract execution – in support of the joint force commander. OCSJX-17 is currently scheduled for March 2017 at Fort Bliss, Texas.

Appendix M

Special Operations Forces

M-1. Introduction

a. Background: The interdependence between Special Operations Forces (SOF) and Army Conventional Forces (CF) developed across the battlefields of Iraq and Afghanistan. The relationships between conventional forces and SOF resulted in operational effectiveness unparalleled in our history. Both CF and SOF must continue improving their interdependence and understanding of one another to continue projecting seamless and consistent application of sustained combat power across the full range of military operations.

b. Efforts over the past decade focused on building partner-nation capacity, advising partner forces, and conducting some unilateral activities to safeguard U.S. interests outside of declared theaters of conflict. To support the development of these operational-level efforts, Theater Special Operations Commands (TSOC) require individuals with competency to design regionally based sustainment plans. These campaigns, many of them SOF centric, consisted of multiple lines of effort developed and synchronized by TSOCs to achieve discrete outcomes in support of the geographic combatant commanders' overall strategy.

c. As the war in Afghanistan transitions to an Afghan-led effort, a large segment of our force will be re-missioned to other strategic and theater problem sets. Future operations and SOF campaigns will require persistence, distributed mission command, low visibility operations, and small scale, nonstandard logistics support IAW ARSOF Operating Concept 2022 priorities:

- Invest in Human Capital
- **Optimize SOF/CF/JIIM Interdependence**
- Operationalize the CONUS base
- Develop SOF capabilities at Operational Level
- Facilitate SOF Mission Command
- Optimize Resourcing and Commodity Areas

d. USASOC will focus its integration efforts with the Sustainment Center of Excellence to expand collaboration and fulfill the ARSOF 2022 priority directive to “**Optimize SOF/CF/JIIM Interdependence**” with respect to the sustainment warfighting function. By optimizing the force-multiplying potential of partnership with the Conventional Army sustainment formations and interagency, we can provide the Nation seamless sustained combat power.

e. Despite the overwhelming attention paid to direct action-type operations taking place in the Middle East since 2001, Special Operations Forces have been conducting parallel, persistent, and equally important shaping efforts globally whereby the Department of Defense along with various stakeholders work by, with, and through host nation counterparts to shape conditions that are favorable to U.S. strategic objectives. These efforts are composed of a diverse array of unique operations and activities traditionally referred to in the context of the SOF Core Competency arena and include Foreign Internal Defense (FID), building partner nation capacity, Civil-Military Operations (CMO), counter proliferation, and joint combined exchange training.

f. Special Operations Forces are serving in over 70 countries and very few deployments involve commando missions. Most are supporting U.S. embassies, training foreign forces or strengthening bonds with allied militaries.

g. Training focuses will facilitate the SOF Operational design and prepare us for ARSOF 2022. The principle focus of logistics planning is at the operational level and meets the challenge of linking strategic resources to tactical requirements. These include Multi-functional logistics education such as the Joint Logistics Course, SPO phase II, and contingency contracting and Host Nation support.

h. To drive change in the operational force, special operations and conventional forces units must train together to institutionalize mutual support in joint operations. Synchronized training efforts should focus on HST using Command-facilitated working groups, exercises, Warfighters and war games such as Unified Quest and Silent Quest. Additionally, a collaborated effort in using such sustainment initiatives as the virtual trainer and the Command Post Exercise – Functional will begin to foster the interdependence from the planning perspective and merge its application into Combat Training Center (CTC) and Pre-Mission Training (PMT) rotations for SOF formations.

M-2. Institutional Training

a. ARSOF training goals:

- Institute a SOF Logistics Curriculum into the Joint Logistics Course (JLC)
- Facilitate annual JLC mobile training team to educate SOF formations
- Integrate SOF education into Sustainment PME
- Invest in a Joint Interagency Intergovernmental and Multinational (JIIM)-centric logistics course integrated into JLC

b. ARSOF operating and logistical structures differ vastly from Army conventional forces. The Special Forces Groups (SFG) are the only units that have any type of organic direct support capability. The Group Support Battalion (GSB) within the SFG provides direct support to the SFG as it leads a Joint Special Operations Task Force (JSOTF) when directed by the TSOC. The Ranger Regiment, Army Special Operations Aviation Command (ARSOAC), Civil Affairs (CA) brigade, and Military Information Support Operations Command (MISOC) do not possess any organic direct support assets. The ARSOAC, typically task-organized under a joint special operations air component, will be provided direct support by the joint special operations air component's direct support elements and the common-user logistics (CUL)-designated provider. The CA brigade and MISOC will be supported through their task organization's direct support elements; for example, the GSB when the CA or MISOC element is task-organized under a JSOTF. For all ARSOF units, the direct support arrangement is METT-TC driven, and direct support may be provided on an area basis by the Army sustainment brigade's CSSB. General support to ARSOF units will be provided by the Army Service Component Command (ASCC). Figure M-1 is an example of a typical ARSOF sustainment structure.

c. The 528th SB Special Operation (SO) Airborne (A)'s mission and structure is significantly different from a conventional force Army sustainment brigade and primarily supports ARSOF globally, through planning, synchronizing, and integration of operational logistics. The Army special operations forces liaison element and Army special operations forces support operations cells conduct planning, synchronization, and integration of operational logistics with the TSOCs, JSOTFs, ASCCs, GSBs, Ranger Support Operations Detachment (RSOD), and the CA and MISOC S-4s. However, the 528th SB (SO) (A) can deploy a tailored brigade HQ for mission command of attached CSSBs in support of ARSOF for a limited duration, serving as interim mission command until theater of operations logistics structure develops.

M-3. Operational Training/Planning

a. The principal focus of logistics planning is at the operational level. The challenge for logisticians is to link strategic resources to tactical unit requirements. The objective of logistics planning is to fully integrate and coordinate support and operational execution to ensure sustained operational readiness. Planning logistics support links the mission, commander's intent, and operational objectives to core logistic capabilities, procedures, and organizations. Logistics planning defines processes and procedures to establish an effective concept for logistics support.

b. The USASOC Deputy Chief of Staff G-4 maintains situational awareness of strategic-to-operational-level planning of contingency, crisis, mobilization, exercise, and reconstitution planning in coordination with United States Special Operations Command (USSOCOM), Combatant Commanders (CCDRs) supporting sub-combatant commands (theater of operations ASCCs), Department of the Army, United States Army Materiel Command (USAMC), and TSOCs. Theater-specific support planning functions include limited sustainment planning and theater of operations transportation and ammunition requirements. Within USASOC, the G-4 conducts staff planning and coordination, assisting the G-3 and G-8 to validate and source capabilities requirements. Concurrently, the G-4 conducts planning efforts with the 528th SB (SO) (A), U.S. Army Special Forces Command G-4, and TSOC J-4s.

c. The U.S. Army Special Forces Command Assistant Chief of Staff, G-4, develops operational-level plans and orders in support of the SFGs within USASOC for ARSOF mobilization, pre-deployment, deployment, and redeployment operations. The main planning focus for theater of operations support requirements includes ammunition and transportation requirements. During the planning and preparation phase, the U.S. Army Special Forces Command G-4 captures logistic shortfalls and requirements, cross-leveling within the command when feasible, and ensures external support requirements are passed to the USASOC and the 528th SB(SO)(A) for resolution or sourcing.

d. The 528th SB (SO) (A) – ARSOF Logistics Element (ALE) established within each CCDR's AOR is a key strategic- and operational-level logistics planner for ARSOF missions. Within the Adaptive Planning and Execution (APEX) joint logistics planning process, at the combatant command level, planning begins with the receipt of strategic guidance and continues as the CCDR conducts mission analysis. During this step, the CCDR J-4 staff and Service-component logisticians begin to develop a theater of operations logistics overview, which becomes the concept of logistics framework.

e. The ALE, in concert with the 528th SB(SO)(A)'s Plans Section, TSOC J-4, and ASCC G-4, assists with establishing and updating a standing logistics estimate of each theater of operations derived from the theater of operations logistics overview. The ALE remains integrated in the CCDR's, TSOC's, and ASCC's logistics planning processes during plan development and assessment. The 528th SB(SO)(A) Operations Division, Plans Section, establishes logistics and Force Health Protection (FHP) planning conferences during the planning and preparation phase to develop the operational-level ARSOF concept of support in concert with deploying ARSOF sustainment planners, to include the GSB, RSOD, and brigade S-4s.

f. The GSB commander and special operations forces support operations cells, brigade S-4s, and RSOD within the task organization of the ARSOF or JSOTF conduct the military decision making process and parallel logistics planning. They also identify logistics requirements and shortfalls based on their organic logistics capabilities and command and support relationships.

g. Because of the nature of ARSOF missions, logistics planning considerations differ somewhat from Army conventional forces logistics planning and some of the key planning factors may be more significant because of their impact on missions. ARSOF logistics units can support a variety of humanitarian, civil, and security assistance programs. Deployed ARSOF units are usually in isolated and austere locations. Distribution and resupply are key considerations that may require ARSOF-unique capabilities. Sustainment planning and preparation efforts must first consider the existing infrastructure in the theater of operations. Using this infrastructure as a baseline, planners then integrate, consolidate, and cross-level resources to maximize logistics support. See Figure M-1. Planning considerations include but are not limited to the following:

- Identify SOF-peculiar logistics support plans for SO-specific equipment.
- Determine if austere-based operations are likely in the early stages of deployments; ARSOF will normally be required to establish separate intermediate staging bases (ISBs) and eventually expand the number of support bases to meet mission requirements.
- Minimize the logistic footprint.
- Maximize the use of existing fixed facilities.
- Limit logistics requirements to mission essentials and acceptable risk.
- Rely on air lines of communications (ALOCs) for rapid resupply.
- Concentrate maintenance on returning major end items to service.
- Anticipate high attrition of supplies while performing missions in denied areas.
- Identify to the ASCC as early as possible those items that require operational floats or other special logistics arrangements.
- Make maximum use of HNS, including local and third-country resources, to include facilities, lines of communications, ports, airfields, communication systems, and services.
- Conduct threat and risk assessment.
- Determine the impact of topography, climate, and external factors on the logistical system, to include available lines of communications, including waterways, roads, railroads, pipelines, and airways.
- Purchase or contract local supplies, facilities, utilities, services, and transportation support systems.
- Develop or improve the HN logistics capabilities intended for eventual transfer of responsibility to the supported nation.
- Develop inter-theater and intra-theater airlift and sealift to deliver supplies.
- Determine legal considerations for providing support, materiel aid, and health services to indigenous personnel and allied or HN military forces and civilians.
- Determine relationship with units in the Sustainable Readiness Model.

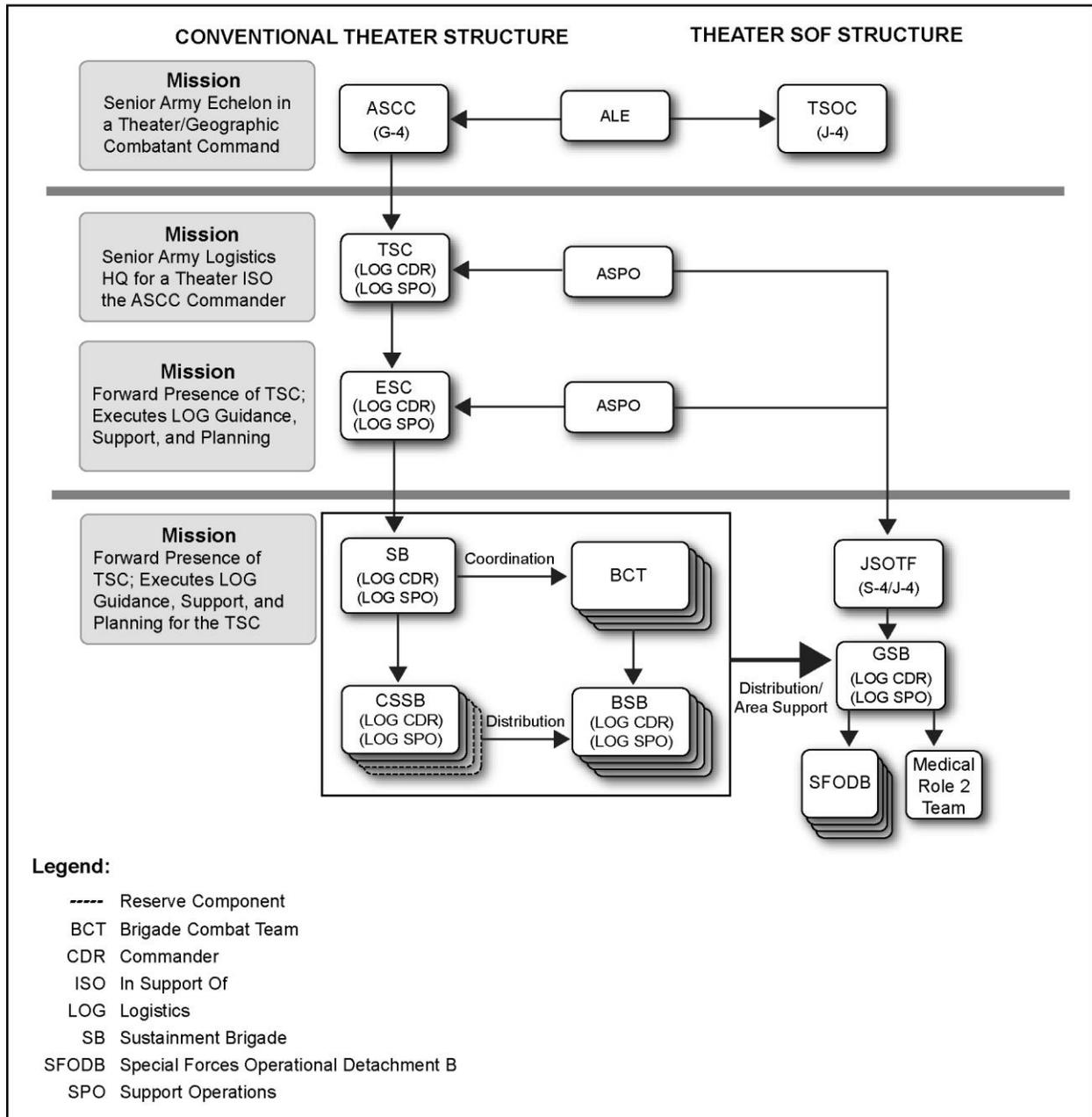


Figure M-1. ARSOF Sustainment Structure

M-4. Training Events / Exercises

a. GSBs will inherently strive to participate on Joint Combined exchange training missions that are germane to their regional area of responsibility. In the Pacific Command (PACOM) AOR, GSB elements can also participate in a high volume of small team training events. These exercises include Key Resolve/Foal Eagle, Ulchi Freedom Guardian, Talisman Saber, Ellipse Charlie, Balikatan and Cobra Gold, just to name a few. These training venues offer experience gained in a manner seldom realistically replicated at home station. However, the value of these training events come when SOF support units are able to reinvest these skills and experiences into HST.

b. The interdependence becomes relevant as SOF support units with experience and training in unconventional warfare are able to synchronize these efforts with conventional sustainment units and integrate into signature HST events at their respective installations.

c. Some of the conventional sustainment training events include: WFX and CPX-F. These exercises can potentially be tailored to inject SOF equities into its design in order to test the procedures and capabilities of a unit participating in the exercise.

d. Although GSBs are constantly engaged in real-time mission support, getting back to basics has become essential. This includes a quarterly training briefing, adopting the Army 8 Step training Model and Sergeants Time Training.

e. GSB units have developed and increased SOF/CF interdependency by fostering relationships with adjacent units and installation supporting organizations and agencies at their respective garrison locations. A typical method is to attend corps or division transportation synchronization meetings, establishing relationships and participation with co-located conventional Sustainment Brigades, and their Log conferences. Understanding regional requirements and restraints and limitations on logistic support can help tailor sustainment training and interoperability needs for future mission sets.

Appendix N Operational Energy

N-1. Introduction

a. Operational Energy (OE) as defined in Title 10 United States Code “is the energy required for training, moving, and sustaining military forces and weapons platforms for military operations. The term includes energy used by tactical power systems, generators, and weapons systems”. Operational Energy also includes the energy associated with energy related systems, information, and processes required to train, move, and sustain forces and systems for military operations.

b. The Army Operational Energy Policy published in April 2013 states “Army operational energy is a critical enabler for the range of military operational capabilities from the individual Soldier to strategic levels.” Most important to this training strategy is the subparagraph under the policy to: “Establish an energy informed culture through education, training and awareness programs that values energy as a resource that enables enhanced capabilities (agility, endurance, flexibility, and resilience) and lowers operational risk”.

c. Operational Energy principles and practices are not separate tasks performed by individuals or units, but rather standards, conditions or enabling steps to tasks required for mission success. Operational Energy principles fit into the Army’s general learning outcomes of officers for accountability and stewardship and the 21st century NCO competence of accountability by reducing waste, extending reach and capacity, and reducing risk. To the extent possible, this training should be adaptive vice additive.

d. Operational Energy training belongs in each of the training domains focused on the tasks and requirements of the individual Soldiers and leaders as well as units.

N-2. Institutional Domain

a. *Initial Military Training (IMT)*. Training Operational Energy principles and practices begins at IMT. As recruits and officer candidates are transformed from citizens to Soldiers the first of many new experiences is living on a military installation. Just like the rest of the IMT, installation living comes with rules, regulations, and best practices which include the installation’s energy conversation program requirements. Many of the installation efforts and best practices serve as a transition to the Operational Energy program. Combining these efforts is feasible because many of the energy conservation behaviors required in garrison are identical to those Soldiers will encounter during both training and deployments for the duration of their careers.

b. *The technical components of Operational Energy* are currently taught in institutional Military Occupational Specialty (MOS) specific courses and may need to be added as determined by the proponent to other institutional courses.

c. *Professional Military Education (PME)*. The Army goal of a cultural change to an energy informed organization can only be realized if leaders embrace the Operational Energy policies, and best practices, and make energy informed decisions. To make energy informed decisions, leaders must identify, supervise and modify operational energy usage. Leaders must also train and reinforce energy best practices to subordinates and incorporate energy considerations in operational planning. Operational Energy training for leaders attending NCOES and OES will be available through study assignments, self-development or incorporated into resident training as recommended by the appropriate proponent school commandant. The TSPs will focus on

planning considerations, lessons learned and the employment of tactical electric power. Over time we will expand energy related planning and resource education into all levels of PME.

N-3. Operational Domain

a. The main focuses for OE training within the operational domain, are the practices of energy conservation, the tactical employment of electric power and the supervision of all levels of Soldiers operating and using energy within the operational environment.

b. *Home Station Training.* The technical training of this strategy focuses on Tactical Electric Power (TEP) generation and distribution which includes single source TEP generation systems between 0.5kW and 200 kW including associated distribution and storage devices. Devices below 0.5 kW are Soldier power and those above 200kW are prime power which is not included in this strategy.

c. The target audience for the TEP technical training is defined by roles and responsibilities and not confined to specific MOSs. The *operator* is the Soldier designated by the unit leadership to employ, operate, and maintain TEP generation and distribution equipment. The *power manager* is the designated supervisor (NCO, Warrant Officer, or Officer) assigned to manage TEP systems, analyze/develop site layout plans, and supervise overall operation of the TEP process. The 91D30 can serve as the *TEP advisor* and conduct the training for the *operators* and *managers*. A member of the company leadership team is responsible for ensuring the power management staff receives sufficient training to meet/maintain qualification standards.

d. *Generator Operator Course.* This course provides initial and sustainment training to personnel operating and maintaining tactical power generation and distribution equipment at the unit and battalion level. Training includes safety, HAZMAT Awareness, PMCS, services, documentation, and operational procedures that include proper installation of distribution equipment following approved plans. All military personnel and DA civilians must have an OF 346 (Military License) and demonstrate their proficiency in order to operate electrical power generating systems, 0.5 kW – 200kW. These operator courses are available and instructed at home.

e. *Leadership Training: Company Commander and First Sergeants' Pre Command Course (CC/FS PCC).* The CC/FS PCC includes a handout to provide the company leadership team information to transition their Soldiers from the installation's Energy Conservation Program to the Operational Energy requirements of tactical training and deployment and on their responsibilities in the employment of TEP generation and distribution equipment. CC/FS PCC located on Army Training Network, Operational Energy Program Inspection Process resourced in Module 11. https://atn.army.mil/dsp_template.aspx?dpID=270

f. *Contingency Training: Combat Training Centers (CTC)* Fort Irwin, California (NTC); Fort Polk, Louisiana (JRTC); and Hohenfels, Germany (JRMC). The U.S. Army Combat Training Center (CTC) Program is to provide highly realistic and stressful joint, combined arms training for Soldiers, leaders, and units according to Army and joint doctrine. The CTCs produce bold, innovative leaders to deal with complex situations, flexible Soldiers with the warrior ethos, and well-trained units in preparation for their wartime missions.

N-4. Self-Development Domain

a. The self-development domain expands and supports both the institutional and operational domains with training on specific elements of Operational Energy best practices, tactical employment, and considerations in planning. Self-development training focuses on

leadership roles in TEP employment, evolving technology, new doctrine, and non-standard equipment.

b. *Leadership Training.* Operational Energy planning requires assessing, resourcing, and monitoring energy requirements at various levels across the force structure. Operational Energy planning includes the unit Power Manager NCO/Officer assessing and monitoring TEP (requirements or usage), the company level commander resourcing and monitoring the usage, to the battalion and beyond commander assessing requirements across the command, resourcing them and monitoring the usage.

c. *Power Manager Training.* Power manager training provides the supervisor with enough technical knowledge to direct the work of the operator, review plans, and recognize properly established and utilized TEP generation and distribution equipment. The training is appropriate for NCO's, Warrant Officers, and Officers performing planning and supervising functions. The TSP will include IMI and lists of references suitable for use in unit training.

Appendix O

Army Medical Command

O-1. Army Medicine

a. The focus of this appendix is to highlight U.S. Army Medical Command (MEDCOM) integration efforts and collaboration with the Sustainment Center of Excellence. This collaboration is enabled by and directly supports AMCP2020 Programs of Effort "AMEDD Healthcare Education and Training Enterprise" and "Enhance Diplomacy" as well as the Surgeon General's Priorities: Combat Casualty Care; Readiness and Health of the Force; and Ready and Deployable Medical Force.

b. Army Medicine must account for new and emerging threats in the operational environment. As asymmetric threats increase, Army Medicine will support the Army's regionally aligned and tailored forces to each Geographic Combatant Commander leading to successful operations with our JIIM partners. Supported forces will include Medical Commands (Deployment Support), Medical Brigades and Multi-functional Medical Battalions.

c. Given the current and anticipated Operational Environment, it is imperative that we focus our effort to sustain and build integrated capabilities to prevent future conflicts and shape the strategic environment for stability. We must sustain trained and ready versatile medical forces as part of the integrated force to enable decisive action. We cannot accomplish this without a total force approach that includes innovative training methods to produce mission focused integrated forces.

d. As the Army Medical Department develops training for current and future operating environments, training, doctrine, and concepts we will continue to maximize economic efficiency across the force. In support of CASCOM training strategy for Sustainment operational forces at home station, MEDCOM employs integrated innovative training methods to produce mission focused, regionally aligned and globally responsive medical forces. MEDCOM's intent is to ensure innovative, integrated realistic training, whether at home station, an institution, or part of self-development that shapes medical professionals to form an agile, multi-disciplined force that supports the Army at every echelon.

O-2. U.S. Army Medical Command

U.S. Army Medical Command (MEDCOM) is the second largest Army Command. As a Generating Force, Army Medicine provides Army Forces support through the provision of trained and ready medical personnel. Army Medicine's 82,405 Active Component Soldiers, 93,725 Army Civilians and 160,679 United States Army Reserve Soldiers form a powerful medical team determined to keep Army Forces ready, fit and healthy.

O-3. Army Medical Command Mission

Army Medicine provides responsive and reliable health services and influences Health to improve readiness, save lives and advance wellness in support of the Force, Military families and all those entrusted to our care.

O-4. Army Medical Department Center and School

a. **Mission Statement.** We envision, design and train a premier military medical force for decisive action in support of our Nation.

1. Envision means looking at what the Army's medical force should look like and what it should be able to accomplish given the missions it can be expected to receive.
 2. Design means building the tactical medical units, approving their equipment sets, and developing the medical doctrine needed to provide quality healthcare in the field, whether the battlefield or the humanitarian assistance field.
- b. **Army Medical Department (AMEDD) Center and School Vision.** To be the foundation on which Army Medicine is built, sustained and transformed. "Army Medicine Starts Here".
- c. **AMEDD Center and School Strategic Priorities** in coordination with the CASCOM training strategy for Sustainment operational forces at home station:
1. **ENVISION** a concept of medical support to an Army:
 - a) That provides expeditionary, decisive land power to the Joint Force.
 - b) Is ready to perform the full range of military operations in support of combatant commanders.
 - c) Is ready to defend the Nation and its interests at home and abroad, both today and against emerging threats.
 2. **DESIGN** an expeditionary medical force that is:
 - a) Lightweight and rapidly deployable.
 - b) Scalable and mission-tailorable.
 - c) Prepared to support conventional and unconventional forces, other governmental agencies, civil authorities, and host nation governments.
 - d) Across the full range of military operations at home and abroad against existing and emerging threats.
 3. **TRAIN** our Soldiers and Army Civilians:
 - a) AW the Army Learning Model, Army Leader Development Strategy, Army Training Strategy, Army Mission Command Strategy, and Army Medicine 2020 Campaign Plan.
 - b) To understand the complex contemporary security environment, and serve as adaptive leaders with an expeditionary mindset, in support of a regionally engaged Army, Joint, Interagency, and Multinational task forces and teams
- d. **IAW MEDCOM 350-4, para 2-6, Commander, AMEDD Center and School will:**
1. Train and evaluate medical personnel for worldwide deployment in accordance with this regulation, AR 350-1 and AR 10-87.
 2. Establish AMEDD training requirements and develop products to support collective and individual training for military and civilian personnel in MTOE and Table of Distribution and Allowances (TDA) medical units.
 3. Ensure collective and individual tasks contain standards of practice applicable to both MTOE and TDA organizations.
 4. Support ODT within funding constraints and in support of unit, METL based, collective training opportunities in accordance with AR 350-9.
 5. Execute the systematic and progressive education of MEDCOM Soldiers and Army Civilian personnel in the health services field and:
 - a) Establish Noncommissioned Officer Education System (NCOES) courses to provide job proficiency training to all MEDCOM enlisted Soldiers.
 - b) Monitor Advanced Leaders Course (ALC) and Senior Leader Course (SLC) quota utilization (class input) for courses conducted at MEDCOM schools.

- c) Monitor class input for courses for which The Surgeon General (TSG) is the proponent and ensure appropriate prerequisites for enrollment are established and nonresident MEDCOM NCOES courses are established and maintained.
 - d) Conduct Noncommissioned Officer Academy (NCOA) instructional programs at the AMEDDC&S under TSG approved program of instruction (POI).
6. Program and budget for temporary duty (TDY) travel related to MEDCOM basic NCOES. The U.S. Army Health Professional Support Agency will program and budget for MEDCOM personnel to attend the Warrior Leader Course (WLC).
 7. Act as the Army's materiel developer, combat developer, and training developer for medical materiel systems.
 8. As required, support FORSCOM as supported command for -Sustainable Readiness
 9. Provide a representative to the FORSCOM biennial Sustainable Readiness Training Template and Event Menu Matrix (EMM) WG to review/revise templates and EMMs to ensure continued synchronization with METL and combined arms training strategy tasks.

O-5. Tactical Medical Training Strategy

The purpose of the United States Army Medical Department (AMEDD) Tactical Medical Training Strategy (TMTS) is to outline the AMEDD's tactical training strategy supporting unified land operations for the Army's core mission. The overarching strategy supports the concepts of and includes initial and sustainment medical training that uses a combination of techniques to support an advanced learning environment including a mixture of live, virtual, and constructive training. The training strategy will target individual skills and competencies as well as support collective tasks at all levels of the Tactical Combat Casualty Care (TCCC) continuum.

O-6. Combined Arms Training Strategy

CATS documents provide task-based event-driven training strategies, designed to assist the unit commander in planning and executing training events that enable the unit to build and sustain Soldier, leader, and unit proficiency in mission essential tasks. The CATS provides training events, frequency, and duration that a commander uses in developing unit training guidance, strategy, and calendars. The critical training events in CATS, Standards in Training Commission (STRAC), and Sustainable Readiness templates are the common building blocks for the commander's plan.

O-7. Other considerations

Other considerations must focus on civilian trends and requirements that affect individual licensure and national accreditation standards, which are integral to maintaining a healthcare system.

Appendix P

Training Support and Live, Virtual, Constructive and Gaming Enablers

P-1. Training Aids, Devices, Simulators, and Simulations

a. Training Aids, Devices, Simulators, and Simulations (TADSS) can assist with replicating the operational and mission variables of the complex Operating Environment (OE). These training support enablers allow leaders flexibility, increased capabilities to conduct demanding and realistic training at home station, time and budget savings, and an accurate assessment of proficiency. By blending live training with one or more of the available training enablers, leaders can expand both the size of the training area and the complexity of the OE to maximize training effectiveness.

b. The Army Training Support System (TSS) is a system of systems that provides the networked, integrated, and interoperable training support necessary to enable an operationally relevant training environment for Warfighters, across all three domains (operational, institutional, and self-development) and all three components (Active, National Guard, and Army Reserve). TSS supports training and education for all levels, from the individual to echelons above Corps. Within the TSS, the Army has over 900,000 TADSS distributed world-wide to ensure availability to support HST. Listed below are just a few of the TADSS available to sustainment unit leaders.

c. Depending upon Army Component type (e.g., Active, National Guard, and Army Reserve) and location, access to Army provided HST enablers will vary. Installation Management Command (IMCOM) Directorate of Plans, Training, Mobilization & Security (DPTMS) is the primary management agent for Army provided training aids, devices, simulators and simulations (TADSS). Another critical resource that unit leadership can use to quickly obtain information about local TADSS resources is the Army Training Network (ATN). The ATN's TADSS page provides a quick access link for limited searches in the Army's Training Support Materiel Army wide Tracking System (TS-MATS).

P-2. List of Common Training Aids, Devices, Simulators and Simulations

Maintenance Training System (MTS): The MTS is a suite of devices that provides maintenance training capabilities to the institution. It is composed of Diagnostic and Troubleshooting Trainers in addition to hands-on and part-task trainers. Diagnostic and Troubleshooting Trainers lessons are completed on a desktop computer station and provide a virtual view of each maintenance task. These lessons can be repeated with hands-on and part-task devices. It comes in Abrams, Bradley, High Mobility Artillery Rocket System (HIMARS), Laser, and Stryker variants.

Army Low Overhead Training Toolkit (ALOTT): The Army Low Overhead Training Toolkit (ALOTT) provides home station mission command training capabilities that bridge the training gap between large-scale JLCCTC-supported exercises and non-simulation supported unit training cycles. It is a collection of products designed to help train tactical unit commanders and staffs on the key elements of the Military Decision Making Process (MDMP) without the investment of significant numbers of support personnel and equipment. It is designed to bring enhanced command and staff training at the "crawl" and "walk" phases of the Army Mission Command Training Strategy.

Basic Electronics Maintenance Trainer (BEMT): BEMT is a commercial product used to teach electronics theory. The core of the system is a test console with an associated circuit card set to provide instruction in a multitude of specialties including basic electric motors, industrial controls, fiber optics, power supplies, network architectures, automotive electronics, avionics,

radio communications and advanced programmable logic control. The systems include representations of digital Test Measurement and Diagnostic Equipment (TMDE). In addition, when used with the appropriate software, the system can be set up to permit self-paced instruction in the classroom.

Counter Radio Electronic Warfare 2 (CREW2): CREW2 significantly enhances and advances the operational readiness and tactical proficiency of Soldiers in tactics, techniques and procedures during employment of the tactical CREW devices and subsequent Counter-Improvised Explosive Device (C-IED) measures. The system maintains full functionality of all switches, lights, indicators and procedures with the ultimate goal of providing a training simulator that replicates the equipment fielded to operational units. The CREW2 Training System is compatible and interoperable and interfaces with the currently fielded families of CREW and IED training devices. The CREW 2 training device operates on assigned frequencies, effectively disabling the detonation components of the training improvised detonation devices. CREW2 captures operationally significant Electronic Warfare-related events, configurations and settings to support an AAR.

Engagement Skills Trainer (EST): The EST provides initial and sustainment marksmanship training, static unit collective gunnery and tactical training, and shoot/don't shoot training. It supports the following three modes of training: marksmanship, squad/fire team collective and judgmental use of force. The system models multiple small arms weapons and is deployable with its own system shelter. All EST training scenarios are U.S. Army Training and Doctrine Command (TRADOC) validated.

Improvised Explosive Device Effects Simulator (IEDES): IEDES is programmed to be fielded and employed in a full spectrum of operations and conflicts by offering realistic detection and reaction training against IED threats. IEDES consists of wireless and manual tripwires and control devices to simulate the IED threat. IEDES includes a Module Control Unit, an Electronic Common Interface Device, a trip wire IED, booby traps and a suicide bomber's vest. The IEDES kit is a TADSS that will assist the Army in training the joint and individual service on operational support tasks, conditions and standards needed to achieve U.S. Military IED objectives. The IEDES is configured to simulate a small, medium, large, and extra-large explosive signature. The IEDES is designed to train key tasks of Explosive Hazards (EHs) defeat, to predict, prevent, detect, classify, neutralize, mark, report and record EH; and to protect personnel, equipment and facilities from EH effects. The Counter Radio Electronic Warfare 2 (CREW2) is compatible with IEDES to counter the threat of simulated IEDs. NOTE: The CREW 2 Training System is not included in the IEDES kit.

Home Station Instrumentation Training System (HITS): HITS supports collective maneuver training for platoon through battalion units. By integrating future and legacy tactical engagement simulation, HITS provides position location and weapons effects data for real-time exercise monitoring and AAR. HITS supports force-on-force and force-on-target training across the full spectrum of operations at a security level up to Secret System High. HITS is part of the Live Training Transformation–Family of Training Systems (LT2-FTS) and is based on the Common Training Instrumentation Architecture (CTIA). Common components such as exercise planning, exercise preparation, exercise control, AAR preparation and presentation in concert with CTIA services, processes, rules and standards support the full spectrum of training. HITS is interoperable with other external systems through applicable protocols. HITS provides the live domain for Live, Virtual, and Constructive Integrated Training Environment (ITE).

Instrumentable Multiple Integrated Laser Engagement System Individual Weapon System 2 (IMILES IWS 2): The IMILES Individual Weapons System 2 (IWS 2) is a man-worn, dismounted system, providing real-time casualty effects necessary for tactical engagement

training in direct fire force-on-force and instrumented training scenarios (Home Station Instrumentation Training System – (HITS) and Maneuver Combat Training Centers – (MCTCs)). Event data can be downloaded for use in an After Action Review and training assessment. The IWS 2 replaces Basic MILES man-worn systems at home stations and Maneuver Combat Training Centers (MCTCs) Army-wide in accordance with the I-MILES Basis of Issue (BOI).

Joint Land Component Constructive Training Capability (JLCCTC): JLCCTC is a modeling and simulation software capability that contributes to the joint training functional concept and the Army training mission area by providing the appropriate levels of modeling and simulation resolution as well as the fidelity needed to support both Army and joint training requirements. JLCCTC provides the simulated operational environment in which computer-generated forces stimulate and respond to the Mission Command (MC) processes of the commanders and staffs. JLCCTC models will provide full training functionality for leader and battle staff for the Army and the joint, intergovernmental, interagency and multinational (JIIM) spectrum. JLCCTC provides an interface to MC Systems allowing commanders and their staffs to train with their organizational real-world MC equipment. The targeted training audience is comprised of brigade and battalion battle staffs, functional Command Post (CP) training and full CP training.

Laser Marksmanship Training System (LMTS): The LMTS is a commercial off-the-shelf, laser marksmanship training system that supports the Army's marksmanship training strategy. Since it is light, transportable, uses either self-sustained power or power from a vehicle, and requires no fixed facility support, it is ideal for training scenarios in the field during the day or at night. The LMTS accommodates numerous weapons and calibers to include the M9 pistol, the M16 and M4 rifles, and the M249, M240 and M2 machine guns. It uses the Soldier's personal weapon, optics and accessories. LMTS allows units to conduct both initial and sustainment marksmanship training.

Medical Simulation Training Centers (MSTC): Medical Simulation Training Center (MSTC) systems are an Army training asset with a regional training requirement. They are located at 18 installations in both the contiguous United States (CONUS) and outside contiguous United States (OCONUS) locations. They deliver effective medical training with a standardized training platform for both classroom and simulated battlefield conditions. The MSTC program supports training for medical and non-medical personnel including Active Duty, Reserve, and National Guard, with priority given to deploying units. The MSTC's goal is to better prepare Soldiers, Sailors, Airmen and Marines for the application of medical interventions under combat conditions. The MSTC is a standardized family of supporting component systems that provides a framework fitted with reconfigurable, enabling technology and supporting training devices. Some of the training devices are the Virtual Patient System (VPS), Instruction Support System (ISS), Medical Training Command and Control (MT-C2) system, and the Medical Training Evaluation System (MTES). The MSTC training components include a computerized bleed-breathe manikin that is weighted and airway equipped, partial task trainers and associated equipment. Enabling technology includes audiovisual enhancements, camera surveillance capability, computer labs, and control rooms with a remotely managed training platform.

Reconfigurable Vehicle Tactical Trainer (RVTT) System: RVTT is a system within CCTT that includes the Reconfigurable Vehicle Simulator (RVS), which was originally designed to train the Armored Reconnaissance Platoons and sustainment units supporting the Armor Brigade Combat Team (ABCT). RVTT has evolved to support the Infantry Brigade Combat Team (IBCT, Airborne, Rangers and Special Forces units as well as Improvised Explosive Device-Defeat (IED-D) training. The RVTT simulator provides training for selected combat and tactical wheeled vehicles. RVTT complements the CCTT family with a representation of a wide variety of wheeled vehicles, including multiple variants of the High Mobility Multi-purpose Wheeled Vehicle (HMMWV) and Heavy Expanded Mobility Tactical Truck (HEMTT).



Figure P-4 RVTT system

U.S. Army Games for Training Program:

1. Virtual Battle Space 3 (VBS3): U.S. Army VBS3 is a 3-D, first-person, games-for-training platform that provides realistic, semi-immersive environments, dynamic terrain areas, hundreds of simulated military and civilian entities, and a range of geo-typical (generic) as well as actual geo-specific terrains. U.S. Army, U.S. Marine Corps and multinational equipment is modeled. Over 100 users can join the same exercise on a network. A 3-D scenario editor is included as well as a robust After Action Review capability. VBS3 is compatible with DIS and HLA in order to provide integration with Live, Virtual and Constructive architectures.

2. Bilateral Negotiation Trainer (BiLAT): BiLAT is a 3-D software simulation designed to provide an immersive and compelling training environment to practice skills in conducting meetings and negotiations in a specific, cultural context. Students virtually assume the role of a U.S. Army officer to conduct a series of bi-lateral meetings with local leaders to achieve mission objectives.

3. Operational Language and Culture Training System (Iraqi, Dari, Pashto): The Operational Language and Culture Training System is a suite of game-based courses and simulations. The courses are self-paced, interactive “serious games” with numerous research-based pedagogic and technologic innovations that enable rapid and sustained learning of foreign languages and cultures.

P-3. Training Aids, Devices Simulators and Simulations for Convoy Protection Platform Gunnery Program Training

To successfully conduct decisive action in any Operational Environment (OE), crews must be technically competent and tactically proficient in the employment of their platform weapon systems. Soldiers must develop and sustain tactical skills that allow them to maneuver effectively and survive on the battlefield. This combination of weapon system marksmanship and tactical skills training is essential for total weapon system proficiency. Refer to the Convoy Protection Platform Gunnery and Live Fire Exercises for Sustainment Units, TC 4-11.46.

Because of the high cost of ammunition and high operational tempo of training areas, the use of TADSS at home station is becoming increasingly more important. Trainers must identify the specific resources that increase a unit's ability to train, sustain, and evaluate live fire and tactical training. DA PAM 350-38, Standards in Weapons Training, specifies simulator training requirements and skills sustainment intervals for certain weapons and weapon system

platforms. Table P-1 (TADSS & Systems Supported) offers a quick reference of the TADSS that relate to specific systems.

Table P-1 TADSS & Systems Supported

TADSS	System Supported
Training Aids	
Dummy Rounds	Common
Laser Target Interface Device (LTID)	Common
Recognition of Combat Vehicle (ROC-V)	Common
Range Flags	Common
Scale Models	Common
Devices (Appended Equipment)	
Multiple Integrated Laser Engagement Systems (MILES)	Common
Simulators and Simulations	
Battlefield Effects Simulator (BES)	Range - Common
Common Remotely Operated Weapon Station (CROWS) Desktop Trainer	CROWS Equipped vehicles
Engagement Skills Trainer (EST) 2000	Individual and Crew Weapons through MK19
Laser Marksmanship Training System-Individual (LMTS)	Individual Weapons
Common Driver Trainer (CDT)	MRAP and M-ATV
Combined Arms Tactical Trainer (CATT) (Family of Systems)	HMMWV
Close-Combat Tactical Trainer (CCTT) Close-Combat Tactical Trainer Reconfigurable vehicle Simulator (CCTT-RVS) (CATT Subsystem)	HMMWV -HEMMT
Close Combat Tactical Trainer-Reconfigurable Vehicle Tactical Trainer (CCTT-RVTT)	HMMWV -HEMMT
Dismounted Soldier Training System (DSTS)	Individual and Crew Weapons
HMMWV Egress Assistance Trainer (HEAT)	HMMWV
MRAP Egress Trainer (MET)	MRAP
VBS3	Common
Virtual Combat Convoy Trainer (VCCT)	HMMWV-Specific
Virtual Convoy Operations Trainer (VCOT)	HMMWV

Crew Simulation Training Assessment, Strategies: Crew simulation training focuses on the Vehicle Commander (VC) and gunner, and when possible commanders and senior gunners should include the entire crew must be part of any simulations training. In order to achieve the commander’s training objectives, goals and desired level of proficiency a simulation training strategy is built to complement the gunnery training strategy. The simulation strategy is designed with fundamental building blocks system to provide for individual, crew, and collective methodologies. Example of simulations required for executing CPP gunnery table, see Table P-2 (Example Simulations Required for Executing a CPP Gunner Table).

Table P-2 (Example Simulations Required for Executing a CPP Gunner Table)

Platform	Device	Method				GTLF Scenario	Remarks
		Primary	Alternate	System Generated	Unit Senior Gunner Developed		
RWS	Desk Top Trainer	X		X		System-generated scenario.	
	VBS-3	X			X	Senior Gunner-developed scenario	
	ET	X			X	Senior Gunner-developed scenario	
Pintel	VBS-3	X			X	Senior Gunner-developed scenario that uses the Required Performance Measures. Evaluation must be done with VCE.	
	RVTT		X		X		
	RVS		X		X	Measures. Evaluation must be done with VCE.	
	VCOT	X		X		System-generated scenario	
	VCCT		X		X	Senior Gunner-developed scenario that uses the Required Performance Measures. Evaluation must be done with VCE.	
	EST					Least preferred method. Units should seek a primary training device for training. Crew must progress through all scenarios available for the weapon system. Once complete the record fire scenario will be evaluated and must be past.	
		X		X			

Engagement skills trainer (EST)
 Reconfigurable vehicle simulator (RVS)
 Reconfigurable vehicle tactical trainer (RVTT)
 Remote weapons system (RWS)
 Embedded Trainer (ET)
 Virtual Convoy Trainer (VCCT)
 Virtual Combat Operations Trainer (VCOT)

P-4. Command Post Exercise – Functional

With the closing of the Command Post Exercise – Sustainment (CPX-S) program, a training gap is created where there is no established capability for Expeditionary Sustainment Commands (ESC) and Sustainment Brigades (SB) to conduct an exercise focused on their core competencies of synchronizing the complex elements of operational level sustainment managed by the Support Operations (SPO) Staff which account for 80 percent of their Mission Essential Tasks.

a. In order to bridge the training gap, the Sustainment Center of Excellence (SCoE) Command Post Exercise – Functional (CPX-F) Warrior Training Support Package (WTSP) was created and designed to bridge known training gaps and to provide the unit’s Training Readiness Authority (TRA) and supporting Mission Command Training Complex (MCTC) the necessary components and “how-to” to execute training developed specifically for Brigade (+) Sustainment formations. The CPX-F purpose is to develop a home station, functionally focused training event designed to drive the unique multi-functional brigade and higher unit sustainment warfighting requirements in order to meet unit staff proficiency and prepare SB and ESC HQs for their mission command focused, WFX by replicating/simulating the voluminous mission command and functional systems data environment to drive/stimulate functional staff training. It is a “crawl-walk” home station event (not evaluation) that targets the tasks that are critical for Sustainment formation proficiency while also driving those critical tasks that are SPO centric.

b. A Training Circular (TC) has been prepared to assist sustainment units in executing the CPX-F. Training Circular 4-93 is a “how-to” guide focused on providing exercise planners a step-by-step process for executing CPX-F for an ESC and SB headquarters.

P-5. Unit’s Responsibility

As soon as possible the unit’s leadership should access the CPX-F Warrior Training Support Package (WTSP) on the CPX-F AKO website. The TSP can be accessed directly on AKO at <https://www.us.army.mil/suite/folder/40850874>. Figure P-1 shows a screen shot of what the CPX-F AKO share point folders look like if you click on one of the CPX-F folders.



Figure P-1. SharePoint Snapshot

If accessing through the SUOS home page, click on the “SB” button to go to the Sustainment Brigade Training page. In the “Training Menu” section, click on “Training Support Packages (TSP)”. On the TSP page, under the Command Post Exercise Functional (CPX-F) TSP header, click on “Click Here” to go to the AKO website.

The TSP contains ten annexes, each with multiple appendices. It is comprehensive and, while every effort was made to make it "user friendly", it can be overwhelming initially. Training Audience (TA) leadership should first read through the basic TC for an overview of the exercise purpose, the construct of the exercise, and explanations of the major elements and responsibilities for exercise planning and execution. The next step should be to refer to Annex A (EVENT PRODUCTS AND TEMPLATES), Appendix 1 (ELC CHECKLIST). The Exercise Life Cycle (ELC) Checklist will give the TA a sequential listing of the major tasks to be performed before exercise execution, and who has the primary responsibility for each task beginning with pre-Concept Development Conference preparation through exercise execution.

a. The ELC is based on a minimum of six months planning time prior to execution. After reviewing the TC and the ELC Checklist and as early as possible, TA leadership in conjunction with the Training Readiness Authority (TRA) should identify, by name, who will be filling key positions for exercise execution. At a minimum, these positions include the Master Scenario Events List (MSEL) Manager, the Higher, Adjacent, Lower, Supported and Supporting (HALSS) Officer in Charge (OIC), the Chief Observer Trainer (CHOT), the Deputy Exercise Director, and Senior Controller. Each of these positions is critical during execution and requires the highest

degree of familiarity with the scenario and products that will guide pre-exercise training, and control the pace and integrity of the exercise. It is not only critical to identify these positions early, it is equally crucial to assign individuals who will be available during the entire life cycle.

b. Once identified, these key billet holders should refer to the specific annex that provides the guidance and products required to meet the requirements of their position:

Annex A (EVENT PRODUCTS AND TEMPLATES). In addition to the ELC Checklist, the appendices in this annex include the exercise battle rhythm (BC2WG), battle rhythm “quad” charts, and outlines and schedules for pre-exercise training. All key personnel should be familiar with this Annex.

Annex C (EVENT SUPPORT MANNING DOCUMENT). The baseline document used by the Training Readiness Authority (TRA) for staffing and tasking units for exercise support personnel (response cells, OTs, etc.).

Annex D (MSEL PRODUCTS). The start point for the individual designated as MSEL Manager. The Annex contains instructions on accessing the JMSEL web site, JMSEL registration, and the pre-exercise training the MSEL Manager must conduct. By STARTEX, the manager must be totally familiar with the MSEL construct, storylines, storyboards and tailoring the individual implementers that support MSEL injects.

Annex E (RESPONSE CELL 101). The start point for the HALSS OIC, The appendices include the pre-exercise presentation the HALSS OIC gives to the various response cells and a “how to” for role playing and MSEL inject preparation.

Annex F (OBSERVER TRAINER 101). The start point for the CHOT, The appendices contain the pre-exercise training presentation given by the CHOT to Observer/Trainers (OT), guidance on developing the OT collection plan, and preparation of the post exercise Facilitated After Action Report (FAAR).

Annex H (SIMULATION AND COMMUNICATIONS ARCHITECTURE). The start point for the TA S6/G6 in developing the exercise network, equipment required, and work station layouts. The appendices provide valuable information as the S6/G6 conducts pre-exercise coordination with the MCTC.

c. In addition to executing the requirements covered in specific annexes, each of these positions must be familiar with information contained in Annex B (SCENARIO AND TACTICAL PRODUCTS), particularly Appendices 1 (Road to War), 2 (Scenario), and 4 (21st TSC Concept of Support). Operations Orders for higher commands are contained in separate folders within the annex.

d. There are two other major aspects of the exercise that require early and close coordination by the TA but are largely the responsibility of outside agencies.

1) The first, staffing the Event Support Manning Document (ESMD) found in Annex C, is best accomplished by the TRA. The ESMD lists those personnel required to support the exercise as HALSS role players, observer/trainers (OT) and exercise control. Since these personnel will come from units external to the TA, the TRA's authority to direct and task is essential to gathering personnel with the recommended MOSs and grade. Again, the staffing process should start as early in the ELC as possible.

2) The second requirement for outside coordination is establishing and maintaining contact with the Mission Command Training Center (MCTC) where the exercise will be conducted or from where it will be distributed to the TA's home station. The MCTC has the responsibility for downloading and administering the JDLM exercise database. They are also instrumental in assisting the TA in developing and building the exercise data/communications

network. Since MCTCs have varying levels of expertise and capabilities, their early access to the JDLM database and continuing coordination on exercise network architecture is essential.

e. Planning, coordinating, and executing a multi-functional sustainment exercise at the sustainment brigade or expeditionary sustainment command level is not an easy undertaking. The key to success is making use of the entire exercise life cycle. For primary White Cell personnel, familiarity with the training to be conducted and the responsibilities of your role will make any exercise artificialities transparent to the Training Audience. For the TA, using the six or more month pre-exercise time to conduct the MDMP process, develop operations orders, concepts of sustainment, or SOPs and battle drills will allow them to take full advantage of the exercise to develop, assess and refine the complex processes required to provide sustainment at the operational level.

P-6. Home Station and Combat Training Center Integration

As the Army transitions from an ‘Army at War’ to an ‘Army of Preparation’ the two fundamental Army requirements are training and leader development. The current CTC Decisive Action Training Environments (DATE) is currently BCT centric with relatively small EAB, CSSB minus, participation. In order for EAB units, such as SBs and ESCs, to enhance their unit home station sustainment training in support of Decisive Action (DA) operations, CASCOM, in support of TRADOC efforts, has a vision of virtually linking future CTC DATE rotational units with EAB sustainment unit HST.

a. The concept of virtually linking unit CTC DATE rotations to EAB home station sustainment is depicted in figure P-2:

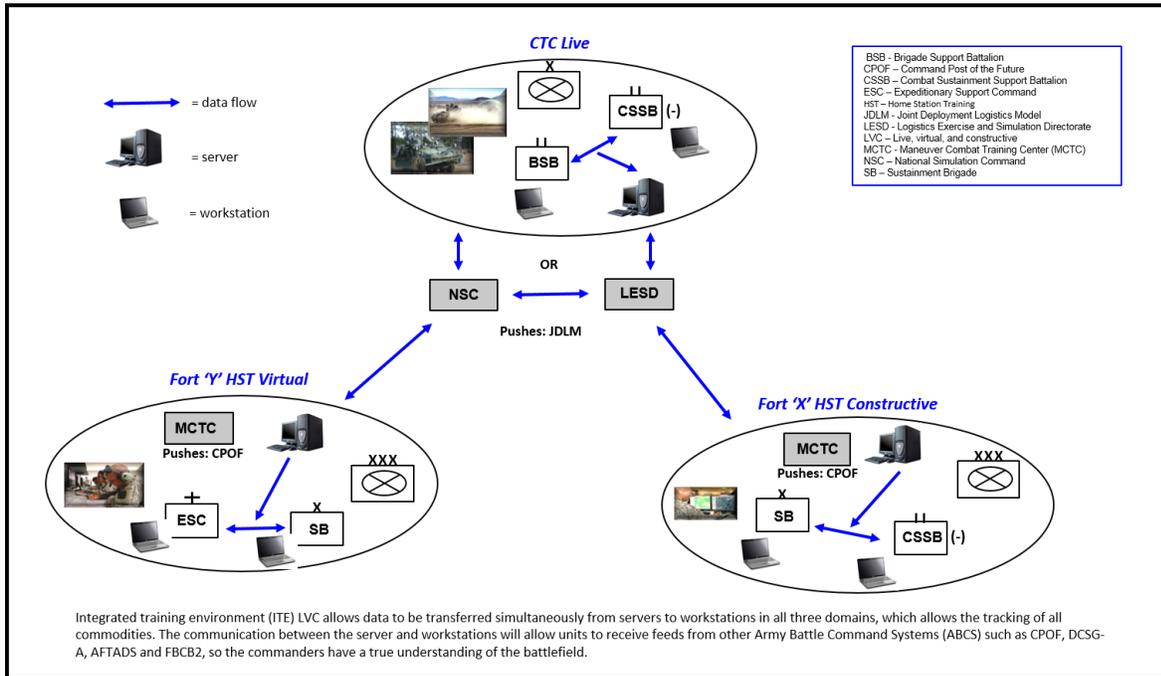


Figure P-2. CTC Virtual Link Concept

b. The methodology is to use the capabilities of the fielding of the Integrated Training Environment (ITE), which will allow linkage of multiple simulators and live players so they can interact in a seemingly expansive exercise.

c. The virtual portion includes various simulators, such as the Aviation Combined Arms Tactical Trainer (AVCTT), a helicopter simulator; the Close Combat Tactical Trainer (CCTT), which simulates tanks and other computerized simulations.

d. The constructive training components, where Soldiers control computer-generated forces, combine with the live and virtual data at a central command point. Commanders can then make decisions based on all of the amassed information — and the various live, virtual and constructive components will be indistinguishable from one another.

P-7. Integrate Sustainment Units into Army Service Component Commands Exercises.

The CASCOM and Logistics Exercise and Simulation Directorate (LESD)/CAC-T has developed game-changing solutions, by creating training opportunities and integrating multiple sustainment units into regional exercises. The linkage into ASCC exercise will provide a sustainment unit with the familiarization of a unique support requirements associated with a particular environment. The collaboration will prepare them with the means to support any contingency.

a. The linkage concept drives the SecDef's Army Total Force Policy by increasing multi-compo and multi-echelon training opportunities for Sustainment HQs staffs. Also, it address four of the Army Warfighting Challenges.

b. The linkage will provide the visibility, which will facilitate the Army's transition to sustain Decisive Actions in support of Unified Land Operations; additionally, providing opportunities for SB/ESC that will help to train them to support future Sustainment requirements. Figure P-3 visually describes the linkage for the integration of Sustainment units into an ASCC.

Executing units must consider the following factors:

- Coordination with the hosting unit for approval
- Coordination with your Mission Training Center and the Korea Battle Simulation Center
- Identify the Network requirements
- Exercise Scenario
- The executing unit must integrate into Exercise Life Cycle, in order to identify any short falls.

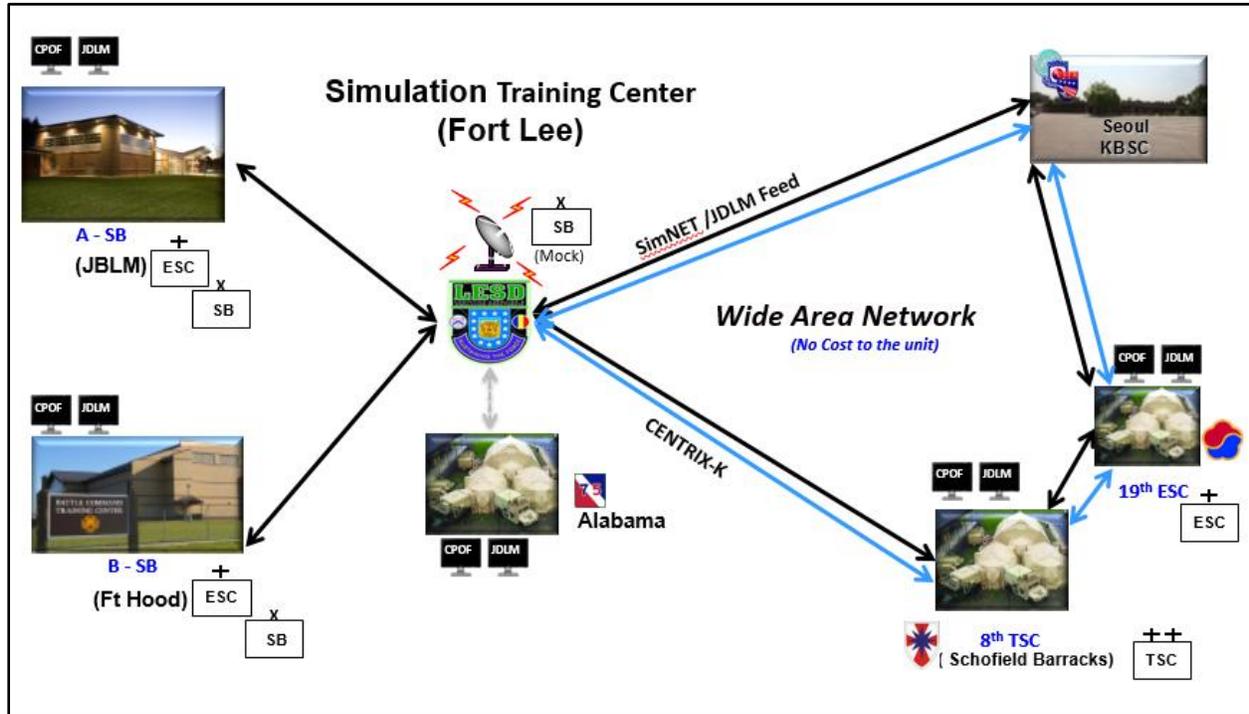


Figure P-3. The Concept of Integrating Sustainment Units into ASCC Exercises

Glossary

AAR	After Action Review
ABCS	Army Battle Command Systems
AC	Active Component
ACC	U.S. Army Contracting Command
ACSA	Acquisition and Cross Servicing Agreements
ADP	Army Doctrine Publication
ADRP	Army Doctrine Reference Publication
AERF	Army Early Response Force
AFPD	Available Force Pool Date
AFSB	Army Field Support Brigade
AGS	Adjutant General School
AIS	Automated Information Systems
AKO	Army Knowledge Online
ALMS	Army Learning Management System
ALT	Acquisition, Logistics and Technology
ALT-IO	Acquisition, Logistics and Technology – Integration Office
ALU	Army Logistics University
AMCOM	Army Aviation and Missile Life Cycle Management Command
AMEDD	Army Medical Department
AMC	Air Mobility Command
AOC	Army Operating Concept
AOR	Area of Responsibility
APOD	Aerial port of debarkation
APS	Army Prepositioned Stocks
AR	Army Reserve or Army Regulation
ARFORGEN	Army Force Generation
ARNG	Army National Guard
ARRTC	Army Reserve Readiness Training Center (USAR Training Facility)
ARSOAC	Army Special Operations Aviation Command
ARSOF	Army Special Operations Forces
ARTS	Army Reserve Training Strategy
ASA FM&C	Assistant Secretary of the Army for Financial Management and Comptroller

ASC	Army Sustainment Command
ASCC	Army Service Component Command
ASI	Additional Skill Identifier
ASA (ALT)	Assistant Secretary of the Army (Acquisition, Logistics and Technology)
AT	Annual Training
ATFP	Army Total Force Policy
ATN	Army Training Network
ATS	Army Training Strategy
ATRRS	Army Training Requirements and Resources System
BCT	Brigade Combat Team
BEMT	Basic Electronics Maintenance Trainer
BSA	Brigade Sustainment Area
BSB	Brigade Support Battalion
CAC	Common Access Card
CAC-T	Combined Arms Center – Training
CALL	Center for Army Lessons Learned
CASCOM	Combined Arms Support Command
CASEVAC	Casualty Evacuation
CATS	Combined Arms Training Strategies
CCDR	Combatant Commander
CCTT	Close Combat Tactical Trainer
CDDP	Command Deployment Discipline Program
CDID	Capabilities Development and Integration Directorate
CECOM	Communication-Electronics Command
CERP	Commanders Emergency Response Program
CF	Conventional Forces
CG	Commanding General
CGSC	Command and General Staff College
COE	Contemporary Operating Environment
CONUS	Continental United States
COP	Common Operating Picture
COR	Contracting Officer Representative
CP	Command Post
CPOF	Command Post of the Future
CPX	Command Post Exercise

CPX-F	Command Post Exercise – Functional
CPX-S	Command Post Exercise – Sustainment
CSA	Chief of Staff of the Army
CSH	Combat Support Hospital
CSSB	Combat Sustainment Support Battalion
CSTP	Combat Support Training Program
CSTX	Combat Support Training Exercise
CTC	Combat Training Center
CTE	Culminating Training Event
DA	Decisive Action or Department of the Army
DATE	Decisive Action Training Environment
DCMA	Defense Contract Management Agency
DCS	Defense Collaboration Services
DDOC	Deployment Distribution Operation Center
DDS	Data Distribution Service
DFAS	Defense Finance and Accounting Service
DL	Distributed Learning
DLA	Defense Logistics Agency
DMC	Distribution Management Center
DOD	Department of Defense
DSCA	Defense of Civil Authorities
DTAS	Deployed Theater Accountability System
DTMS	Digital Training Management System
DTT	Doctrinal Training Teams
EAB	Echelons Above Brigade
ELC	Exercise Life Cycle
EOD	Explosive Ordnance Disposal
ERP	Enterprise Resource Planning
ESC	Expeditionary Sustainment Command
EXORD	Executive Order
F/MF	Functional/Multi-functional
FM	Financial Management or Field Manual
FMS	Financial Management School
FORSCOM	U.S. Army Forces Command
FSC	Forward Support Company

FSD	Field Services Division
FST	Forward Surgical Team
FTX	Field Training Exercise
GCC	Geographic Combatant Command
GSB	Group Support Battalion
GCSS-A	Global Combat Support System-Army
GFEB	General Funding Enterprise Business System
HALSS	Higher, Adjacent, Lower, Supported and Supporting
HAZMAT	Hazardous Materials
HEMTT	Heavy Expanded Mobility Tactical Truck
HHQ	Higher Headquarters
HITS	Home station Instrumentation Training System
HMMWV	High Mobility Multi-purpose Wheeled Vehicle
HN	Host Nation
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HR	Human Resources
HRC	Human Resources Command
HROB	Human Resources Operations Branch
HRSC	Human Resources Sustainment Center
HST	Home Station Training
IAW	In Accordance With
IED	Improvised Explosive Device
IMT	Initial Military Training
IMI	Interactive Media Instruction
ISB	Intermediate Staging Base
ISO	In Support Of
ISX	Integrated Staff Exercise
ITE	Integrated Training Environment
JDLM	Joint Deployment Logistic Model
JIIM	Joint, Interagency, Intergovernmental and Multinational
JLC	Joint Logistics Course
JLCCTC	Joint Land Component Constructive Training Capability
JLOTS	Joint Logistics Over-The-Shore
JMC	Joint Munitions Command

JMSEL	Joint Master Scenario Event List
JOA	Joint Operations Area
JOTA	Joint OCS Training and Assessment
JRTC	Joint Readiness Training Center
JSOTF	Joint Special Operations Task Force
JTF-PO	Joint Task Force Port Opening
KM	Knowledge Management
L2	Lessons Learned
LCC	Land Component Commander
LOGCAP	Logistics Civil Augmentation Program
LESD	Logistics Exercise and Simulation Directorate
LIS	Logistics Information System
LFX	Live Fire Exercise
LRC	Learning Resource Center
LSOC	Leveraging Sustainment Organizations CONUS
LVC-G	Live Virtual Constructive – Gaming
MARRS	Mission Analysis Readiness Resource Synchronization
MA	Mortuary Affairs or Mission Analysis
MCB	Movement Control Battalion
MCT	Movement Control Team
MCTC	Maneuver Combat Training Center
MCTSP	Mission Command Training Support Program
MCS	Mission Command System
MCTP	Mission Command Training Program
MEDBDE	Medical Brigade
MEDEVAC	Medical Evacuation
METL	Mission Essential Task List
METT-TC	Mission, Enemy, Terrain and Weather, Troops and Support Available, Time Available, Civil Considerations
MISOC	Military Information Support Operations Command
MLC	Medical Logistics Company
MDMP	Military Decision Making Process
MMB	Multi-functional Medical Battalion
MMT	Military Mail Terminal
MOS	Military Occupational Specialty

MSEL	Master Scenario Event List
MTC	Mission Training Complex
MTOE	Mission Table of Organization and Equipment
MTT	Mobile Training Team
NTC	National Training Center
NCO	Noncommissioned Officer
NCOA	Noncommissioned Officer Academy
NET	New Equipment Training
NIPR	Non-Secure Internet Protocol Router
NSC	National Simulations Center
OASS	One Army School System
OBJ-T	Objective Training
OCS	Operational Contract Support
OC/T	Observer Controller/Trainer
OD	Ordnance
ODS	Ordnance School
ODT	Overseas Deployment Training
OE	Operational Environment
OIL	Observations, Insights, and Lessons
OEF	Operation Enduring Freedom
OIC	Officer in Charge
OPLAN	Operations Plan
OPTEMPO	Operating Tempo
PA	Property Accountability
PPC	Pre-Command Course
PEC	Professional Education Center (ARNG Training Facility)
PMCS	Preventive Maintenance Checks and Services
PME	Professional Military Education
POI	Programs of Instruction
POM	Program Objective Memorandum
PWD	Petroleum and Water Department
QM	Quartermaster
QMS	Quartermaster School
R-CAAT	Reverse Collection and Analysis Team
RC	Reserve Component

ROC	Rehearsal of Concept
RSOD	Ranger Support Operations Detachment
RSOI	Reception Staging Onward Movement and Integration
RTS-M	Regional Training Site – Maintenance
RVTT	Reconfigurable Vehicle Tactical Trainer
SB	Sustainment Brigade
SB (SO) (A)	Sustainment Brigade (Special Operations) (Airborne)
SCoE	Sustainment Center of Excellence
SDDC	Surface Deployment and Distribution Command
SIS	Sustainment Information System
SPO	Support Operations
SR	Sustainable Readiness
STAFFEX	Staff Training Exercise
STC	Sustainment Training Center
STS&G	Sustainment Training Strategy and Guide
STX	Situational Training Exercise
STRAC	Standards in Training Commission
SOC	Sustainment Operations Center
SOF	Special Operations Forces
SOP	Standing Operating Procedures
SUOS	Sustainment Unit One Stop
SKN	Sustainment Knowledge Network
SPM	Single Port Manager
SRM	Sustainable Readiness Model
SSA	Supply Support Activity
SSI	Soldier Support Institute
STP	Soldier Training Publication
SVPB	Sustainment Virtual Playbook
SWfF	Sustainment Warfighting Function
TA	Training Authority
TAC	Tactical Command Post
TACOM	Tank-Automotive and Armaments Command
TADSS	Training Aids, Devices, Simulators, and Simulations
TAGD	The Adjutant General Directorate
TBX	Transportation Brigade (Expeditionary)

TC-AIMS	Transportation Coordinators Automated Information for Movement System
TEWT	Tactical Exercise without Troops
TMTS	Tactical Medical Training Strategy
TOE	Table of Organization and Equipment
TPS	Tactical Personnel System
TRA	Training Readiness Authority
TSC	Theater Sustainment Command
TSP	Training Support Package
TSPC	Theater Sustainment Planners Course
TSS	Training Support System
TRADOC	Training and Doctrine Command
TRAP	Training Resources Arbitration Panel
TSOC	Theater Special Operations Command
TTOE	Transportation Theater Opening Element
TTP	Tactics, Techniques and Procedures
TWI	Training With Industry
ULO	Unified Land Operations
UMT	Unit Ministry Team
USAFMCOM	U.S. Army Financial Management Command
USAR	United States Army Reserve
USARC	United State Army Reserve Command
USARCENT	U.S. Army Central
USAREUR	U.S. Army Europe
USARPAC	U.S. Army Pacific
UTES	Ultimate Training Exercise Systems
UTP	Unit Training Plan
USAMC	United States Army Materiel Command
USASOC	United States Army Special Operations Command
USTRANSCOM	United States Transportation Command
WAREX	Warrior Exercises
WFX	Warfighter Exercise
WTSP	Warrior Training Support Package
XCTC	Exportable Combat Training Capability
XO	Executive Officer