

Sustainment Training Enablers to Enhance Army Readiness

■ By Maj. Gen. Darrell K. Williams and Kevin M. Born



“The sustainment community must provide the best and most realistic training possible to produce experienced and competent sustainment leaders who are committed to the profession of arms.”

The chief of staff of the Army’s number one priority is readiness. To meet readiness goals, sustainment formations must train and maintain their ability to rapidly deploy, set the theater, and provide timely support in a decisive action environment with a hybrid threat. They must accomplish this in order to sustain maneuver formations by ensuring freedom of action, extending operational reach, and prolonging the endurance of Army, joint, and allied forces.

Field Manual 7-0, *Train to Win in a Complex World*, states that “training is the cornerstone of readiness.” In order to win in a complex world, the sustainment community must provide the best and most realistic training possible to produce experienced and competent sustainment leaders who are committed to the profession of arms.

To meet this goal, sustainers must overcome several knowledge gaps that have emerged in recent years. The Army’s deployments to Iraq and Afghanistan heavily influenced our current generation of sustainment leaders who grew up in an environment where success in training was largely measured by mandated pre-deployment requirements.

As a result, many of these noncommissioned officers, officers, and warrant officers have limited experience in the how-to of the Army’s structured training environment, which was so familiar to prior generations of sustainment leaders. Significant changes in force structure, mission command, and doctrine presented new challenges for our senior sustainment leaders in planning tough, realistic, performance-based training

within brigade and higher sustainment formations.

The Army is transitioning back to a structured training environment and is implementing Sustainable Readiness and Objective Training (Objective T) to build and assess training. In response, the Combined Arms Support Command (CASCOM) has published two documents to mitigate knowledge gaps and provide sustainment units with how-to guidance for training sustainment formations and implementing sustainment leader development.

The newly updated Sustainment Training Strategy and Guide (STS&G) and the Sustainment Leader Development Implementation Plan (SLDIP) are companion publications that together focus on the three domains of training: institutional, self-development, and operational.

STS&G

First published in August 2014 and updated in November 2016, the STS&G provides a road map and a way ahead to help commanders meet unit training proficiency standards. This strategy and guide applies to the total sustainment force, both in the active and reserve components, and all Army organizations that provide sustainment-related training and training support.

The STS&G builds upon the Training and Doctrine Command’s Enhanced Realistic Training initiatives that support all active, National Guard, and Army Reserve units in the areas of logistics, personnel services, and health service support. The 2016 revision reflects the fundamental changes in training and readiness reporting that take place with

the implementation of Sustainable Readiness and Objective T.

The STS&G builds upon home-station training initiatives that support all Army 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 worldwide.

The STS&G is a living document that addresses our training challenges and provides recommended solutions as well as a way forward for progressive training of sustainment units.

The STS&G provides updates in the following critical areas.

Provides Sustainable Readiness resources. The STS&G provides an overview of the Sustainable Readiness Model. This model will assist sustainment formations in brigade combat teams as well as multifunctional and functional units at echelons above brigade in defining their progressive training strategy.

The STS&G also outlines requirements of the new Objective T mission-essential task list (METL), provides an appendix with samples of newly published Department of the Army standardized sustainment METLs (from the theater sustainment level to the company level), and details live-fire exercise requirements specific to sustainment units.

Provides comprehensive information on total force sustainment training centers. The STS&G provides information on all training centers that provide sustainment unit training resources, including combat training centers, the Mission Command Training Program, mission training complexes, and the Army National Guard Sustainment Training Center. There are specific appendices within the guide for National Guard and Reserve units, which make up most of our echelons-above-brigade sustainment force structure.

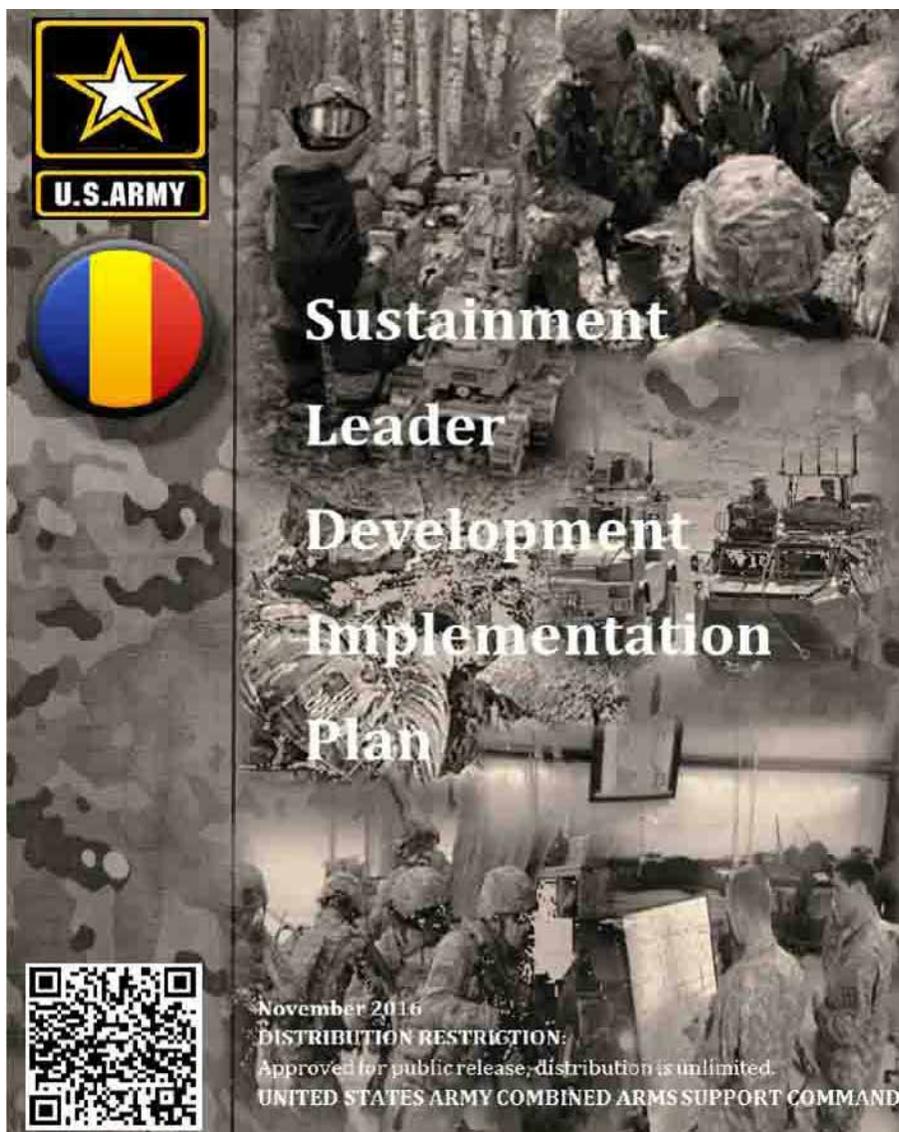
Provides comprehensive sustainment proponent strategies and training resources. Integrated with the Army Training Strategy, the STS&G

includes comprehensive proponent strategies that identify sustainment training priorities that influence the development and execution of the Army's Program Objective Memorandum. Appendices provide in-depth proponent school strategies and training resources to support the operational force.

Proponent strategies are focused on supporting home-station training objectives and provide linkage to key proponent initiatives such as the Quartermaster School's Command Supply Discipline and Property Accountability Programs, the Transportation School's Command

Deployment Discipline Program, the Ordnance School's Unit Diagnostics Immersion Program, and the Soldier Support Institute's Learning Resource Center for the Adjutant General and Financial Management Schools. Operational contract support and training aids, devices, simulators, and simulations are also key areas emphasized within the appendices.

Focuses on decisive action. In coordination with the Army G-4's Logistics Strategic Planning Guidance, the STS&G recognizes the importance of depending on sustainment formations to provide critical, syn-



The Sustainment Leader Development Implementation Plan addresses how Army leader attributes and competencies apply to sustainers.

chronized support for decisive action in the areas of force projection, force reception, onward movement, distribution management, and materiel management.

The strategy provides definitions for these activities and details for training on these critical functions. Additionally, it integrates the roles of our strategic partners in special operations, the Defense Logistics Agency, the U.S. Transportation Command, the Army Materiel Command, and other key organizations.

Provides an expanded discussion on institutional and collective training enablers. The STS&G discusses institutional and collective training enablers that are available in the institutional and self-development domains. It also introduces a number of new initiatives and resources that CASCOM has developed to assist sustainment leaders and Soldiers. One of these resources is the Sustainment Virtual Playbook, which provides interactive, mobile e-learn-

ing training for use of battalion- and brigade-level living doctrine.

Another resource is the command post exercise—functional, which provides expeditionary sustainment command, sustainment brigade, and combat sustainment support battalion commanders with a low-cost exercise that stresses staff interaction, planning, and decision-making and allows units to practice their core mission of sustainment support in a realistic, constructive simulation environment.

The SLDIP

The SLDIP provides guidance on how to build the bench of sustainment leaders required now and in the future. This document addresses the development of sustainment leaders in financial management, human resources, and logistics.

Synchronized with the Army Leader Development Strategy, the SLDIP addresses how Army leader attributes and competencies apply to sustainers.

It also provides these core sustainment competencies: understanding joint combined arms maneuver, expeditionary sustainment, total force sustainment integration, strategic sustainment enterprise operations, unified action partner integration, and sustainment information systems.

The strategy goes on to discuss how CASCOM will develop qualities and competencies within the operational, institutional, and self-development domains and across three lines of effort: experience, education, and training. The Operational Domain section focuses on how military and civilian sustainment leaders work on leader development within our organizations.

The Institutional Domain section describes the approach to be taken by those who develop and execute institutional education and training and informs initiatives in the institutional domain. This approach includes the CASCOM Leader Development Program, in which senior leaders



Staff Sgt. Teresa Santos and Spc. Cassidy Kilpatrick, both assigned to the 24th Ordnance Company, 87th Combat Sustainment Support Battalion, 3rd Infantry Division Sustainment Brigade, provide combat casualty care under fire during training at Fort Stewart, Georgia, on Dec. 7, 2016. (Photo by Spc. Jamie Beale)

within the various CASCOM organizations are paired with students in professional military education at the Army Logistics University and Soldier Support Institute.

Through this program, leaders form relationships with classes and leverage a variety of engagements to mentor these junior leaders. Their shared experiences on applying the course subject matter in the operational force are invaluable for sustainment leaders preparing to train their units for any type of operation.

The Self-Development Domain section identifies available resources for sustainment leaders that will help them to expand beyond their experience and education.

SUOS Resources

Both the STS&G and the SLDIP are available in the “Hot Topics” section of the Sustainment Unit One Stop (SUOS) website at www.cascom.army.mil/g_staff/g3/SUOS/index.htm.

The SUOS is CASCOM’s portal that provides one-stop access to unit-specific pages containing the most current CASCOM training, doctrine, and lessons learned products that support home-station training. The SUOS integrates access to CASCOM’s training, doctrine, force development, lessons learned, logistics estimation, and knowledge-sharing products.

The SUOS also provides links directly to unit training management tools and resources, such as the new Field Manual 7-0, combined arms training strategies, Department of the Army standardized METLs, as well as the Digital Training Management System and the Army Training Network. It also provides links to video tutorials and overviews, such as resources for using the Sustainment Virtual Playbook and milWiki for doctrine. The “Hot Topics” link also provides access to the newest sustainment material including Objective-T and Sustainable Readiness.



National Guard Soldiers from the 369th Sustainment Brigade conduct tactical lanes training at Fort Indiantown Gap, Pennsylvania, on Aug. 23, 2016, in preparation for their upcoming deployment to Kuwait. (Photo by Sgt. Cesar Leon)

I encourage you to share this valuable resource with leaders, both inside and outside the sustainment community.

Training Readiness Commitment

CASCOM is the brain trust for present and future sustainment leaders. Its staff endeavors to provide the highest quality institutional education and training opportunities and to be a resource for the operational force. CASCOM supports readiness by growing highly qualified sustainment Soldiers, civilians, and leaders and by developing collective training standards for sustainment formations.

All sustainment warfighting function schools have a common goal, representing sustainment in training development, education, and instruction. The schools’ instructors and leaders also represent the warfighting function as they engage organizations outside CASCOM to build world-class Soldiers, civilians, leaders, and units that support operational Army

readiness for multidomain battle.

Training remains the foundation of the sustainment community’s transformation under Army 2020. The STS&G and SLDIP are tools to develop the sustainment professionals that the Army needs now and will need in the future.

The intent is for these documents to positively affect the training of our sustainment formations and formations across the total Army. There exists a sustainment aspect within every warfighting function, so I strongly encourage leaders of all warfighting functions to digest the content of these two documents.

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